Training

• Broadbanding

• CCAS
  – Eligibility for Compensation
  – Normal Pay Range – Rail Position
  – Expected Level of Contribution
  – Determining Scores
  – Supervisor Responsibilities
  – Pay Pool Panel Manager Responsibilities
  – Delta OCS and Delta Salary
  – Compensation from the Pay Pool
  – Compensation Decisions
    – Discretionary Set-Asides
    – Override

• Contribution-based Action and Grievance Process
## Broadbanding

<table>
<thead>
<tr>
<th>Business Management and Technical Management Professional (NH)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
</tr>
<tr>
<td>GS 1 Step 1 - GS 4 Step 10</td>
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## Business Management and Technical Management Professional (NH)

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<td>GS 12 Step 1 - GS 13 Step 10</td>
<td>GS 14 Step 1 - GS 15 Step 10</td>
<td></td>
</tr>
<tr>
<td><strong>Base Salary</strong></td>
<td>$14,757 - $26,415</td>
<td>$22,737 - $54,185</td>
<td>$49,959 - $77,229</td>
<td>$70,205 - $107,357</td>
</tr>
<tr>
<td><strong>with Locality</strong></td>
<td>$16,451 - $29,447</td>
<td>$25,347 - $60,405</td>
<td>$55,694 - $86,095</td>
<td>$78,265 - $119,682</td>
</tr>
</tbody>
</table>

## Technical Management Support (NJ)

<table>
<thead>
<tr>
<th></th>
<th>I</th>
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<td>GS 12 Step 1 - GS 13 Step 10</td>
<td></td>
</tr>
<tr>
<td><strong>Base Salary</strong></td>
<td>$14,757 - $26,415</td>
<td>$22,737 - $40,551</td>
<td>$34,451 - $54,185</td>
<td>$49,959 - $77,229</td>
</tr>
</tbody>
</table>

## Administrative Support (NK)

<table>
<thead>
<tr>
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<th>I</th>
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<tr>
<td>GS 1 Step 1 - GS 4 Step 10</td>
<td>GS 5 Step 1 - GS 7 Step 10</td>
<td>GS 8 Step 1 - GS 10 Step 10</td>
<td></td>
</tr>
<tr>
<td><strong>Base Salary</strong></td>
<td>$14,757 - $26,415</td>
<td>$22,737 - $36,615</td>
<td>$31,191 - $49,324</td>
</tr>
<tr>
<td><strong>with Locality</strong></td>
<td>$16,451 - $29,447</td>
<td>$25,347 - $40,818</td>
<td>$34,772 - $54,986</td>
</tr>
</tbody>
</table>

* 2002 GS Salary Table for Wash - Balt, DC, MD, VA
Contribution-Based Compensation and Appraisal System (CCAS)
## CCAS Funding Levels

<table>
<thead>
<tr>
<th>GS/Title 5</th>
<th>AcqDemo - CCAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Locality Pay</td>
<td>- Locality Pay</td>
</tr>
<tr>
<td>- General Schedule Increase</td>
<td>- General Pay Increase</td>
</tr>
<tr>
<td>- Within-Grade Increases (WGI)</td>
<td>- Contribution Rating Increase (CRI)</td>
</tr>
<tr>
<td></td>
<td>(i.e., base pay increase)</td>
</tr>
<tr>
<td></td>
<td>-- minimum 2.4% 1st year</td>
</tr>
<tr>
<td></td>
<td>-- minimum 2.0% subsequent years</td>
</tr>
<tr>
<td>- Quality-Step Increases (QSI)</td>
<td>- Promotions</td>
</tr>
<tr>
<td></td>
<td>(equivalent to within broadband levels)</td>
</tr>
<tr>
<td>- Promotions</td>
<td>(equivalent to higher broadband levels)</td>
</tr>
<tr>
<td>(equivalent to within broadband levels)</td>
<td></td>
</tr>
<tr>
<td>- Performance Awards</td>
<td>- Contribution Awards</td>
</tr>
<tr>
<td></td>
<td>-- minimum 1.3% 1st year</td>
</tr>
<tr>
<td></td>
<td>-- minimum 1.0% subsequent years</td>
</tr>
</tbody>
</table>
The CCAS Cycle is October 1 - September 30.

- **Initial Meeting**
- **Contribution Objective Plan**
- **Supervisor’s Assessment**
- **Employee Self-Assessment**
- **New Cycle Begins**
- **Cycle Ends**
- **Pay Pool Panel**
- **Mid-Point Feedback**
- **CCAS Results/Grievance Period Begins**
- **Payout**
How Are You Evaluated Under CCAS?

• All AcqDemo employees are rated based on the same six factors (no modification):
  - Problem Solving 60
  - Teamwork/Cooperation 60
  - Customer Relations 58
  - Leadership/Supervision 56
  - Communications 50
  - Resource Management 50

\[
\frac{334}{6} = 55.66 \Rightarrow 56
\]

• A score is given for each FACTOR, then divided by 6 to yield the OCS (Overall Contribution Score)
### Career Path: Business Management / Technical Management Professional (NH)
### Factor: Leadership / Supervision

