

Operating Procedures

DOD CIVILIAN ACQUISITION WORKFORCE PERSONNEL DEMONSTRATION PROJECT

May 15, 2003

Army Operating Procedures
Effective November 11, 2003

Civilian Acquisition Workforce Personnel Demonstration Project
Department of Defense (DoD) and
Army Operating Procedures

Texts that are in green font are the Army's supplementation or additions to the DoD Operating Procedures. Any suggestions or changes should be sent to the Acquisition Support Center, ATTN: (AcqDemo), 9900 Belvoir Road, Bldg 201, Suite 101, Fort Belvoir, VA 22060-5567; or to email address jerold.a.lee@us.army.mil

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***Civilian Acquisition Workforce Personnel Demonstration Project
Department of Defense (DoD)***

EXECUTIVE SUMMARY

Title VI of the Civil Service Reform Act, 5 U.S.C. 4703, authorizes the Office of Personnel Management (OPM) to conduct demonstration projects that experiment with new and different personnel management concepts to determine whether such changes in personnel policy or procedures would result in improved Federal personnel management.

Section 4308 of the National Defense Authorization Act for Fiscal Year 1996 (PL. 104-106; 10 U.S.C.A. § 1701 note), as amended by section 845 of the National Defense Authorization Act for Fiscal Year 1998 (Pub.L. 105-85), permits the Department of Defense (DoD), with the approval of OPM, to conduct a personnel demonstration project within the Department's civilian acquisition workforce and those supporting personnel assigned to work directly with the acquisition workforce. This demonstration covers the civilian acquisition workforce where teams of personnel are members of the acquisition workforce and consist of at least one-third of the workforce participating in the demonstration project; and at least two-thirds of the workforce participating in the demonstration project that consists of members of the acquisition workforce and supporting personnel assigned to work directly with the acquisition workforce. The total number of participants is limited to 120,000.

The purpose of the DoD Civilian Acquisition Workforce Personnel Demonstration Project is to demonstrate that the effectiveness of DoD acquisition can be enhanced by allowing greater managerial control over personnel processes and functions and, at the same time, expand the opportunities available to employees through a more responsive and flexible personnel system. To this end, the proposed project involves: (1) simplified job classification; (2) broad banding; (3) streamlined hiring processes; (4) modified application of the DoD Priority Placement Program (PPP); (5) a contribution-based compensation and appraisal system; (6) expanded training opportunities; (7) sabbaticals; (8) a voluntary emeritus program; and (9) revised reduction-in-force procedures. 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.

This demonstration project does not waive civil service laws in the areas of employee leave, employee benefits, equal employment opportunity, political activity, merit system principles, or prohibited personnel practices.

Chapter 1 – INTRODUCTION

1.1 Purpose. These Operating Procedures are designed to outline the demonstration project processes, including detailed information on specific procedures. They are designed for use by participating employees, civilian and military supervisors of participating employees, support personnel, and other stakeholders. The Operating Procedures detail the changes to the existing human resources 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, implementing software, and other pertinent information.

This demonstration project does not waive civil service laws in the areas of employee leave, employee benefits, equal employment opportunity, political activity, merit system principles, or prohibited personnel practices.

This Operating Procedure (OP) has been written to implement the provisions of the Federal Register (FR). If any provision in the OP should inadvertently contradict a requirement in the FR, the FR, being statute, shall prevail.

1.2 Background. Over the last several years, the way Government does business has fundamentally changed. In particular, the Department of Defense (DoD) has redesigned itself and some of the functions it performs. It has developed from a cold war/large war strategy to a peace keeping/small war strategy. DoD's budget has been drastically cut, as well as associated personnel. The acquisition community has taken on the challenge to reform and modernize itself in order to perform efficiently in the present environment.

The acquisition community has attempted to adopt many new practices from private industry, as well as 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 all endeavors. To implement this concept and these new processes fully, DoD must reinvent not only the tools of acquisition, but also the personnel management system that governs the acquisition workforce.

1.3 Personnel Issues Affecting the Workforce. The Defense Acquisition Workforce Improvement Act (DAWIA) recognized the unique characteristics of the workforce and issued broad guidelines for advanced degrees, specialized training, rotation of personnel, and experience. Criteria were established 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. The DoD Civilian Acquisition Workforce Personnel Demonstration Project does not change the provisions of DAWIA. The Components and Activities will modify their policy and procedures to the degree necessary to permit organizations participating in this project to implement its initiatives.

The purpose of this project is to demonstrate that effectiveness of DoD acquisition can be enhanced by allowing greater managerial control over personnel processes and functions and, at the same time, expand the opportunities available to employees through a more responsive and flexible personnel system. The following initiatives require waivers of civil service law and/or

Government-wide regulations, and accordingly are contained in the demonstration project plan published in the *Federal Register* on January 8, 1999: (1) simplified job classification; (2) broad banding; (3) streamlined hiring processes; (4) a contribution-based compensation and appraisal system; (5) expanded training opportunities; (6) sabbaticals; (7) a voluntary emeritus program; and (8) revised reduction-in-force procedures.

Initially, civilian spouse preference under DoD Priority Placement Program (PPP) did not require a waiver of civil service law (Title 5, United States Code) or Government-wide regulations, but did require modification of DoD human resources policy.

Army 1.3 (was Army 1.2) Personnel Issues Affecting the Workforce. The DoD Civilian Acquisition Workforce Personnel Demonstration Project does not change the provisions of the Defense Acquisition Workforce Improvement Act (DAWIA). The Army acquisition policies and procedures modified to support the initiatives of this demonstration project are at Chapter 16 of this Army Operating Procedures.

1.4 Project Design. In September 1996 a Process Action Team (PAT) was formed by the Secretary of Defense in response to Section 4308 of the National Defense Authorization Act for Fiscal Year 1996. The PAT was chartered to take full opportunity of this legislation and to develop solutions for many DoD acquisition workforce personnel issues. The team included managers from each of the Military Services and DoD Components, as well as subject-matter experts from civilian personnel and manpower. This team developed initiatives that, together, represent sweeping changes to the entire spectrum of human resource management for the DoD acquisition workforce. Several initiatives were designed to assist DoD acquisition activities in hiring and placing the best people to fulfill mission requirements. Others focused on developing, motivating, and equitably compensating employees based on their contribution to the mission. Initiatives to maintain organizational excellence were also developed. These initiatives were endorsed and accepted in total by the acquisition leadership.

On September 9, 1999, in accordance with DoD Directive 5000.1, the Under Secretary of Defense (Acquisition and Technology) appointed the U.S. Army as the Executive Agent of the DoD Civilian Acquisition Workforce Personnel Demonstration Project.

1.5 Federal Register Notices and Amendments. The March 24, 1998 *Federal Register* notice establishes the intent to conduct a personnel demonstration for acquisition workforce personnel and describes the proposed initiatives.

The January 8, 1999 *Federal Register* notice describes the personnel initiatives to be implemented under this demonstration project.

The May 21, 2001 amendment makes a technical correction to the list of occupational series included in the project and changes pay setting procedures for employees entering the project after initial implementation.

The April 24, 2002 amendment clarifies the use of “Very High” overall contribution score, and reduces the minimum rating period under the Contribution-based Compensation and Appraisal System to 90 consecutive calendar days.

The July 1, 2002 amendment lists all organizations that are eligible to participate in the project and make the resulting adjustments to the table that describes the project’s workforce demographics and union representation.

The October 16, 2002 amendment changes the method for determining and translating retention service credit for Reduction in Force (RIF).

The October 4, 2008 amendment* facilitates the transition from Acquisition Demonstration Project employees to the National Security Personnel System (NSPS) by authorizing a out-of-cycle Contribution-based Compensation and Appraisal System (CCAS) payout and amending conversion out procedures.

These amended changes are incorporated in this version of the Operating Procedures.

**Note: All October 4, 2006 amendment provisions were eliminated from this publication in their entirety. The amendment pertains solely to the transition from AcqDemo to NSPS. NSPS was repealed in NDAA FY-10, returning former AcqDemo employees back to the personnel system from which they came. This amendment no longer applies.*

Army 1.5 (wasArmy 1.4.1) Federal Register Notice and Announcement*. The Federal Register Notice and all additional Amendments can be viewed at the following web address: http://www.opm.gov/fedregis/html/jan_99.htm,

May 21, 2001 amendment at <http://www.opm.gov/fedregis/2001/66-0028007-a.pdf>,

April 24, 2002 amendment at <http://www.opm.gov/fedregis/2002/66-0020192-a.pdf>

July 1, 2002 amendment at <http://www.opm.gov/fedregis/2002/66-0044250-a.pdf>

October 16, 2002 amendment at <http://www.opm.gov/fedregis/2002/66-0063948-a.pdf>

October 4, 2006 amendment at <http://www.opm.gov/fedregis/2006/71-100406-58639-a.pdf>

1.6 Participating Organizations. A list of organizations approved to participate in the demonstration project is contained in the January 8, 1999 *Federal Register* and updated in the July 1, 2002 *Federal Register* notice. If an organization is listed in the *Federal Register*, but chose not to participate during the initial implementation period, it may still do so at a later date. Those organizations eligible and interested in participating in the demonstration project may contact the DoD AcqDemo Project Office or their component representative for information on eligibility and information on the procedures for entering the demonstration project.

Army 1.6.A (wasArmy 1.5.A) Participating Employees. This demonstration covers employees who are in General Schedule (GS) positions. Employees under the Performance Management and Recognition System Termination Act (pay plan code GM) are General Schedule employees.