<table>
<thead>
<tr>
<th>LEVEL DESCRIPTORS</th>
<th>DISCRIMINATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Level I</strong></td>
<td></td>
</tr>
<tr>
<td>Takes initiative in accomplishing assigned tasks.</td>
<td>Leadership Role</td>
</tr>
<tr>
<td>Provides inputs to others in own technical/functional area.</td>
<td>Breadth of Influence</td>
</tr>
<tr>
<td>Seeks and takes advantage of developmental opportunities.</td>
<td>Mentoring/Employee Development</td>
</tr>
<tr>
<td><strong>Level II</strong></td>
<td></td>
</tr>
<tr>
<td>Actively contributes as a team member/team leader; provides insight and recommends changes or solutions to problems.</td>
<td>Leadership Role</td>
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<td>Proactively guides, coordinates, and consults with others to accomplish projects.</td>
<td>Breadth of Influence</td>
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<td>Identifies and pursues individual/team development opportunities.</td>
<td>Mentoring/Employee Development</td>
</tr>
<tr>
<td><strong>Level III</strong></td>
<td></td>
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<tr>
<td>Provides guidance to individuals/teams; resolves conflicts. Considering a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance.</td>
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<td>Defines, organizes, and assigns activities to accomplish projects/programs goals.</td>
<td>Breadth of Influence</td>
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<tr>
<td>Guides, motivates, and oversees the activities of individuals and teams with focus on projects/programs issues.</td>
<td>Mentoring/Employee Development</td>
</tr>
<tr>
<td>Fosters individual/team development by mentoring. Pursues or creates training development programs for self and others.</td>
<td></td>
</tr>
<tr>
<td><strong>Level IV</strong></td>
<td></td>
</tr>
<tr>
<td>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.</td>
<td>Leadership Role</td>
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<tr>
<td>Leads, defines, manages, and integrates efforts of several groups or teams. Ensures organizational mission and program success.</td>
<td>Breadth of Influence</td>
</tr>
<tr>
<td>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.</td>
<td>Mentoring/Employee Development</td>
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### Three Career Paths with Broadband Levels

#### Business Management and Technical Management Professional (NH)

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</tr>
</tbody>
</table>
### Point Ranges Associated With Each Career Path and Broadband Level

<table>
<thead>
<tr>
<th>Categorical Rating by Broadband Level</th>
<th>NH (Business Management / Technical Professional) Point Range</th>
<th>Categorical Rating by Broadband Level</th>
<th>NJ (Technical Support) Point Range</th>
<th>Categorical Rating by Broadband Level</th>
<th>NK (Administrative Support) Point Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td></td>
<td>I</td>
<td></td>
<td>I</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>0-5</td>
<td>Low</td>
<td>0-5</td>
<td>Low</td>
<td>0-5</td>
</tr>
<tr>
<td>Med</td>
<td>6-23</td>
<td>Med</td>
<td>6-23</td>
<td>Med</td>
<td>6-23</td>
</tr>
<tr>
<td>High</td>
<td>24-29</td>
<td>High</td>
<td>24-29</td>
<td>High</td>
<td>24-29</td>
</tr>
<tr>
<td>II</td>
<td></td>
<td>II</td>
<td></td>
<td>II</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>22-29</td>
<td>Low</td>
<td>22-29</td>
<td>Low</td>
<td>22-29</td>
</tr>
<tr>
<td>ML</td>
<td>30-40</td>
<td>ML</td>
<td>30-35</td>
<td>ML</td>
<td>30-41</td>
</tr>
<tr>
<td>Med</td>
<td>41-50</td>
<td>Med</td>
<td>36-40</td>
<td>Med</td>
<td>30-41</td>
</tr>
<tr>
<td>MH</td>
<td>51-61</td>
<td>MH</td>
<td>41-46</td>
<td>MH</td>
<td>42-46</td>
</tr>
<tr>
<td>High</td>
<td>62-66</td>
<td>High</td>
<td>47-51</td>
<td>High</td>
<td>42-46</td>
</tr>
<tr>
<td>III</td>
<td></td>
<td>III</td>
<td></td>
<td>III</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>61-66</td>
<td>Low</td>
<td>43-51</td>
<td>Low</td>
<td>38-46</td>
</tr>
<tr>
<td>Med</td>
<td>67-78</td>
<td>Med</td>
<td>52-61</td>
<td>Med</td>
<td>47-56</td>
</tr>
<tr>
<td>High</td>
<td>79-83</td>
<td>High</td>
<td>62-66</td>
<td>High</td>
<td>57-61</td>
</tr>
<tr>
<td>IV</td>
<td></td>
<td>IV</td>
<td></td>
<td>IV</td>
<td></td>
</tr>
<tr>
<td>Low</td>
<td>79-83</td>
<td>Low</td>
<td>61-66</td>
<td>Very High</td>
<td>70</td>
</tr>
<tr>
<td>Med</td>
<td>84-95</td>
<td>Med</td>
<td>67-78</td>
<td>Very High</td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>96-100</td>
<td>High</td>
<td>79-83</td>
<td>Very High</td>
<td></td>
</tr>
<tr>
<td>Very High</td>
<td>115</td>
<td>Very High</td>
<td>95</td>
<td>Very High</td>
<td>70</td>
</tr>
</tbody>
</table>
Five Basic CCAS Concepts

- Eligibility for Compensation
- Normal Pay Range – Rail Position
- Expected Level of Contribution
  - CCAS Process
  - Scoring Techniques
- Delta OCS and Delta Salary
- Compensation from the Pay Pool
Eligibility for Compensation

• An individual’s eligibility for a CCAS compensation is dependent on three conditions:
  – Presumptive Status
  – Retained Pay (or Pay Retention)
  – CCAS Rating (Rail Position)
Presumptive Statuses

• **Presumptive Status 0** - Employee must have **at least 90 days in AcqDemo to be eligible for a rating**;

• **Presumptive Status 1** - If in the AcqDemo less than 90 days on September 30, end of the rating period, then not eligible for CCAS distribution (but will receive full “G”);

• If you were away from your normal duties for an extended period of time, (i.e., temporary promotion outside the parent organization or outside the demo, long-term full-time training, call to active duty, extended sick leave, leave without pay, etc.), then the rating official has two options:
  
  **Presumptive Status 2** - Presumes that you would have contributed consistently with your expected level and will be given a expected rating;

  **Presumptive Status 3** - Re-certifies your last contribution appraisal.
Eligibility for Compensation

• **Retained Pay** – employee’s base pay exceeds that of the maximum pay for a broadband and career path

• Employees on retained pay are:
  – Not eligible for any salary increases
  
  – Will to receive 50% of general pay increase based upon the maximum salary for his/her broadband.
  
  – Eligible to receive only the CA based on Overall Contribution Score (OCS).
Five Basic CCAS Concepts

- Eligibility for Compensation
- Normal Pay Range – Rail Position
Normal Pay Range – Rail Position

A = Above the Rail
Compensation exceeds contribution

B = Below the Rail
Contribution exceeds compensation

C = Between the Rails
Compensation matches contribution

<table>
<thead>
<tr>
<th>Rail Positions</th>
<th>General Pay Increase</th>
<th>Contribution Rating Increase (Salary Increase)</th>
<th>Contribution Award</th>
<th>Locality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inappropriately Compensated - A</td>
<td>Can be reduced or denied</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>(Above the Upper Rail)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriately Compensated - C</td>
<td>Yes</td>
<td>Yes, up to 6%</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>(Between the Rails)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inappropriately Compensated - B</td>
<td>Yes</td>
<td>Yes, up to 20%</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>(Below the Lower Rail)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
• Relationship between contribution (OCS) and salary.
• Tracks from the lowest pay, GS-1 Step 1, to the highest pay, GS-15 Step 10.
• Increased annually in accordance with the GS pay increase.
Normal Pay Range and Standard Pay Line Chart

GS 1 Step 1 = $14,757
$14,757 X 1.0200427 = $15,053
$15,053 X 1.0200427 = $15,354 etc.

For complete SPL Chart
Go to http://dacm.rdaisa.army.mil

<table>
<thead>
<tr>
<th>OCS</th>
<th>SPL</th>
<th>*0.92 Lower Rail</th>
<th>*1.08 Upper Rail</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>14757</td>
<td>13576</td>
<td>15938</td>
</tr>
<tr>
<td>1</td>
<td>15053</td>
<td>13849</td>
<td>16257</td>
</tr>
<tr>
<td>2</td>
<td>15354</td>
<td>14126</td>
<td>16583</td>
</tr>
<tr>
<td>3</td>
<td>15662</td>
<td>14409</td>
<td>16915</td>
</tr>
<tr>
<td>39</td>
<td>31997</td>
<td>29438</td>
<td>34557</td>
</tr>
<tr>
<td>40</td>
<td>32639</td>
<td>30028</td>
<td>35250</td>
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<td>41</td>
<td>33293</td>
<td>30629</td>
<td>35956</td>
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<tr>
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<td>33960</td>
<td>31243</td>
<td>36677</td>
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<tr>
<td>43</td>
<td>34641</td>
<td>31869</td>
<td>37412</td>
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<tr>
<td>44</td>
<td>35335</td>
<td>32508</td>
<td>38162</td>
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<td>45</td>
<td>36043</td>
<td>33160</td>
<td>38927</td>
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<td>46</td>
<td>36766</td>
<td>33824</td>
<td>39707</td>
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<td>47</td>
<td>37503</td>
<td>34502</td>
<td>40503</td>
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<td>38254</td>
<td>35194</td>
<td>41315</td>
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<td>42143</td>
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<td>50</td>
<td>39803</td>
<td>36619</td>
<td>42987</td>
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<tr>
<td>98</td>
<td>103180</td>
<td>94926</td>
<td>111435</td>
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<tr>
<td>99</td>
<td>105248</td>
<td>96828</td>
<td>113668</td>
</tr>
<tr>
<td>100</td>
<td>107358</td>
<td>98769</td>
<td>115946</td>
</tr>
</tbody>
</table>
Five Basic CCAS Concepts

- Eligibility for Compensation
- Normal Pay Range – Rail Position
- Expected Level of Contribution
Expected Level of Contribution

Base Salary is $35,035

Find the closest dollar amount in the SPL column to the employee’s base salary.

Expected Level of Contribution is 44

<table>
<thead>
<tr>
<th>OCS 43</th>
<th>$35,035</th>
<th>-$34,644</th>
<th>$ 391</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCS 44</td>
<td>$35,335</td>
<td>-$35,035</td>
<td>$ 300</td>
</tr>
</tbody>
</table>

The NPR and SPL Table is updated annually upon the effective date of the General Schedule Pay Tables. For the current Table, go to or click on [http://asc.rdaisa.army.mil/](http://asc.rdaisa.army.mil/)

Click on Career Management Division
Expected Level of Contribution

Base Pay of $35,035 = Expected OCS score of 44

Contribution Level
What is the approximate OCS range to remain within the region where compensation matches contribution?

Your Contribution will match your compensation – if you receive an OCS score between 40 and 48
An OCS less than 40…

Above the Rails = Compensation EXCEEDS Contribution

Overcompensated

$35,035

Basic Pay

Overall Contribution Score
An OCS greater than 48...