Army 1.6.B (Army 1.5.B) Excluded Employees. All ACTEDS interns (regular and Presidential Management) will be excluded from the Acquisition Workforce Personnel

Demonstration Project. It is also recommended 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. Additionally, this demonstration project does not cover those positions that have previously been identified for coverage by a science and technology reinvention laboratory demonstration projects.

1.6.1 Labor-Management Responsibilities

1.6.1.1 Bargaining Requirements. Activities wishing to participate in the DoD Acquisition Workforce Demonstration Project must reach written agreement with any union representing the workforce prior to implementation. Employees in a bargaining unit cannot be placed into a demonstration project without such an agreement.

1.6.1.2 Procedures. Implementation bargaining at the local level can begin at any time both parties agree. It should be understood that agreement could be reached only after changes in the first *Federal Register* notice had been completed and the second notice was published. The second January 8, 1999 notice contains the final waivers to civil service laws (title 5, United States Code) necessary to accomplish the initiatives in this project

1.6.1.3 Bargaining Concerns. In order to ensure that the integrity of the acquisition demonstration project is maintained, parties may not change the design and intent of any of the project initiatives. DoD has authority to operate only ONE project, and the initiatives apply to all Components/commands. Local labor-management parties can, however, freely develop their individual means for operating the project, including the involvement of established partnership principles. The level of creativity in bargaining the many processes available to both parties is unrestricted.

Army 1.6.1.3 (was Army 1.5.1.3) Bargaining Concerns. Management should not agree to anything that violates these standard operating procedures.

1.6.1.4 Agreement Format. The written agreement may be in any form mutually agreed upon by both parties; however, it must state that both parties agree to participate in the demonstration project as it appears in the final (second publication) January 8, 1999 *Federal Register* notice.

1.6.1.5 Reporting Requirements. Each organization reaching agreement to participate in the Acquisition Demonstration Project will forward a copy of the written agreement reached during labor-management negotiations to the DoD Civilian Acquisition Workforce Personnel Demonstration Project Program Office located at 9820 Belvoir Road, Bldg 291, Rm 100, Fort Belvoir, VA 22060. (Simultaneously, the organization should also send a copy to the Component representative for this demonstration project.) The Project Program Office will review the agreement for compliance with the project plan as published in the January 8, 1999, *Federal Register* final notice and amendments. The Project Program Office will approve or disapprove the agreement, or portions thereof, as appropriate. This shall normally be

accomplished within 30 calendar days beginning on the first workday after receipt of the written agreement. Questions regarding labor-management issues involving this project can also be directed to the above office. A sample Letter of Notification of Transition into the Project can be found in Appendix M.

Army 1.6.1.5 (was Army 1.5.1.5) Reporting Requirements. Army activities/commands will forward a copy of the written agreement through the Deputy Director, Acquisition Career Management (DDACM), Acquisition Support Center, 9900 Belvoir Road, Bldg 201, Suite 101, Mail Stop 5567, Fort Belvoir, VA 22060-5567. The DDACM, after coordination with the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs, will forward to the DoD Acquisition Demonstration Project Office. *The Army shall normally accomplish their part of this effort within 30 days beginning on the first work day after receipt of the written agreement and then forward the document to the DoD Project Office.*

Army 1.6.2 (was Army 1.5.2). Withdrawing from Participation. When circumstances arise that would require an organization to withdraw from the demonstration project, the Commander must submit his/her request with supporting rationale for review through the chain of command to the Deputy Director, Acquisition Career Management, Acquisition Support Center, ATTN: (AcqDemo), 9900 Belvoir Road, Bldg 201, Suite 101, Mail Stop 5567, Fort Belvoir, VA 22060-5567. The DDACM will coordinate with the Office of the Assistant Secretary of the Army (Manpower and Reserve Affairs) and then forward the request through the Department of Defense to the Office of Personnel Management (OPM). OPM will make the determination as to the appropriateness for the organization to discontinue participation in the demo.

Chapter 2 - DEMONSTRATION PROJECT INITIAL TRANSITION OF NEW ORGANIZATIONS

2.1 Introduction. Initial entry into the demonstration project for organizations with covered employees will be accomplished through a full employee-protection approach that ensures the initial placement of each employee into a broadband level without loss of pay. After this transition, any changes in the rate of basic pay will be based upon an employee's overall contribution score, other contribution-based actions, promotion, or other personnel actions.

Participating organizations will be phased into the project in accordance with a timetable approved by DoD and OPM. Accordingly, employees who are officially assigned to a participating organization on or before the phase-in date specified in the timetable for that organization will receive a buy-in as described in this chapter.

2.2 Procedures for Transition. As a rule, General Schedule employees will be placed into the career path and broadband level that corresponds to the employee's occupational series, grade, and salary at the time of transition. Employees' currently on grade and/or pay retention will be placed in the appropriate broadband level that is commensurate with their existing grade.

Employees serving on temporary promotions or on details must be returned to their position of record and then transitioned into the demonstration project from their permanent position. Written notification must be given to employees who are on leave without pay (LWOP), military furlough, long-term training, or workers compensation, or who are serving in overseas positions. This letter will inform them of their transition into the demonstration project and the career path and broadband level to which they are reassigned.

In accomplishing this initial transition, internal and external priorities, including the DoD Priority Placement List (also referred as DoD Stopper List), do not need to be cleared. Management in organizations covered by the demonstration project will: (1) cancel the existing positions; (2) establish the new demonstration project positions (Position Requirements Documents (PRD)) in prescribed format using Component-specified template or format (see Appendix H); and (3) move employees to the newly established positions in the demonstration project. Any existing classification problems with the current position must be corrected prior to the transition action at implementation.

An official personnel action with the appropriate nature of action codes (NOACs) will be used to document the transition of each employee into this demonstration project. See Appendix G.

Army 2.2a Procedures for Transition. If management chooses to do so, after conversion to the demonstration project, individuals can be returned to their temporary promotion or detailed if to a higher broadband level.

Army 2.2b Procedures for Transition (Position Requirements Document). Position Requirements Documents (PRDs) will be found by accessing FASCLASS at <https://acpol2.army.mil/fasclass/inbox/default.asp>. Any PRD taken from FASCLASS will not be

modified. If however a PRD from taken from FASCLASS is modified, that modified PRD must be classified.

2.2.1 Permanent Appointments. All employees serving on permanent appointments (either career or career-conditional) will be reassigned into the demonstration project at the time of implementation by means of an official personnel action. This personnel action will be a dual nature of action; NOAC 894 (General Adjustment) and NOAC 721 (Reassignment).

2.2.2 Time-Limited Appointments. Under the current, Government-wide Federal personnel system, time-limited appointments include temporary NTE and term appointments.

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

2.2.2.2 Term Appointment. Employees on a term appointment NTE four years will not have their NTE date altered. Employees serving on a term appointment NTE four years will be converted into the demonstration project by NOAC 508 (Conversion to Modified Term NTE) and NOAC 894 (General Adjustment).

Army 2.2.2.2a Term Appointment and Term Promotion. A person on a term appointment is temporary and their appointment will eventually expire. A person on a term promotion has assignment rights back to their former position or to a “like” position. Return rights should be negotiated prior to placement in the term promotion position. [Reference AR 690-300 Chapter 335.] See Appendix S (was T) for a sample memorandum of agreement for individuals who are not part of the activity converting to the demonstration project.

2.2.3 Excepted Service. Employees on excepted service appointments will be transitioned into the demonstration project by NOAC 721 (Reassignment) and NOAC 894 (General Adjustment) with the demonstration project authority code and the same authority code and authority as was used in the original appointment.

2.3 Employee Buy-in. Automatic within-grade increases (WGI) inherent in the General Schedule system are discontinued under this demonstration project. In order to compensate employees equitably at the time of their organization’s initial transition into the demonstration project, adjustments to the employee’s base salary for step increase and non-competitive career ladder promotions will be made. Specifically, these adjustments to an employee’s base salary for step increase and non-competitive career ladder promotion will be computed at the demonstration implementation date based on a prorated share computed upon the number of weeks an employee has completed towards the next higher step or grade. A week is considered to be in effect at 0001 hours on each Sunday.

Employees who are on a Performance Improvement Plan (PIP) at the time of conversion will not be converted into the demonstration project until successful completion of that PIP. (Employees who successfully complete the PIP will be bought in as of the effective date of the successful

completion of the PIP, and their base salary will be calculated as of the original implementation date.)

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

When initial transition into the demonstration project is accompanied by a simultaneous geographic move, the employee's GS pay entitlements (including any locality or special rate) in the new area will be determined before converting the employee's pay to the demonstration project pay system. A full locality adjustment will then be added to the new basic pay rate.

An automated tool will be provided by the Program Office to facilitate the calculation of the new salary and the generation of the personnel action to move employees into the demonstration project. An 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, i.e., "buy-in", is applicable to employees at the initial entry of their organization into the demonstration project in accordance with their approved implementation plan. The automated tool, also known as the "buy-in calculator" may be found at the Program Office website <http://www.acq.osd.mil/dpap/ops/acqdemo.html>

Army 2.3a Employee Buy-in. The automated tool, "buy-in calculator", may also be found at http://asc.army.mil/organization/acqdemo/acqdemo_ccas.cfm.

2.3.1 Step Increases. In the case of a step increase buy-in, the amount is computed by summing the product of the step increase for the employee's current grade and ratio of employee's time in step to nominal time between steps to the current salary for the individual employee's grade and step.