Below the Rails = Contribution EXCEEDS Compensation

Undercompensated $35,035
Five Basic CCAS Concepts

- Eligibility for Compensation
- Normal Pay Range – Rail Position
- Expected Level of Contribution
  - CCAS Process
### AcqDemo CCAS Process

#### Standard - Factors
- Problem Solving
- Teamwork/Cooperation
- Customer Relations
- Leadership/Supervision
- Communication
- Resource Management

#### Appraisal

<table>
<thead>
<tr>
<th>Factor</th>
<th>Leadership / Supervision Descriptors</th>
<th>Leadership / Supervision Discriminators</th>
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<td>Leadership Role</td>
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### AcqDemo CCAS Process

#### Score Each Factor

- Problem Solving: 60
- Teamwork/Cooperation: 60
- Customer Relations: 58
- Leadership/Supervision: 56
- Communication: 50
- Resource Management: 50

### Overall Contribution Score

$$\frac{334}{6} = 55.66 \approx 56$$
Five Basic CCAS Concepts

- Eligibility for Compensation
- Normal Pay Range – Rail Position
- Expected Level of Contribution
  - CCAS Process
  - Scoring Techniques
Scoring Techniques

- All Supervisors have to:
  - Understand and record employees’ contributions for each factor (on Part II Supervisor Assessment)
  - Know what is the expected level of contribution for each employee (categorical and numerical levels)
  - Understand whether or not the employee diverges from the expected level in any factor
  - Establish categorical scores for each factor (e.g., 2 Medium High)
  - Establish relative order in each factor (if supervisor has multiple employees)
Example Pay Pool Structure

Third Level
SAAL Pay Pool

Second Level
SAAL-ZR

First Level Supervisor
First Level Supervisor
First Level Supervisor

Second Level
SAAL-ZS

First Level Supervisor
First Level Supervisor
First Level Supervisor
First Level Supervisor

Second Level
SAAL-ZT

First Level Supervisor
First Level Supervisor
First Level Supervisor
First Level Supervisor

Sub-Panel One
Sub-Panel Two
Sub-Panel Three
Scoring Techniques

• Benjamin is an NH-II making $35,035 per year. He has an expected contribution level of 2M and an expected OCS of 44.

• Benjamin is supervised by Nora.

• Nora assessed Benjamin’s contribution with the following categorical scores.

<table>
<thead>
<tr>
<th>Problem Solving</th>
<th>Teamwork / Cooperation</th>
<th>Customer relations</th>
<th>Leadership / Supervision</th>
<th>Communications</th>
<th>Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2MH</td>
<td>2MH</td>
<td>2MH</td>
<td>2MH</td>
<td>2M</td>
<td>2M</td>
</tr>
</tbody>
</table>
Scoring Techniques

• The next higher supervisor level (sub-panel or Pay Pool Panel) should:
  – Consolidate categorical and numerical factor scores from all lower level supervisors
  – Establish new relative order for each factor across the employee group making appropriate adjustments
  – Understand expected numerical score for each employee
  – Establish numerical scores for each factor for each employee
  – Determine Overall Contribution Score for each employee
  – Understand and validate the result of the OCS (i.e., above the upper rail or below the lower rail)
Scoring Techniques - Sub-Panel Level

• Benjamin is assigned numerical scores at the sub-panel level

<table>
<thead>
<tr>
<th>Level II</th>
<th>Problem Solving</th>
<th>Teamwork / Cooperation</th>
<th>Customer relations</th>
<th>Leadership / Supervision</th>
<th>Communications</th>
<th>Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2L</td>
<td>2MH</td>
<td>2MH</td>
<td>2MH</td>
<td>2MH</td>
<td>2M</td>
<td>2M</td>
</tr>
<tr>
<td>2ML</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>2MH</td>
<td>60</td>
<td>60</td>
<td>58</td>
<td>56</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

• Benjamin’s expected contribution level is 44
• \((60 + 60 + 58 + 56 + 50 + 50) \div 6 = 56\)
• Benjamin’s Overall Contribution Score is 56
Scoring Techniques
Establishing Equity and Consistency

• Pay Pool Panel / Manager responsibilities:
  – Look across entire pay pool
  – Identify benchmarks (i.e., top contributors) in each factor/OCS
  – Validate relative order across the pay pool in each factor/OCS
    – Are all the 2MHs grouped together and numerical scores appropriate?
  – Make any necessary adjustments (communicate with rating official before adjusting scores)
  – Validate pay pool region distribution (above, between, below the rails)
    – Is this a true representation of the pool
    – Understand message being sent to the employees
  – Make final adjustments and approve scores then compensation
Scoring Techniques

- **Third Level**
  - SAAL Pay Pool
    - Looks across organization and ensures equity and consistency

- **Second Level**
  - SAAL-ZR
    - Recommends Numerical Scores (made with first level supervisors)

- **First Level Supervisor**
  - Recommend Categorical and Numerical Scores
  - Recommend Categorical and Numerical Scores
  - Recommend Categorical and Numerical Scores
Five Basic CCAS Concepts

• Eligibility for Compensation
• Normal Pay Range – Rail Position
• Expected Level of Contribution
  • CCAS Process
  • Scoring Techniques
• Delta OCS and Delta Salary
Delta OCS and Delta Salary

• Delta OCS =
  The difference between my expected score, which is based on my salary, and the OCS score that is finalized by the pay pool panel.

• Delta Salary =
  The difference between my current base salary and what my salary should be based on my overall contribution score (OCS).
Expected Level of Contribution

Base Pay of $35,035 = Expected OCS score of 44
Pay Pool Panel Approves an OCS score of 56

Basic Pay

$35,035

$0

$20,000

$40,000

$60,000

$80,000

$100,000

$120,000

Overall Contribution Score

Standard Pay Line

44

56
OCS Score 56 – Expected Score 44 = Delta OCS +12

Basic Pay

$35,035

Overall Contribution Score

Standard Pay Line

$0

$20,000

$40,000

$60,000

$80,000

$100,000

$120,000

0 44 56

+12

100
Target Salary

Target Salary:

- **OCS 56 = SPL**: $44,836
- **Expected OCS 56 = SPL**: $44,836
- **Delta Salary =**: $00

- **OCS 56 = LR**: $41,249
- **Expected OCS 56 = SPL**: $44,836
- **Delta Salary =**: - $3,587