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

For example, a contracting officer entering the demonstration is a GS-12/step 4. The nominal time between steps 4 and 5 is 104 weeks. Assuming that at implementation the employee has earned 90/104ths of a WGI, this employee's new salary will include the GS-12/step 4 base rate of \$66,301 plus 90/104 of the \$2,009 WGI, for a new base salary of \$68,049 plus applicable locality rate and the employee would be placed in broadband level III. (This example uses calendar year 2011 General Schedule pay rates.)

Similar computation applies for career ladder progression buy-in. 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. For employees whose special rate exceeds their locality rate, the pay conversion will be processed first to derive a new rate of basic pay under the demonstration. Then, the WGI/career ladder promotion buy-in adjustment will be added to that new rate. (This processing sequence is significant because it yields a higher rate of basic pay under the demonstration than the reverse sequence would.)

2.3.2 Career Ladder Promotions. 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. If the employee's rate of basic pay exceeds the maximum rate of basic pay for the broadband level corresponding to the employee's GS grade, the employee will remain at that broadband level and will receive a retained rate.

For employees on career ladder positions no within-grade increase (WGI) equity adjustment will be made if the employee's pay is adjusted for a promotion that would be effective before the next scheduled WGI.

Career Ladder Example #1: An employee was promoted to a GS-801-5/8 on Jan 12, 2011 and his/her next promotion is due on Jan 12, 2012. He/She would have to complete three years in order to reach step 9. The employee is converted into the demonstration project on May 22, 2011. 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. They will not receive a prorated share (one-year) towards the step 9. See Federal Register, section VIII A.

Career Ladder Example #2: Example Assumptions - career ladder promotion to GS5 Step 2 is Dec 12, 2010, project implementation May 22, 2011, next career ladder promotion to GS7 will be Dec 12, 2011, WGI to step 3 is Dec 12, 2011.

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

New Salary = (time in step / time between steps) * Step Increase + Adjusted Base Salary
 $\$28,449 = 23/52 * 914 + \$28,345.$

Step 2: Do a career ladder promotion adjustment.

New Salary = (time in grade / time between promotions) * Promotion Increase + Adjusted Base Salary
 $\$30,939 = 23/52 * 5634 \text{ (GS 7/1 } \$33,979 - \text{GS 5/2 } \$28,345) + \$28,449 \text{ (adjusted base salary from step 1)}$

2.3.3 Special Salary Rates. Special salary rates are not applicable to demonstration project employees. Employees on special salary rates at the time of transition into the demonstration will receive a new basic pay rate. The process of converting a special salary rate employee into the demonstration project follows:

- Entering Demonstration: GS-2210-11 Step 6
 - o \$70,400 Special Rate in Washington, DC
 - o Locality Payment of 24.22% in DC
- Placed in Career Path and Broadband Level NH-02
- WGI Buy-in of \$1,450 ($90/104 * \$1,676$)

This Employee's New AcqDemo Salary Will Be:

- o Special Rate Divided by Locality Payment Percentage for AcqDemo
Base Rate: $\$70,400 / 1.2422 = \$56,674$
- o Add WGI Buy-in to AcqDemo Base Rate for the New AcqDemo Base
Salary: $\$1,450 + \$56,674 = \$58,124$

Add New Base Salary and Locality Payment for New Total AcqDemo Salary:
 $\$58,124 * 0.2422 = \$14,078 + \$58,415 = \$72,493$

2.3.4 Grade and/or Pay Retention. An employee on retained pay whose salary exceeds the maximum pay of the broadband level (as determined by the employee's grade) is not eligible for a buy-in adjustment. Such an employee's rate of pay remains the same under the demonstration project as it was previously.

Employees on retained grade at the time of conversion into the demonstration project will receive a "buy-in" for their within grade increase provided they would have received a WGI prior to expiration of their retained grade. Their salary will then be set at that rate in the broadband for their position of record. Employees whose pay exceeds the top rate of the broadband will have their pay retained. Employees on grade retention at the time of conversion into the demonstration project who would not receive a WGI prior to expiration of their grade retention will not receive a buy-in for their WGI. Their salary will be set at the rate in the broadband for their position of record. Employees whose pay exceeds the top rate of the broadband will have their pay retained.

Army 2.4 Benefits. Ensure the appropriate Benefits remark (e.g. FEGLI, FEHB, etc.) appears on the Standard Form 50, as outlined in the Guide to Processing Personnel Actions.

Army 2.5 Performance Evaluation Closeout. Employees converting to this Acquisition Workforce Personnel Demonstration Project will receive either special or closeout appraisals depending on their eligibility as stated in Army Table 2-1. Army Table 2-2 *is based on FY99 and* provides additional information on TAPES appraisals upon conversion to this Project.

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
*NOTE: Corps of Engineers' Rating Period for the Senior System is October 1 – September 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		

DoD AcqDemo OP of 15 May 2003
Army AcqDemo Suppl of 11 Nov 2003

TAPES APPRAISALS UPON CONVERSION (Army Table 2-2)					
If employee is in the grade	who are converted into the Acq Pers Demo on	then they will receive the following TAPES appraisal upon conversion	and eligible for their first CCAS payout in	with a CCAS rating period of	NOTE: Base System may vary by commands. Please adjust accordingly when using this table.
GS 1 - 4	December 1, 1998	annual appraisal	January 2000	December 1, 1998 to September 30, 1999	
	December 2, 1998 - March 31, 1999	no appraisal	January 2000	March 31, 1999 or earlier to September 30, 1999	
	April 1 - April 15, 1999	special appraisal	January 2000	April 15, 1999 or earlier to September 30, 1999	
	April 16 - July 31, 1999	special appraisal	January 2001	April 16, 1999 or later to September 30, 2000	
	August 1 - September 30, 1999	closeout appraisal	January 2001	August 1, 1999 or later to September 30, 2000	
GS 5 - 6	December 1, 1998 - December 31, 1998	closeout appraisal	January 2000	December 31, 1998 or earlier to September 30, 1999	
	January 1, 1999	annual appraisal	January 2000	January 1, 1999 to September 30, 1999	
	January 2 - April 15, 1999	no appraisal	January 2000	April 15, 1999 or earlier to September 30, 1999	
	April 16 - April 30, 1999	no appraisal	January 2001	April 16-30, 1999 to September 30, 2000	
	May 1 - August 31, 1999	special appraisal	January 2001	May 1, 1999 or later to September 30, 2000	
	September 1 - September 30, 1999	closeout appraisal	January 2001	September 1, 1999 or later to September 30, 2000	
GS 7 - 8	December 1, 1998 - January 31, 1999	closeout appraisal	January 2000	December 31, 1998 or earlier to September 30, 1999	
	February 1, 1999	annual appraisal	January 2000	February 1 to September 30, 1999	
	February 2 - April 15, 1999	no appraisal	January 2000	April 15, 1999 or earlier to September 30, 1999	
	April 16 - May 31, 1999	no appraisal	January 2001	April 16, 1999 or later to September 30, 2000	
	June 1 - September 30, 1999	special appraisal	January 2001	June 1, 1999 or later to September 30, 2000	
GS 9 - 12	December 1, 1998 - February 28, 1999	no appraisal	January 2000	February 28, 1999 or earlier to September 30, 1999	
	March 1 - April 15, 1999	special appraisal	January 2000	April 15, 1999 or earlier to September 30, 1999	
	April 16 - June 30, 1999	special appraisal	January 2001	April 16, 1999 or later to September 30, 2000	
	July 1 - September 30, 1999	closeout appraisal	January 2001	July 1, 1999 or later to September 30, 2000	
GS 13 - 15	December 1, 1998 - February 28, 1999	special appraisal	January 2000	February 28, 1999 or earlier to September 30, 1999	
	March 1 - April 15, 1999	closeout appraisal	January 2000	April 15, 1999 or earlier to September 30, 1999	
	April 16 - June 30, 1999	closeout appraisal	January 2001	April 16, 1999 or later to September 30, 2000	
	July 1, 1999	annual appraisal	January 2001	July 1, 1999 to September 30, 2000	
	July 2 - September 30, 1999	no appraisal	January 2001	July 2, 1999 or later to September 30, 2000	

Chapter 3 - CLASSIFICATION SYSTEM

3.1 Introduction. The demonstration provides managers, at the lowest practical level, the authority, control, and flexibility they need in personnel processes and functions to achieve quality acquisition processes and products. This project provides a system that retains, recognizes, and rewards employees for their contribution and supports their personal and professional growth.

3.2 Career Paths and Broadband Levels. A broadband classification and pay system replaces the current General Schedule (GS) structure. The 15 grades of the General Schedule were used to classify positions and, therefore, to set pay. Under the demonstration, GS grading criteria 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 rates of basic pay for the grades that a particular broadband level encompasses. Special salary rates do not apply in the demonstration project.

Occupations with similar characteristics are grouped together into three career paths. Appendix A identifies the occupational series within each of the three career paths. Each career path consists of a number of broadband levels representing the phases of career progression that are typical for the respective career path. The broadband levels within each career path are shown in Figure 1, along with their GS equivalents. Appendix B provides definitions for each of the career paths and the corresponding broadband levels within them. Broadband levels are designed to facilitate pay progression and allow competitive recruitment of quality candidates at differing rates. Movement within the broadband levels is based upon contribution, in conjunction with the Contribution-Based Compensation and Appraisal System (CCAS).