- **OCS 56 = Upper Rail**: $48,423
- **Expected OCS 56 = $44,836**
- **Delta Salary =**: $3,587

---

<table>
<thead>
<tr>
<th>OCS</th>
<th>SPL</th>
<th>*0.92 Lower Rail</th>
<th>*1.08 Upper Rail</th>
</tr>
</thead>
<tbody>
<tr>
<td>39</td>
<td>$31,997</td>
<td>$29,438</td>
<td>$34,557</td>
</tr>
<tr>
<td>40</td>
<td>$32,639</td>
<td>$30,028</td>
<td>$35,250</td>
</tr>
<tr>
<td>41</td>
<td>$33,293</td>
<td>$30,629</td>
<td>$35,956</td>
</tr>
<tr>
<td>42</td>
<td>$33,960</td>
<td>$31,243</td>
<td>$36,677</td>
</tr>
<tr>
<td>43</td>
<td>$34,641</td>
<td>$31,869</td>
<td>$37,412</td>
</tr>
<tr>
<td>44</td>
<td>$35,335</td>
<td>$32,508</td>
<td>$38,162</td>
</tr>
<tr>
<td>45</td>
<td>$36,043</td>
<td>$33,160</td>
<td>$38,927</td>
</tr>
<tr>
<td>46</td>
<td>$36,766</td>
<td>$33,824</td>
<td>$39,707</td>
</tr>
<tr>
<td>47</td>
<td>$37,503</td>
<td>$34,502</td>
<td>$40,503</td>
</tr>
<tr>
<td>48</td>
<td>$38,254</td>
<td>$35,194</td>
<td>$41,315</td>
</tr>
<tr>
<td>49</td>
<td>$39,021</td>
<td>$35,899</td>
<td>$42,143</td>
</tr>
<tr>
<td>50</td>
<td>$39,803</td>
<td>$36,619</td>
<td>$42,987</td>
</tr>
<tr>
<td>51</td>
<td>$40,601</td>
<td>$37,353</td>
<td>$43,849</td>
</tr>
<tr>
<td>52</td>
<td>$41,414</td>
<td>$38,101</td>
<td>$44,728</td>
</tr>
<tr>
<td>53</td>
<td>$42,245</td>
<td>$38,865</td>
<td>$45,624</td>
</tr>
<tr>
<td>54</td>
<td>$43,091</td>
<td>$39,644</td>
<td>$46,539</td>
</tr>
<tr>
<td>55</td>
<td>$43,965</td>
<td>$40,439</td>
<td>$47,471</td>
</tr>
<tr>
<td>56</td>
<td><strong>$44,836</strong></td>
<td><strong>$41,249</strong></td>
<td><strong>$48,423</strong></td>
</tr>
<tr>
<td>57</td>
<td>$45,735</td>
<td>$42,076</td>
<td>$49,393</td>
</tr>
</tbody>
</table>
OCS Score of 56 Target Salary is $46,739

Target Salary - Upper Rail

$48,423

$35,035
OCS Salary - Base Salary = Delta Salary

Target Salary - Upper Rail

$48,423 - $35,035 = $13,388

Overall Contribution Score
Not quite $13,388
but continue on for the answer
Five Basic CCAS Concepts

• Eligibility for Compensation
• Normal Pay Range – Rail Position
• Expected Level of Contribution
• CCAS Process
  • Scoring Techniques
  • Delta OCS and Delta Salary

• Compensation from the Pay Pool
How much of that $13,388 do I actually get?

Answer:

Depends on how much money is in the pay pool for Pay Raises (CRI) and Awards (CA).

Well, how much is that? Let’s find out…
### CCAS Funding Levels

<table>
<thead>
<tr>
<th>GS/Title 5</th>
<th>AcqDemo - CCAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Locality Pay</td>
<td>- Locality Pay</td>
</tr>
<tr>
<td>- General Schedule Increase</td>
<td>- General Pay Increase</td>
</tr>
<tr>
<td>- Within-Grade Increases (WGI)</td>
<td>- Contribution Rating Increase (CRI)</td>
</tr>
<tr>
<td>- Quality-Step Increases (QSI)</td>
<td>(i.e., base pay increase)</td>
</tr>
<tr>
<td>- Promotions (equivalent to within broadband levels)</td>
<td>-- minimum 2.4% 1st year</td>
</tr>
<tr>
<td>- Promotions (equivalent to higher broadband levels)</td>
<td>-- minimum 2.0% subsequent years</td>
</tr>
<tr>
<td>- Performance Awards</td>
<td>- Promotions (higher broadband level)</td>
</tr>
<tr>
<td></td>
<td>- Contribution Awards</td>
</tr>
<tr>
<td></td>
<td>-- minimum 1.3% 1st year</td>
</tr>
<tr>
<td></td>
<td>-- minimum 1.0% subsequent years</td>
</tr>
</tbody>
</table>
How Much of the Delta Salary Do I Get?