As indicated in Figure 1 below, there are four broadband levels in the demonstration project, (labeled I, II, III, and IV) for two career paths: Business Management and Technical Management Professional, which encompasses GS-1 through -15; and Technical Management Support, which includes GS-1 through -13. There are three broadband levels for the Administrative Support career path, which includes GS-1 through -10. Comparison to the GS grades' rates of basic pay is used in setting the upper and lower dollar limits of the broadband levels. The pay plan designator for career path Business Management and Technical Management Professional is NH; for Technical Management Support, the pay plan is NJ; and for Administrative Support, the pay plan is NK.

The GS grades banded in a given broadband level define the minimum and maximum rates of basic pay for that broadband level. No employee in a level will be paid less than the rate of basic pay of step 1 of the lowest grade in their level, nor more than that of step 10 of the highest grade in their level, unless that employee is on retained pay or otherwise excepted. Since these minimums and maximums are based upon the GS pay scale, they change annually commensurate with the General Schedule pay adjustment.

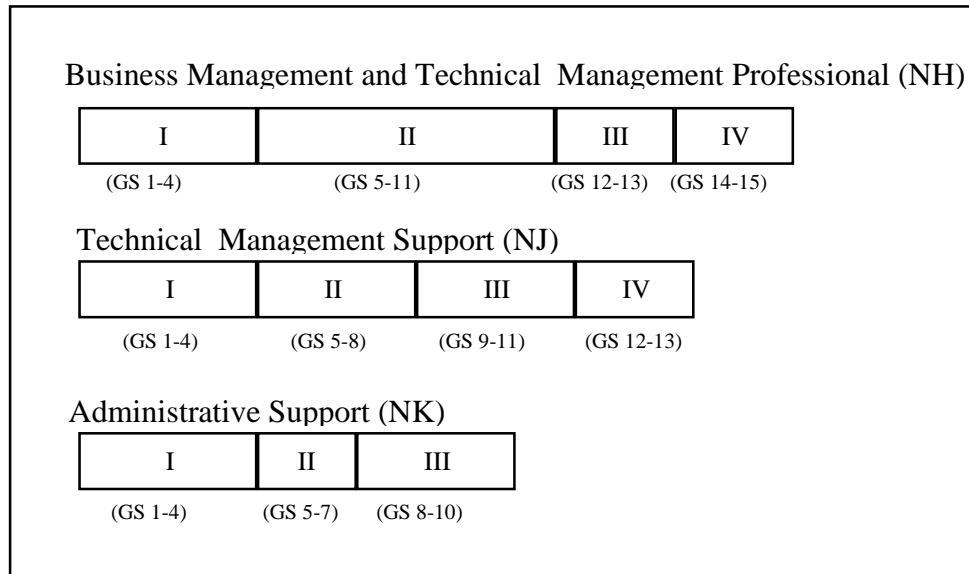


Figure 1. Career Paths and Broadband Levels
(GS references represent salary ranges)

3.3 Classification Process.

3.3.1 Classification Authority. Under the demonstration project, commanders or equivalent have delegated classification authority and may re-delegate this authority to subordinate management levels. Re-delegated classification approval must be exercised at least one management level above the first-level supervisor of the position under review (except in the case of those employees reporting directly to the commander or equivalent).

Army 3.3.1.1 Classification Authority. Although Army policy states that classification authority may be delegated to the first level supervisors, within this project classification authority is restricted to one management level above the first level supervisor of the position under review.

Army 3.3.1.1a Classification Authority. Commanders, directors, managers and supervisors must be trained and oriented in all position classification legal and regulatory responsibilities prior to delegation of authority. Under no circumstances will classification authority be delegated until appropriate training has been completed.

3.3.2 First-Level Supervisors. First-level supervisors are responsible for determining position requirements, preparing the Position Requirements Document (PRD) (see section 3.3.5), and providing classification recommendations to the classification authority. Supervisors must ensure that the principles of sound position management are followed.

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

3.3.4 Classification Criteria. OPM classification standards are used for identification of proper series and occupational titles. The CCAS broadband level descriptors, as aligned into the three career paths, are used to determine broadband levels. These descriptors are based on the OPM Primary Classification Standard and eliminate the need for the use of any other grading criteria. The career path, broadband level factors, and descriptors constitute the only grading criteria for positions within the demonstration project. Responsibilities inherent in supervisory positions may be considered as part of the factor for Leadership/Supervision (e.g., responsibility for adherence to the principles of equal employment opportunity, merit principles, and the provisions of applicable collective bargaining agreements). The broadband level factors and descriptors are located at Appendix C.

In determining whether a position should be titled as supervisory, the duties and responsibilities will meet the minimum criteria outlined in the statement of coverage for positions under the General Schedule Supervisory Guide (GSSG). Furthermore, when determining whether a position should be titled as a team leader, the duties and responsibilities will meet the criteria outlined in the statement of coverage for positions under the General Schedule Leader Grade Evaluation Guide, Parts I and II.

3.3.5 Position Requirements Document (PRD). Under the demonstration project, a position requirements document (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). Civilian personnel specialists should be contacted to determine if the change requires documentation through an official personnel action. Under the demonstration project's classification system, a new position requirements document (PRD) replaces the current agency-developed position description form. The PRD combines the position information, staffing requirements, and contribution expectations into a single document. The new PRD includes a description of job-specific information, the CCAS broadband level descriptors for the assigned career path broadband level, and provides other information pertinent to the job. Supervisors may use a computer-assisted process to produce the PRD as described in Appendix H. The objectives in developing the new PRD are to: (a) simplify the descriptions and the preparation process through automation, (b) provide more flexibility in work assignments, and (c) provide a more useful tool for other functions of personnel management, e.g., recruitment, assessment of contribution, employee development, and reduction in force. Each PRD will have an identifying number, which is assigned to be consistent with each service's practices and procedures. For positions having identical requirements, a standardized PRD may be developed and assigned the same identifying number.

Position builds should include acquisition-specific position data elements in order to facilitate the new position requirements documentation. In accordance with 10 U.S.C.1733 and 1737, PRDs for DAWIA-coded positions must include specific acquisition statements.

The PRD will be signed and certified for documented use in the contribution-based compensation and appraisal system by the commander (or the manager to whom the commander has delegated authority), and the first-level supervisor of the position. A copy will be provided to the employee. A copy will also be maintained with the supervisor's records of the employee. The original PRD will be maintained in accordance with locally established procedures.

The Position Requirements Document includes:

- (1) Appropriate title, occupational series, career path (pay plan), and broadband level;
- (2) Mission/purpose;
- (3) The CCAS factors, discriminators, and descriptors relevant to the classification of the position;
- (4) Skills required;
- (5) Selective requirements, i.e., security clearance, license, critical acquisition position, etc.; Duties; and
- (7) Knowledge, skills, and abilities (KSAs) for qualification purposes.

Army 3.3.5 Position Requirements Document (PRD). The following statement is required on all Critical Acquisition Positions:

"This is a Critical Acquisition Position. Unless specifically waived by the appropriate Army official, (i.e., the Director of Acquisition Career Management, the Army Acquisition Executive, or the Secretary of the Army) or if the employee is "grandfathered" under 10 U.S.C. 1736(c)(1), the following are statutorily mandated requirements (Reference: 10 U.S.C. 1733 and 1737):

- (1) Selectee must be a member of an Acquisition Corps at the time of appointment.
- (2) Selectee must execute, as a condition of appointment, a written agreement to remain in Federal service in this position for at least three years. In signing such agreement, the employee does not forfeit any terms or conditions of employment."

3.3.6 Fair Labor Standards Act (FLSA). Fair Labor Standards Act exemption or non-exemption determinations are consistent with criteria found in 5 CFR (Code of Federal Regulations) Part 551. The generic position requirements documents 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 Human Resource office. It is recommended that the Human Resource office review the FLSA status following the annual CCAS payout and upon promotion.

3.3.7 Classification Appeals. An employee may appeal the occupational series, title, or broadband level of his or her position at any time. An employee must formally raise the areas of concern to his/her immediate supervisor, either orally or in writing. If an employee is not satisfied with the supervisory response, he or she may then appeal to the DoD appellate level. Formal appeals must contain information as required by DoDM 1400.25M, Subchapter 511. If an employee is not satisfied with the DoD response, he or she may then appeal to the Office of Personnel Management only after DoD has rendered a decision under the provisions of this demonstration project. Appellate decisions from OPM are final and binding on all administrative, certifying, payrolls, disbursing, and accounting officials of the Government. Time periods for case processing under 5 CFR 511.605 applies.

An employee may not appeal 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 givable under an administrative or negotiated grievance procedure or an alternative dispute resolution procedure.

The evaluations of classification appeals under this demonstration project are based upon the demonstration project classification criteria. Case files are forwarded for adjudication through the servicing Human Resource office.

Chapter 4 – RECRUITMENT AND PLACEMENT

4.1 Introduction. Managers must have a flexible hiring system to deal with population and economic changes. They must be given the ability and authority to reduce, restructure, or renew the workforce quickly to meet diverse mission needs. These managers must have the ability to compete with private industry for the best available candidate and make expeditious job offers. Under this demonstration project, competitive examining authority for the hiring and appointment of candidates into permanent and non-permanent positions is delegated to the Components, which may, in turn, re-delegate to lower levels. This authority applies to all demonstration positions except Administrative Law Judges and any positions that require an examining process covered by court order. In order to provide a more streamlined and responsive hiring system, the demonstration project provides for the grouping of eligible candidates into three quality groups using numerical scores, the elimination of consideration according to the rule of three, and the addition of a Scholastic Achievement Appointment Authority.

Management retains the ability to determine the best methods of recruitment to best meet mission needs. All other recruitment sources remain available in addition to the recruitment flexibilities stated herein.

Army 4.1.a Introduction (Re-delegation). 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 CONUS CPOCs and to the overseas commands, and for the independent Civilian Personnel Offices which have not regionalized.

Army 4.1.b Introduction. Internal movement between broadband levels is also addressed in Chapter 5 PAY ADMINISTRATION of this operating procedure and in paragraph 4.6.

4.1.1 Reorganization/Realignment. When a demonstration project acquisition organization (e.g., a Program Executive Office, a Designated Acquisition Command, or equivalent and their subordinate Program Management Offices) is undergoing an announced formal reorganization or realignment associated with downsizing, a Priority Placement Program exception request to permit reassignment or change to lower broadband or grade of the affected employees to the resulting, new organization (without regard to geographic location) may be submitted directly to the DASD (CPP) for consideration. Normally, major exceptions are submitted through the command or management structure of the organization for review and approval/disapproval by the DASD (CPP). This procedural exception will ensure that all such requests are expedited. Each request will be reviewed and approved/disapproved on a case-by-case basis.

Army 4.1.1 (was Army 4.7.1). Reorganization/Realignment Procedures. Activities must send a courtesy copy of the request to ASA (M&RA),

Civilian Personnel/ Family Programs (CP/FP), ATTN: CPP, Pentagon, Room 2E460 Washington DC 20310

4.1.2 Priority Placement Program (PPP). The Demonstration Project remains subject to Dodd's Priority Placement Program, and Ohm's Interagency Career Transition Assistance Program (ICTAP) when applicable. PPP requisitions normally will be submitted at the highest grade reflected in the broadband level. Positions covered by a formal training program (e.g. Interns, Upward Mobility) are requisitioned at the entry level. For the use of the training (TRA) option, refer to the DoD PPP Operations Manual.

Army 4.1.2 (was Army 4.7) Priority Placement Program (PPP). Under this project, PPP will clear at the highest grade in the broadband. Reference ASA(M&RA) memorandum, dated March 12, 1999, subject: Priority Placement Program (PPP) Registration and Requisitioning under the Acquisition Workforce Personnel Demonstration Project.

Requisitions will be submitted at the target grade reflected in the broadband to which the position corresponds. The target grades for the Acquisition Workforce Personnel Demonstration Project career path and broadband levels are as follows:

Business Management and Technical Management Professional (NH)

NH I	GS-04
NH II	GS-11
NH III	GS-13
NH IV	GS-15

Technical Management Support (NJ)

NJ I	GS-04
NJ II	GS-08
NJ III	GS-11
NJ IV	GS-13

Administrative Support (NK)

NK I	GS-04
NK II	GS-07
NK III	GS-10

In accordance with current PPP policy, positions covered by a formal training program are requisitioned at the entry grade with the "trainee" (TRA) option code. For example, a local intern position in NK II will be requisitioned at the GS-05 with the "TRA" option code.

Demonstration project employees who are entitled to PPP registration must be registered using the General Schedule, pay schedule and band or Federal Wage System pay plans. The conversion procedure provided in Chapter 14, Section 14.2 will be applied to determine the registrant's equivalent GS grade. That grade will be used as the basis for determining the grade level(s) in the General Schedule or the Federal Wage System for which PPP registration is appropriate.

4.1.2.1 Support for Participating Acquisition Workforce Employees Subject to Geographic Mobility. Current programs have been enhanced to mitigate the impact of geographic relocation upon acquisition workforce employees participating in the demonstration project. Specifically, when such employees are subject to mandatory geographic mobility outside the commuting area, their spouses who are also currently employed by DOD will be registered as PPP Priority 3 candidates. This initiative affords the spouse an alternative vehicle for employment opportunities. Maximum steps should be taken by participating organizations to inform the workforce of this program's availability.

4.1.3 Rating of Candidates. Minimum qualifications for positions in the demonstration project will be based on criteria described in the OPM Operating Manual, "Qualifications Standards for General Schedule Positions," and DAWIA requirements, as appropriate. Minimum qualifications are determined based on the lowest equivalent GS grade of the appropriate broadband level. Candidates who meet basic (minimum) qualifications may be further evaluated based on knowledge, skills, and abilities that are directly linked to the position to be filled.

Army 4.1.3 Rating of Candidates. Minimum qualifications are determined based on the lowest equivalent GS grade (represented) of the appropriate broadband level. An employee in one broadband level can apply for a position at a higher level regardless of where they may be in the pay range. For instance, a secretary in broadband level II who is paid a salary equivalent to a GS-5 can apply for a position in broadband level III.

Army 4.1.3.1 Equal Employment Opportunity. *Any position that falls in the Business Management and Technical Management Professional (NH) career path, broadband level IV (equivalent to GS 14 and GS 15) is covered by the Army's Senior Civilian Affirmative Outreach and Recruitment Policy (GS-15), dated March 10, 1997. A copy of this policy is at Appendix X.*

4.1.4 Vacancy Announcements. Determinations of appropriate areas of consideration and length of open periods for receipt of applications will be made by considering the nature of the positions covered by the examination; their career potential; and the characteristics of the labor market.

Army 4.1.4 (was Army 4.2.2) Vacancy Announcements. In addition to the above, refer to applicable provisions of the delegated examining agreement when determining appropriate area of consideration and length of open periods. *A position has to be advertised representing the lowest equivalent GS step 1 to the highest equivalent GS step 10 in the broadband. Management will set the pay upon selection of the applicant consistent with qualifications/education and the expected contribution of the position. See Appendix Q (was R) for an example of a vacancy announcement.*

4.1.5 Appointing Authority. The Acquisition Workforce Demonstration 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 Educational Employment Program (SEEP). The nature of action codes (Nooks) at Appendix G covers most actions processed by the Demonstration Project; however, other Nooks and remarks in the OPM

Operating Manual, “Guide to Processing Personnel Actions,” also may be used under the demonstration project, as appropriate.

4.1.5.1 Permanent. The permanent appointment equates to the existing career and career-conditional appointments.

4.1.5.2 Temporary Limited. Like the existing temporary appointment authority, these appointments are not to exceed one year, but may extend one year with a locally approved extension.

4.1.5.3 Modified Term. 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 one-year extension must be approved by the commander or his designated representative. Reasons for making a modified term appointment include, but are not limited to, carrying out special projects, staffing new or existing programs of limited duration, filling a position in activities undergoing review for reduction or closure, and replacing permanent employees who have been temporarily assigned to another position, are on extended leave, or have entered military service.

4.1.6 Employee Selection under Modified Term. Selections for modified term appointments will be made under competitive examining processes. An agency may make a modified term appointment from the appropriate register or if the selected is:

- (a) A person with eligibility for reinstatement;
- (b) Any veteran who is eligible for a Veterans Readjustment Appointment;
- (c) A person eligible for career or career-conditional employment under 5 CFR 315.601 through 315.610, inclusive; or under 315.703;
- (d) A former term employee of the agency who left prior to the expiration of his/her appointment. Reappointment must be to a position covered by the same term authority under which the individual previously served, and service under such reappointment may not exceed the expiration date of the original term appointment;
- (e) A disabled veteran who has been retired from active military service with a disability rating of 30 percent or more, or has been rated by the Department of Veterans Affairs within the preceding year as having a compensable service-connected disability of 30 percent or more;
- (f) A person eligible for acquisition of competitive status for career appointment under Title 5 CFR Section 3304. However, a term employee does not acquire a competitive status on the basis of this term appointment; nor does this term appointment extend or terminate the employee’s eligibility under 5 CFR Section 3304;
- (g) A temporary employee who is within reach for term appointment to the same position from an appropriate register at the time of his/her temporary appointment, or during

subsequent service in the position, provided that the register was being used for term appointments at the time the employee was reached and he/she has been continuously employed in the position since being reached; or

(h) A person eligible under OPM interchanges agreements.

4.1.7 Employee Reassignment. A modified term employee may be reassigned to another modified term position provided the original not-to-exceed date remains the same and the employee meets the OPM Operating Manual qualifications standards for GS positions and applicable DAWIA requirements.

4.1.8 Conversion to Career-Conditional Appointment. Employees hired under the modified term appointment authority are in a non-permanent status but may be eligible for conversion to career-conditional appointments. To be converted, the employee must: (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; (2) have served two years of continuous service in the term position; and (3) be selected under merit promotion procedures for the permanent position or be converted to a permanent position in the same broadband level and occupational family as the modified term position.

4.1.9 Probationary Period

4.1.9.1 Introduction. Newly hired employees entering into the Federal workforce for the first time in the Business Management and Technical Management Professional (NH) career path need to demonstrate adequate contribution during the acquisition process. Additional training, which 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. 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 environment. Excluding the extended duration, all other features of the current probationary period are retained, including the potential 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 prior to the implementation date of the acquisition demonstration project, or who previously successfully completed a probationary period, will not be affected by this provision.

4.1.9.2 New Probationary Period. When a vacancy within the organization is filled via a permanent appointment, the new employee will be assigned to a one-year probationary period, unless the employee has previously met probationary period requirements under 5 CFR 315.801. Service under a modified term appointment, with no break in service before a permanent appointment made under this demonstration project, shall count toward the probationary period requirements, provided that the contribution is adequate and the permanent position is in the same career path as the modified term appointment. The nature of action codes and processing instructions will remain the same.