1. Determine Who is in the Pay Pool as of the End of the Rating Period on September 30.

<table>
<thead>
<tr>
<th>Name</th>
<th>Career Path</th>
<th>Broadband Level</th>
<th>2002 Maximum Salary for Broadband Level</th>
<th>2002 Base Salary</th>
<th>Expected OCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munro, Cora</td>
<td>NH</td>
<td>IV</td>
<td>107357</td>
<td>107357</td>
<td>100</td>
</tr>
<tr>
<td>Lund, Ilsa</td>
<td>NH</td>
<td>III</td>
<td>77229</td>
<td>67765</td>
<td>77</td>
</tr>
<tr>
<td>Blaine, Rick</td>
<td>NH</td>
<td>IV</td>
<td>107357</td>
<td>87000</td>
<td>89</td>
</tr>
<tr>
<td>Poe, Nathaniel</td>
<td>NH</td>
<td>III</td>
<td>77229</td>
<td>74553</td>
<td>82</td>
</tr>
<tr>
<td>Martin, Benjamin</td>
<td>NK</td>
<td>III</td>
<td>49324</td>
<td>35035</td>
<td>44</td>
</tr>
<tr>
<td>Sayer, Rose</td>
<td>NK</td>
<td>III</td>
<td>49324</td>
<td>39700</td>
<td>50</td>
</tr>
<tr>
<td>Parker, Peter</td>
<td>NH</td>
<td>III</td>
<td>77229</td>
<td>49362</td>
<td>61</td>
</tr>
<tr>
<td>Wayne, Bruce</td>
<td>NH</td>
<td>III</td>
<td>77229</td>
<td>49917</td>
<td>61</td>
</tr>
<tr>
<td>Allnutt, Charles</td>
<td>NJ</td>
<td>III</td>
<td>54135</td>
<td>50135</td>
<td>62</td>
</tr>
<tr>
<td>Young, Joe</td>
<td>NJ</td>
<td>IV</td>
<td>77229</td>
<td>74553</td>
<td>82</td>
</tr>
<tr>
<td><strong>Total Base Salary</strong></td>
<td></td>
<td></td>
<td><strong>635377</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Add All the Base Salaries for the Pay Pool’s Total Base Salary.

Total Base Salary = $635,377
3. Calculate pay pool dollars allocated for salary increases (CRI) and awards (CA) using percentages of Total Base Salary.

Total Base Salary = $635,377

### Available Pay Pool Dollars

<table>
<thead>
<tr>
<th>Description</th>
<th>Formula</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Increases (CRI) – 2.4%</td>
<td>Total Base Salary * CRI Funding Level = CRI Pool</td>
<td>$15,249</td>
</tr>
<tr>
<td></td>
<td>$635,377 * 2.40%</td>
<td>$15,249</td>
</tr>
<tr>
<td>Awards (CA) - 1.3% (90% is the min. for CA)</td>
<td>Total Base Salary * CA Funding Level = CA Pool</td>
<td>$7,434</td>
</tr>
<tr>
<td></td>
<td>$635,377 * 90% of 1.3%</td>
<td>$7,434</td>
</tr>
</tbody>
</table>
How Much of the Delta Salary Do I Get?

4. Enter the Approved OCS Scores and Delta OCS

<table>
<thead>
<tr>
<th>Name</th>
<th>Career Path</th>
<th>Broadband Level</th>
<th>2002 Maximum Salary for Broadband Level</th>
<th>2002 Base Salary</th>
<th>Expected OCS</th>
<th>OCS Score</th>
<th>Delta OCS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munro, Cora</td>
<td>NH</td>
<td>IV</td>
<td>107,357</td>
<td>107,357</td>
<td>100</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Lund, Ilisa</td>
<td>NH</td>
<td>III</td>
<td>77,229</td>
<td>67,765</td>
<td>77</td>
<td>83</td>
<td>6</td>
</tr>
<tr>
<td>Blaine, Rick</td>
<td>NH</td>
<td>IV</td>
<td>107,357</td>
<td>87,000</td>
<td>89</td>
<td>84</td>
<td>-5</td>
</tr>
<tr>
<td>Poe, Nathaniel</td>
<td>NH</td>
<td>III</td>
<td>77,229</td>
<td>74,553</td>
<td>82</td>
<td>84</td>
<td>2</td>
</tr>
<tr>
<td>Martin, Benjamin</td>
<td>NK</td>
<td>III</td>
<td>49,324</td>
<td>35,035</td>
<td>44</td>
<td>56</td>
<td>12</td>
</tr>
<tr>
<td>Sayer, Rose</td>
<td>NK</td>
<td>III</td>
<td>49,324</td>
<td>39,700</td>
<td>50</td>
<td>46</td>
<td>-4</td>
</tr>
<tr>
<td>Parker, Peter</td>
<td>NH</td>
<td>III</td>
<td>77,229</td>
<td>49,362</td>
<td>61</td>
<td>64</td>
<td>3</td>
</tr>
<tr>
<td>Wayne, Bruce</td>
<td>NH</td>
<td>III</td>
<td>77,229</td>
<td>49,917</td>
<td>61</td>
<td>64</td>
<td>3</td>
</tr>
<tr>
<td>Allnutt, Charles</td>
<td>NJ</td>
<td>III</td>
<td>54,185</td>
<td>50,135</td>
<td>62</td>
<td>65</td>
<td>3</td>
</tr>
<tr>
<td>Young, Joe</td>
<td>NJ</td>
<td>IV</td>
<td>77,229</td>
<td>74,553</td>
<td>82</td>
<td>86</td>
<td>4</td>
</tr>
</tbody>
</table>