4.1.9.3 Extended Probationary Period. Only applies to an employee in the Business Management and Technical Management Professional (NH) career path. If at any time during the one-year probationary period, an NH employee is required to attend extensive training and/or educational assignments away from their normal work site and outside the review of their supervisors, 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 decision to extend the probationary period will be in writing and made prior to any assignment to training or education, and the employee will be informed in advance. Follow your Component procedures. A sample letter extending the employee's probationary is in Appendix M.

Army 4.1.9.3 (was 4.5.3) Extended Probationary Period. Army may use the sample letter found at Appendix M (was P). Supervisors will maintain a copy of the signed letter, provide the original to the employee, and forward a copy to the servicing CPAC to ensure the appropriate DCPDS edits are completed.

4.1.9.4 Termination During Probationary Period. When a supervisor determines an employee serving on a probationary period has failed to demonstrate proper conduct, technical competency, and/or adequate contribution for continued employment, that supervisor must consult with his/her servicing Human Resources Office (HRO) to obtain guidance on terminating the employment of the probationary employee prior to the effective date of the probationary period. The information in the notice shall, as a minimum, consist of the supervisor's conclusions as to the inadequacies of the employee's contribution or conduct.

4.1.10 Recruitment, Relocation Bonuses and Retention Allowances. Recruitment, relocation bonuses and retention allowances are available in the demonstration project and should be used to the maximum extent possible to recruit and retain a qualified workforce within budget constraints.

4.2 External Hiring to the Federal Government

4.2.1 Veterans' Preference. Preference eligible meeting basic (minimum) qualifications will receive additional five or ten points (depending on their preference eligibility) which are added to the minimum scores. Pass over/objection procedures apply.

Army 4.2.1 (was Army 4.1.2) Veterans' Preference. In addition to the above, activities will take the necessary steps to ensure compliance with the Veteran's Employment Opportunities Act of 1998.

4.2.2 Veterans Readjustment Act (VRA). The Veterans Readjustment Act appointing authority is available to GS-11 equivalent and below positions. Therefore the VRA appointing authority can be used for all NH II, NJ III and NK III broadband levels and below.

4.2.3 Delegated Examining Authority. The Demonstration Project establishes a streamlined examining process. The Delegated Examining Authority may be used to fill all Demonstration Project positions with the following exceptions: positions in the Senior Executive Service or the

Executive Assignment System; Senior Level (ST/SL) positions; Administrative Law Judge positions; and positions subject to any examining process covered by court order.

Army 4.2.3 (was Army 4.2.1) Delegated Examining Authority (was Introduction).

Management retains the ability to determine the best methods of recruitment to best meet mission needs. Delegated Examining Authority may be used to fill positions in the Acquisition Workforce Personnel Demonstration Project. This will allow for recruitment from other sources.

4.2.4 Delegated Examining Process. An applicant's basic eligibility will be determined using OPM's Operating Manual, "Qualifications Standards for General Schedule Positions," and DAWIA requirements, as needed. Minimum eligibility requirements will be those at the lowest equivalent GS grade of the appropriate broadband level.

Managers are responsible for establishing, prior to the recruitment process, the appropriate job-related criteria used to assign the tentative rating scores of 70, 80 or 90. This documentation should include the specific requirements of the position; the knowledge, skills, and abilities used to meet the requirement; and the anchors/benchmarks developed to differentiate between candidates. Considering this assessment, candidates will receive a numerical score of 70, 80 or 90. No intermediate scores will be granted except for those eligible who are entitled to veterans' preference. Preference eligible meeting basic (minimum) qualifications will receive five or ten additional points (depending on their preference eligibility) which are added to the minimum scores identified above. The name of preference eligible will be entered ahead of others having the same numerical score.

4.2.5 Quality Groups. Candidates will be assigned to quality groups based on their final scores. Candidates will be placed in one of three quality groups: basically qualified (score of 70 to 79); highly qualified (score of 80 to 89); or superior (score of 90 and above). The names of preference eligible will be entered on the referral list ahead of others having the same numerical score, and their veterans' preference will be annotated.

4.2.6 Candidate Referral and Selection. Candidates will be referred for selection in accordance with the following: For all positions other than scientific/engineering and professional positions at the basic rate of pay equivalent to GS-9 and above, preference eligible with a compensable service-connected disability of ten percent or more who meet basic (minimum) eligibility will be listed at the top of the highest group certified. For scientific/engineering and professional positions at the basic rate of pay equivalent to the GS-9 and above, candidates will be referred by quality groups in the order of the numerical ratings, including any veterans' preference points.

All candidates in the highest group will be certified. If there is an insufficient number of candidates in the highest group, candidates in the next lower group may then be certified; should this process not yield a sufficient number, groups will be certified sequentially until a selection is made or the qualified pool is exhausted. When two or more groups are certified, candidates will be identified by quality group (e.g., superior, highly qualified, basically qualified) in the order of their numerical scores.

Consideration according to the rule of three has been eliminated. Passing over any preference eligible(s) to select a non-preference eligible requires approval under current pass-over or objection procedures.

Army 4.2.6 (was Army 4.2.5) Candidate Referral and Selection. Scientific/engineering and professional positions are defined as those positions which have a positive education requirement

4.2.7 Scholastic Achievement Authority. This authority 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 providing: (1) they meet the OPM Operating Manual, "Qualifications Standards for General Schedule Positions," and DAWIA requirements, plus any previously established selective placement factors; (2) the occupation has a positive education requirement; (3) the candidate has a cumulative grade point average (GPA) of 3.5 or better (on a 4.0 scale) in those courses in those fields of study that are 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 (4) the appointment is into a position at a pay level lower than the top step of GS-7. Appointments at the equivalent of GS-9 through GS-11 have a GPA requirement of at least 3.7 on a scale of 4.0 for graduate courses in the field of study required for the occupation.

Army 4.2.7 Scholastic Achievement Authority. Ranking criteria may be established at the local level using local merit promotion rules.

4.2.8 Candidate Responses and Referral. Candidates will be required to respond to an announcement in order to compete for appointments made under this authority.

Candidates who meet the basic eligibility requirements and who possess the above scholastic criteria may be referred to the manager in a single group for consideration and in order of their veterans' preference, if applicable.

4.3 Internal Placement of Federal Employees

4.3.1 Introduction. The demonstration project is designed to provide employees and management maximum flexibility concerning work assignments. In many cases an employee can be assigned, without pay change, within broad descriptions, and, at the same time, consistent with the needs of the organization and commensurate with the individual's qualifications. Subsequent organizational assignments to projects, tasks, or functions requiring the same level, area of expertise, and qualifications do not constitute an assignment outside the scope or coverage of the current level descriptors. In most cases, such assignments are within the level descriptors and can be accomplished without the need to process a personnel action. Assignment resulting in series change, broadband level change, or change to KSAs shall be accomplished by an official personnel action. Thus, this approach allows broader latitude in organizational assignments and streamlines the administrative process. In addition to hiring external candidates, Merit Promotion procedures may be used to hire, reassign and promote current Federal government employees and those with reinstatement eligibility or Veterans Employment Opportunity Act (VEOA) eligibility in the demonstration project. Supervisors should consult with their servicing personnel staff when considering any action described in this chapter. Each

servicing human resources office will follow its local Merit Promotion plan and any applicable union agreements and locally approved policies for internal placement in the demonstration project. Exceptions to competition are discussed in Section 4.3.2.5.

4.3.2 Merit Promotion: Any Federal Employee Not in Acquisition Demonstration.

Selection to a broadband level with a higher maximum rate of pay than the employee's current position or previously held on a permanent basis, is normally a competitive action.

4.3.2.1 Merit Promotion: DoD Employee Within the Acquisition Demonstration. Selection of an employee to a higher broadband level within the same career path (e.g. NK I to NK II) or a different career path and level in which the new broadband level has a higher maximum rate than a broadband level from which the employee currently holds (e. g. NK II to NH II) is normally a competitive action.

4.3.2.2 Determining Basic Requirements. Basic eligibility requirements are determined by the Office of Personnel Management's Operation Manual for Qualifications Standards and DAWIA requirements, as applicable. Agencies need to identify on their vacancy announcements the type and level of experience and or education required to perform the work of the position being filled and/or define any selective placement factors to be considered when filling a position. The time-in-grade restriction is not applicable under this demonstration project. Quality of experience is defined as one year at the next lower broadband level or equivalent career path; or one grade level lower than the entry grade level to the broadband level of the positions being filled or a combination. Quality of experience must be defined when considering employees from other pay systems. For examples, a broadband level II employee would be basically qualified for a position in broadband level III provided they met the one year of specialized experience or a GS employee would be basically qualified for a position in broadband level III provided they met the one year of specialized experience at the GS-11 level.

4.3.2.3 Reassignment Within the Demonstration Project. Employees may receive a lateral reassignment throughout a broadband level. This includes movement to a new occupational series or to another position in the same series. No salary increase will be received by the employee. An Official Personnel Action will be required to document the reassignment. The Priority Placement Program may or may not be applicable to the personnel action.

4.3.2.4 Change in Assignment Within the Demonstration Project. Employees may receive a change in assignment without processing an Official Personnel Action, unless it results in a change to series, broadband level, or KSAs. No salary increase will be received by the employee.

4.3.2.5 Exceptions to Competition: The following actions are exceptions to competitive procedures:

(a) Re-promotion to a position having the same broadband level as the employee previously held on a permanent basis within the competitive service.

(b) A general schedule (GS) employee entering a broadband which includes his/her present series/grade or a series/grade previously held. (e.g., GS-343-12 may enter career path NH, broadband level III without competition, since the GS grade is encompassed in the broadband). The process is the same as movement upon initial mass conversion into the Demonstration Project.

(c) Promotion, reassignment, change to a lower broadband level, transfer, or reinstatement to a position having 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.

(d) A position change permitted by demonstration project reduction-in-force procedures.

(e) Promotion without current competition when the employee was appointed through competitive procedures to a position with a documented career ladder (upward mobility, interns, etc.).

(f) A temporary promotion or detail to a position in a higher broadband level for up to 120 days.

(g) Consideration of a candidate not given proper consideration in a prior competitive promotion action under the demonstration project.

(h) Conversion of an employee from a modified term appointment to a permanent appointment in the same broadband level and occupational family as the modified term position.

(i) Addition of Supervisory duties within the assigned broadband level.

(j) Any other non-competitive action as determined by the Components.

Army (k) Accretion of Duties. The justification for the increase from a Broadband Level to a higher Broadband Level must be substantive and clear. Not only should the supervisor be able to demonstrate that the promotion was due to an accretion of duties, but the duties themselves should be explained in sufficient detail to fully support classification at that higher level. This documentation should be able to withstand later review by an independent authority.

Army 4.3.2.6 (was Army 4.3.1.1) Requesting Referral Lists and Registering in the Army Civilian Career Evaluation System (ACCES) for All Demonstration Projects. Reference ASA(M&RA) memorandum, dated June 4, 1999, subject: Standing Operating Procedures for Requesting Referral Lists and Registering in the Army Civilian Career Evaluation System (ACCES) for All Demonstration Projects.

The following sets forth instructions for demonstration project managers who want to request an ACCES referral list; and for demonstration project employees interested in ACCES registration.

a. Managers Recruiting for Demonstration Positions. If the position is in a broadband level that does not encompass a career program mandatory referral grade, management does not need

to request a referral list. If the position is in a broadband level that encompasses both mandatory and non-mandatory referral grades, management has two options:

(1) If management wishes to recruit only at a salary that is lower than the representative rate of the mandatory referral grade, there is no requirement to request an ACCES list. Local recruitment methods may be used. NOTE: In this case, management may not recruit at a rate of basic pay that equals or exceeds the representative rate of the mandatory referral grade.

(2) If the salary equals or exceeds the representative rate of the mandatory referral grade, management must request a referral list in accordance with career program procedures. When requesting a list, the CPAC/CPOC will enter the appropriate equivalent GS grade on the referral request. Management also has the option of using local recruitment methods in conjunction with mandatory career program procedures in order to supplement the recruitment effort. Selections may be made from either source. NOTE: When using local recruitment methods, the minimum area of consideration will be DA-wide; the "best qualified" criteria used for both lists will be substantially equivalent; and the closing date for the local recruitment announcement will coincide with the Careerist Suspense Date located on the Army Civilian Career Evaluation System (ACCES) Referral Notification Letter.

b. Demonstration Employees Requesting Initial or Updating Current ACCES Registration. Demonstration employees who wish to submit an initial or update their current registration in ACCES and be referred for Army positions at or above the mandatory referral level will have their eligibility determined IAW 5 CFR 300.605 and OPM qualification standards. Their current salary will be compared to the GS system using the Step 4 Rule.

The Step 4 Rule will be applied as follows: Demonstration project experience will be credited at the equivalent GS grade by comparing the candidate's rate of basic pay with the representative rate (as defined in 5 CFR 351.203.) The equivalent GS grade is determined by identifying the representative rate that equals the candidate's rate of basic pay. When the candidate's rate of basic pay falls between the representative rates of two grades, it will be credited at the higher grade.

Since the Army area of consideration for ACCES is worldwide, the GS base salary schedule will be used when applying the Step 4 Rule.

Chapter 5 - PAY ADMINISTRATION

5.1 Pay Setting Procedures for Employees of Joining Organizations. Pay setting for employees reassigning into the demonstration project as a part of their organization's initial transition into the demonstration project is addressed in Chapter 2.

5.2 New Hires and Employees Entering the Demonstration Project After Organization's Initial Implementation. For new hires initial pay will be set at a level consistent with the individual's qualifications and the expected contribution of the position. The hiring official will determine the starting salary based upon available labor market considerations relative to special qualifications requirements, scarcity of qualified applicants, programmatic urgency and education/experience of the new candidates.

Individual employees who enter the project by lateral transfer, reassignment or realignment will be subject to the same pay conversion rules as those entering the demonstration project upon initial implementation. (See section 2.3 Employee Buy-in). An automated tool is provided by the Program Office to facilitate the calculation of the new salary.

Pay may be set at any rate encompassed by the broadband level for employees who enter the project by means other than lateral transfer, reassignment or realignment. Competition is normally required to set pay at a higher rate than the buy-in. (See Chapter 4).

5.2.1 Locality Pay. All AcqDemo participants will receive any applicable locality pay, based on geographic location, after changes to basic pay.

5.3 Pay Retention. Employees on retained rate in the demonstration project will receive pay adjustments in accordance with 5 U.S.C. 5363 and 5 CFR 536. 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. Depending upon the employee's rating, employees on retained pay may be eligible to receive CA.

Army 5.3 (was Army 5.5.10) Pay Retention. Employees on pay retention (*or retained pay*) will receive basic pay at a rate equal to (A) the employee's allowable former **rate of basic pay**, plus (B) **50 percent of the amount of each increase in the maximum rate of basic pay payable for the grade of the employee's position** immediately after such reduction in pay if such allowable former rate exceeds such maximum rate for such grade.

Some GS employees on pay retention upon conversion to the Personnel Demonstration Project may not be limited by the maximum salary rate for their broadband level. For example, an employee was downgraded from a GS-301-13 to a GS-301-12 and after two years placed on pay retention of \$62,590 (base salary). Upon conversion to the project, this employee became a Broadband Level III employee in the Business Management and Technical Management

Professional Career Path. The maximum salary limit for Broadband Level III is \$69,930 (base salary). Therefore, this employee is no longer on pay retention and is eligible for the full/reduced General Pay Increase (GPI) or may be denied the GPI depending on the CCAS rating and local pay pool distribution policy, and a Contribution Rating Increase and a Contribution Award if rated Appropriately Compensated or Inappropriately Compensated-B.

5.4 Movement Within a Broadband Level. Movement within a broadband level will be determined by the employee's contribution. 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. There is a natural over-lap 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.

Army 5.4 (was 5.3.1) Movement Within A Broadband Level. Movement (or salary increase) within a broadband level will be determined by contribution. Demonstration employees who are competitively or non-competitively selected for positions within the same broadband level are not entitled to a salary increase at the time of selection. Any salary increases will be under the Contribution-based Compensation and Appraisal System (CCAS) as described in Chapter 6.

5.5 Changes in Assignment. The CCAS concept, using the broadband structure, provides flexibility in making assignments. In many cases an employee can be assigned, without pay change, within broad descriptions, and, at the same time, consistent with the needs of the organization and commensurate with the individual's qualifications. Supervisors should consult with their servicing personnel staff when considering any action described in this chapter.

Army 5.5 Changes in Assignment. Assignment resulting in a Broadband Level change and or Career Path change shall be accomplished by an official personnel action.

5.6 Competitive Selection for a Position with Higher Potential Salary (Special Developmental Programs). When an employee is competitively selected for a position with a higher target broadband level than previously held (e.g., Upward Mobility, or similar program; for example, an NK II employee selected for NH II), upon movement to the new position the employee will receive the salary corresponding to the minimum of the new broadband level or the employee's existing salary, whichever is greater.

Army 5.6 (was Army 5.5.2) Competitive Selection for a Position with Higher Potential Salary. 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.

5.7 Permanent and Temporary Promotion (Competitive, Non-competitive). Movement to a higher broadband level is normally a competitive action, based on Office of Personnel Management qualification standards (see Chapter 4). A higher

broadband level is one with a higher maximum rate of pay than the employee's current broadband level. When an employee is promoted to a higher broadband level, the salary after promotion shall 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 is the new salary. The employee's salary shall not exceed the salary range of the new broadband level. When an employee on retained pay 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.

Army 5.7.A (was Army 5.9) Promotion (Competitive, Non-competitive) (was Army 5.3a Movement Between Broadband Levels). There are no GS grade level limitations applicable to promotion of employees from one broadband level to positions in higher broadband levels. So, for example, individuals assigned to broadband level III positions under the demonstration project, who meets the necessary qualification requirements, are eligible to be considered for promotion to positions in broadband level IV.

Army 5.7.B (was Army 5.9) Promotion (Competitive, Non-competitive) (was Army 5.3b Movement Between Broadband Levels) – Definitions. A higher broadband level is one with a higher maximum rate of pay than the employee's current broadband level.) A same broadband level is one that has no higher or lower maximum rate of pay than the maximum rate of pay of the employee's current broadband level. A lower broadband level is one whose maximum rate of pay is less than the maximum rate of pay of the employee's current broadband level.