**Delta OCS = OCS Score - Expected OCS**

<table>
<thead>
<tr>
<th>Name</th>
<th>2002 Base Salary</th>
<th>Expected OCS</th>
<th>OCS Score</th>
<th>OCS Salary</th>
<th>Delta Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munro, Cora</td>
<td>107357</td>
<td>100</td>
<td>100</td>
<td>115945</td>
<td>8588</td>
</tr>
<tr>
<td>Lund, Ilisa</td>
<td>67765</td>
<td>77</td>
<td>83</td>
<td>82746</td>
<td>14981</td>
</tr>
<tr>
<td>Blaine, Rick</td>
<td>87000</td>
<td>89</td>
<td>84</td>
<td>84404</td>
<td>-2596</td>
</tr>
<tr>
<td>Poe, Nathaniel</td>
<td>74553</td>
<td>82</td>
<td>84</td>
<td>84404</td>
<td>9851</td>
</tr>
<tr>
<td>Martin, Benjamin</td>
<td>35035</td>
<td>44</td>
<td>56</td>
<td>48423</td>
<td>13388</td>
</tr>
<tr>
<td>Sayer, Rose</td>
<td>39700</td>
<td>50</td>
<td>46</td>
<td>39707</td>
<td>7</td>
</tr>
<tr>
<td>Parker, Peter</td>
<td>49362</td>
<td>61</td>
<td>64</td>
<td>56754</td>
<td>7392</td>
</tr>
<tr>
<td>Wayne, Bruce</td>
<td>49917</td>
<td>61</td>
<td>64</td>
<td>56754</td>
<td>6837</td>
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<tr>
<td>Allnutt, Charles</td>
<td>50135</td>
<td>62</td>
<td>65</td>
<td>57891</td>
<td>7756</td>
</tr>
<tr>
<td>Young, Joe</td>
<td>74553</td>
<td>82</td>
<td>86</td>
<td>87821</td>
<td>13268</td>
</tr>
<tr>
<td><strong>Total Base Salary</strong></td>
<td><strong>635377</strong></td>
<td><strong>Total Positive Delta Salary</strong></td>
<td><strong>82068</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Current Salary - OCS Salary = Delta Salary
### How Much of the Delta Salary Do I Get?

7. Calculate Percent of Delta Salary to be given.

<table>
<thead>
<tr>
<th>Name</th>
<th>2002 Base Salary</th>
<th>Expected OCS</th>
<th>OCS Score</th>
<th>OCS Salary</th>
<th>Delta Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Munro, Cora</td>
<td>107357</td>
<td>100</td>
<td>100</td>
<td>115945</td>
<td>8588</td>
</tr>
<tr>
<td>Lund, Ilisa</td>
<td>67765</td>
<td>77</td>
<td>83</td>
<td>82746</td>
<td>14981</td>
</tr>
<tr>
<td>Blaine, Rick</td>
<td>87000</td>
<td>89</td>
<td>84</td>
<td>84404</td>
<td>-2596</td>
</tr>
<tr>
<td>Poe, Nathaniel</td>
<td>74553</td>
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<td>84</td>
<td>84404</td>
<td>9851</td>
</tr>
<tr>
<td>Martin, Benjamin</td>
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<td>44</td>
<td>56</td>
<td>48423</td>
<td>13388</td>
</tr>
<tr>
<td>Sayer, Rose</td>
<td>39700</td>
<td>50</td>
<td>46</td>
<td>39707</td>
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</tr>
<tr>
<td>Parker, Peter</td>
<td>49362</td>
<td>61</td>
<td>64</td>
<td>56754</td>
<td>7392</td>
</tr>
<tr>
<td>Wayne, Bruce</td>
<td>49917</td>
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<td>56754</td>
<td>6837</td>
</tr>
<tr>
<td>Allnutt, Charles</td>
<td>50135</td>
<td>62</td>
<td>65</td>
<td>57891</td>
<td>7756</td>
</tr>
<tr>
<td>Young, Joe</td>
<td>74553</td>
<td>82</td>
<td>86</td>
<td>87821</td>
<td>13289</td>
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<tr>
<td><strong>Total Base Salary</strong></td>
<td><strong>635377</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Total Positive Delta Salary</strong></td>
</tr>
</tbody>
</table>

**Available Dollars for CRI and CA**

<table>
<thead>
<tr>
<th>CRI Pool / Total Positive Delta Salary = % of Delta Salary for CRI</th>
</tr>
</thead>
<tbody>
<tr>
<td>$15,249 / $82,068 = 18.58%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CA Pool / Total Positive Delta Salary = % of Delta Salary for CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>$7,434 / $82,068 = 9.1%</td>
</tr>
</tbody>
</table>
How Much of the Delta Salary Do I Get?

8. Calculate Approved CRI and CA Compensation.

Employee Benjamin Martin

Positive Delta Salary * Percent of Delta Salary for CRI = Salary Increase (CRI)

\[
\text{Positive Delta Salary} \times \text{Percent of Delta Salary for CRI} = \text{Salary Increase (CRI)}
\]

\[
$13,388 \times 18.58\% = $2,488
\]

Positive Delta Salary * Percent of Delta Salary for CA = Award (CA)

\[
\text{Positive Delta Salary} \times \text{Percent of Delta Salary for CA} = \text{Award (CA)}
\]

\[
$13,388 \times 9.1\% = $1,213
\]
How Much of the Delta Salary Do I Get?

<table>
<thead>
<tr>
<th>Name</th>
<th>2002 Base Salary</th>
<th>Expected OCS</th>
<th>OCS Score</th>
<th>OCS Salary</th>
<th>Delta Salary</th>
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<th>CA</th>
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<td>Total Base Salary</td>
<td>635377</td>
<td>Total Positive Delta Salary</td>
<td>82068</td>
<td>15249</td>
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</table>

Plus General Pay Increase, if eligible, and Locality Pay
Annual Pay Adjustment

- GPI (General Pay Increase)
  - Often Incorrectly Called COLA
- CRI (Contribution Rating Increase)
- Locality Pay
  - Paid Over 26 Pay Periods
  - Counts Toward Retirement
  - Cannot Be Reduced Through CCAS Assessment
  - Only Through Contribution-based Actions
- CA (Contribution Award)
  - Lump Sum
Compensation Decisions

- Decisions affect entire pay pool
  - How much money does the pay pool have?
    - CRI %, CA %
  - Reference points for CRI and CA (beta = -1, 0, +1)
  - Rollover (of CRI to CA because of maximum salary for broadband level)
  - Discretionary amounts (CRI, CA)

- Decisions affecting individuals
  - Overrides CRI, CA
  - Discretionary GPI, CRI, CA

- Policy decisions
  - Region A - full GPI, reduce GPI%, deny GPI
Overrides for CRI and CA

- **CRI override examples**
  - Employee leaves the AcqDemo after rating cycle ends, but before payout
    - Retirement
    - Moves outside the Federal Government
    - Goes to another Federal/DoD non-AcqDemo organization
  - Promotion considerations

- **CA override considerations**
  - Employee leaves the AcqDemo after rating cycle ends, but before payout
    - Will the employee ever actually receive the CA?
  - Pay Pool has established an alternative distribution method for contribution awards
    - Must be linked to employee contribution
Discretionary Distribution of CRI, CA, and GPI

• Appropriate use of discretionary CRI
  – Spreadsheet calculations fail to address unique considerations
    – Employees in targeted positions
    – Employees reassigned mid-year, within a broadband, to a position of greater responsibility (without a pay increase)
    – Other special situations
Discretionary Distribution of CRI, CA, and GPI

• Appropriate use of discretionary CA
  – Spreadsheet calculations fail to address unique considerations
    – Unique one-time contributions
    – Pay pool has overridden default CRI for retiring employee and chooses to add CRI amount to award
  – Pay pool has established an alternative method for contribution awards
    – Must be linked to employee contribution
Additional Considerations

• Validate compensation decisions
  – GPI
  – CRI
  – CA
  – Rollover
  – Override
  – Discretionary

• Ensure all available funds are distributed
  – Track 10% award (10% of the 1.3% award pool) for on-the-spot, special act awards throughout the year
Inadequate Contribution
Contribution-based Action
Contribution Improvement Plan
Inadequate Contribution

- Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction-in-pay or removal action (reassignment or removal from Federal service).

- However, written notification is mandatory to include a Contribution Improvement Plan.

- 5 U.S.C. 4303(e) provides the statutory authority for appeals of contribution-based actions.
Inadequate Contribution

CCAS Goal: Proper pay for contribution to mission

Inadequate contribution is grounds for initiating contribution-based actions

- May result in:
  - Reassignment
  - Reduction in pay
  - Removal from Federal Service

- May be identified at any time during the appraisal period
Inadequate Contribution

If identified at end of cycle, that...

OCS plots above the upper rail

OR

Any factor at or less than midpoint of next lower broadband level
Inadequate Contribution

OCS plots above the upper rail of the NPR

Compensation exceeds contribution

Basic Pay

Overall Contribution Score

Salary

Compensation exceeds contribution
Inadequate Contribution

Compensation exceeds contribution

Take formal action?

Yes

Inform employee in writing—
include a Contribution
Improvement Plan (CIP)

No

Document decision in a memo for record
Inadequate Contribution

Any factor score is **at or less than** numerical midpoint of next lower level

<table>
<thead>
<tr>
<th>FACTORS</th>
<th>Problem Solving</th>
<th>Teamwork/Cooperation</th>
<th>Customer Relations</th>
<th>Leadership/Supervision</th>
<th>Commun.</th>
<th>Resource Mgt</th>
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<td>Level</td>
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<td></td>
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</tr>
</tbody>
</table>

**NH-IV Employee**
Inadequate Contribution

Contribution ≤ midpoint of next lower broadband

Take formal action?

Yes

Inform employee in writing-
include a CIP

No
Contribution Improvement Plan

CIP must contain:

Specific areas in which employee is inadequately contributing, and required improvements

- Standards for adequate contribution
- Actions required by employee
- Time frame for contribution improvements
- Assistance from Service or agency
- Consequences of failure to improve
Contribution-based Actions

• Failing to improve may result in:
  – Reassignment
  – Reduction in pay
  – Removal from Federal Service

• Coordinate with servicing CPAC is critical
Grievance Policy and Procedures
CCAS Grievance Process

- Employee may grieve:
  - OCS
  - General Pay Increase
  - CRI
  - CA

- Bargaining Unit employees follow negotiated agreement, if any; if not

- Non-Bargaining Unit employees follow established administrative procedures, with supplemental instructions.
Grievance Process
Administrative Procedures

Flow

Employee Decides to Grieve

Supervisor Makes Recommendation to Pay Pool Panel

Within 15 days of Receipt of CCAS Part I
Submit Written Grievance

Within 10 days of Date of Grievance Forward Recommendation and Grievance

Within 30 days of Date of Grievance Written Decision

Pay Pool Panel Rules

Employee Agrees

- SF-52

Employee Disagrees

Appeals to Next Higher Official Above Pay Pool Manager

Within 60 days of Date of Request for Reconsideration Written Decision

Final Ruling

Change

No Change

Inform Employee

SF-50

Revise Part I

Revise Personnel Action

<table>
<thead>
<tr>
<th>Grievances</th>
<th>1999</th>
<th>2000</th>
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<tr>
<td>Incomplete Data 4 - 8</td>
<td>12</td>
<td>10</td>
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</table>
Summary

- Broadbanding
- CCAS
  - Eligibility for Compensation
  - Normal Pay Range – Rail Position
  - Expected Level of Contribution
  - Determining Scores
  - Supervisor Responsibilities
  - Pay Pool Panel Manager Responsibilities
  - Delta OCS and Delta Salary
  - Compensation from the Pay Pool
  - Compensation Decisions
    - Discretionary Set-Asides
    - Override
- Contribution-based Action and Grievance Process
Questions?

Comments?

Jerry Lee at 703-805-5498 or jerold.a.lee@us.army.mil
Jael Latham 703-805-5496 or jael.latham@us.army.mil