5.7.1 Salary Adjustment Guidelines for Temporarily Promoted Employees. After the initial assignment into the CCAS, employees' yearly contributions will be determined by the CCAS process, and their overall contribution score (OCS) versus their current rate of basic pay will be plotted on a graph along the normal pay range (NPR). For this purpose, where an employee is temporarily promoted at the time OCS is determined, the "current rate of basic pay" is construed as 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. 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 concerned. Components may establish additional procedures to ensure that temporarily promoted employees are equitably treated, but are not inappropriately compensated on a permanent basis for the temporary performance of higher-broadband duties.

Army 5.7.1 (was Army 5.5.1.1) Salary Adjustment Guidelines for Temporarily Promoted Employees. Salary adjustment will be made to the employee's position of record. Once the salary of the position of record is affected, the salary of the temporary promotion will be revalidated to be at least 6% above the position of record, in accordance with 5.5.7.

5.8 Voluntary Change to Lower Broadband Level in the Same or Different Career Path (except RIF).

When an employee accepts a voluntary change to lower broadband level or a different career path, salary may be set at any point within the broadband level to which appointed, except that the new salary will not exceed the employee's current salary or the maximum salary of the broadband level to which assigned, whichever is lower.

An employee's written request for voluntary change to a lower broadband level or different career path should provide a reason(s) for the request. All actions shall be documented by use of an official personnel action and appropriately filed.

5.9 Involuntary Change to a Lower Broadband Level Without Reduction in Pay

Due to Contribution-Based Action. Due to inadequate contribution, an employee may move to a lower broadband level as a result of receiving partial or no general pay increase. When an employee is changed to a lower broadband level due to such a situation, it is not considered an adverse action. Supervisors shall initiate an involuntary change to 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.

5.10 Involuntary Reduction in Pay/Change to Lower Broadband Level in a Same or Different Career Path Due to Adverse Action.

An employee may receive a reduction in pay within his/her existing broadband level and career path; be changed to a lower broadband level; and/or be moved to a new position in a different career path due to an adverse based action. In these situations, the employee's salary will be reduced by at least six percent, but will be set no lower than the minimum salary of the broadband level to which assigned. Employees placed into a lower broadband due to adverse action are not entitled to pay retention.

5.10.1 Involuntary Reduction in Pay/Change to Lower Broadband Level in a Same or Different Career Path Due to Contribution-based Action.

An employee may receive a reduction in pay within his/her existing broadband level and career path; be changed to a lower broadband level; and/or be moved to a new position in a different career path due to a contribution based action. Involuntary reductions in pay will result in a salary level consistent with demonstrated contribution level. For involuntary change to lower broadband level the employee's salary will be reduced by at least six percent. In no circumstance will an employee's salary be set lower than the minimum salary of the broadband level to which assigned as the result of the action. Employees placed into a lower broadband due to adverse or contribution based action are not entitled to pay retention. (Chapter 7 describes contribution-based actions)

5.11 Involuntary Change to Lower Broadband Level/Change In Career Path,

Other than Adverse or Contribution-Based Action. If the change is not a result of an adverse or contribution-based action, the employee is entitled to retained pay if all Title 5 (5 U.S.C. 5363 and 5 CFR 536, Subpart A) conditions are met.

5.12 Reduction-in-Force (RIF) Action (Including Employees Who are Offered and Accept a Vacancy at A Lower Broadband Level or in a Same or Different Career Path). The employee is entitled to pay retention if all Title 5 conditions are met.

5.13 Return to Limited or Light Duty from a Disability as a Result of Occupational Injury to a Position in a Lower Broadband Level or to a Same or Different Career Path with Lower Salary Potential than 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.

5.14 Employees Departing AcqDemo for General Schedule Positions. General Schedule Grade and Step equivalencies are determined using Chapter 14 procedures.

5.15 CCAS Annual Adjustment. Salary adjustments based upon the Contribution-based Compensation and Appraisal System (CCAS) process are fully described in Chapter 6, shown in Table 1 provided below and in Figure 5 under 6.4.6 Step 7. The annual assessment period begins on October 1 and ends September 30 of the following year. The pay pool manager approves the final employee overall contribution score and salary adjustments based on the employee's overall contributions during the rating period. There will be no within grade increases, quality step increases or automatic General Pay increases. (For those employees who are on pay retention, see section 5.3 Pay Retention).

The appropriately compensated employee (employee whose contribution versus pay falls on or **within the rails - C**) 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 (**above the rails - A**) employee could be denied part or all of the general pay increase and will receive no contribution rating increase or contribution award. The inappropriately compensated (**below the rails - B**) 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.

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	¹ Locality Pay
Inappropriately Compensated – A	Could be reduced or denied	NO	NO	YES
Appropriately Compensated -C	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

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 a personnel action using Nature of Action Code (NOAC) 894. Contribution awards will be documented using a NOAC 840. See Appendix G.

5.15.1 Eligibility for Compensation Under CCAS. Employees who are under CCAS for 90 consecutive calendar days and are in a pay pool as of 30 Sep, will receive an official annual OCS, and may receive a GPI, CRI and/or CA. When an employee is new to the AcqDemo, his/her initial contribution level is considered to be in parity with his/her current pay. Until an official annual OCS is approved, the employee will receive the full General Pay Increase. The initial CCAS appraisal must occur within 15 months after entry into the Demonstration Project.

Employees who move from a pay pool to another pay pool within the AcqDemo between 1 October and the subsequent payout will receive the approved OCS. Efforts should be made to communicate compensation decisions between the losing and gaining organizations. This information is critical in pay setting decisions in the gaining organization and for timing of moves.

Employees who move from a pay pool to a position outside the AcqDemo between 1 October and the subsequent payout will receive the approved OCS and the General Pay Increase, and may receive a contribution award. Employees who retire/separate during the same time frame may receive a contribution award.

Employees who perform union representation tasks less than full time (80 hours per pay period) are eligible to receive contribution rating increases and contribution awards in addition to the

general pay increase. Such increases must be based on the contribution made through their regular duty assignments (work performed other than union representation). Employees who perform union representation duties 100% 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 representation 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.

This chapter applies to all AcqDemo participants including those serving in part time, term, and temporary limited appointments.

Army 5.15.1 Eligibility for Compensation Under CCAS (was Army 5.2.) 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 implementation date through September 30, 2000, e.g., implementation date was June 1, 1999, the rating period would be June 1, 1999, through September 30, 2000. 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 - 2.4% for the Contribution Rating Increase pool and 1.3% for the Contribution Award pool. *This example can be applied to the same situation in the out years.*

2011 UPDATE Supersedes Army 5.15.1 AS FOLLOWS:

The employee joins an activity or organization after 3 Jul 2011. As of September 30, 2011, the individual was in AcqDemo for less than 90 days, the individual is not eligible for a rating under CCAS and instead will receive his/her first CCAS appraisal ending September 30, 2012, (15 month rating cycle).

The employee's rating period will begin on the effective date the employee join the activity or organization into through September 30, e.g., effective date was August 1, 2011, the rating period would be August 1, 2011, through September 30, 2012. The CCAS pay-outs will be the first pay period in January 2013.

Army 5.16 (was Army 5.5.11) Student Temporary Employment Program (STEP). Students are excluded from this demonstration.

Chapter 6 - CONTRIBUTION-BASED COMPENSATION AND APPRAISAL SYSTEM (CCAS)

6.1 Introduction. 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, at the lowest practical level, the authority, control, and flexibility needed to achieve quality acquisition processes and quality products while developing a highly competent, motivated, and productive workforce. It allows for more employee involvement in the performance appraisal process, increases communication between supervisors and employees, promotes a clear accountability of contribution by each employee, facilitates employee pay progression tied to organizational contribution, and provides an understandable basis for salary changes.

CCAS is a contribution-based appraisal system that goes beyond a performance-based rating system. Thus, it measures the employee's contribution to the mission of the organization. Salary adjustment decisions must remain linked to, and based on employee contribution. Whenever the term "salary" is used in this chapter, locality pay is not included.

6.2 Normal Pay Range (NPR). The normal pay range (Figure 2) is defined as the area on and between the upper and lower rails and is the appropriately compensated region. The curved standard pay line (SPL) tracks from the lowest scheduled rate of basic pay, GS-1, Step 1, to the highest pay, GS-15, Step 10. The NPR includes any existing General Pay Increase, but does not reflect locality pay. The NPR uses 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 demonstration, GS-1, Step 1.
- (b) The SPL ends at an OCS of 100 and the highest salary paid under this demonstration, GS-15, Step 10.
- (c) The vertical distance from the SPL to either rail for any given OCS is +/- eight percent in salary throughout the OCS range.
- (d) The horizontal distance from the SPL to either rail for any given base salary is approximately +/- four OCS points.

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 (see Figure 1, Section 3.2). The minimum and maximum numerical OCS values and associated base salaries for each broadband level by career path are provided in Table 4 of this Chapter (Point Ranges).

Employees enter the demonstration project 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.

The rails define a range of appropriate contribution levels (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 descriptors to remain within the rails. For example, a GS-13, Step 10 who enters the demonstration project in broadband level III of the Business Management and Technical Management Professional career path does not need to score the maximum of 83, but does need to demonstrate contribution commensurate with their present salary.

As stated previously, the NPR is re-determined each year based upon the salaries for GS-1, Step 1 and GS-15, Step 10. Since these salaries vary with the annual General Schedule pay increase, the annual NPR changes accordingly.

Below are mathematical formulae for the NPR rails and the SPL (these are in the same format as presented in the Federal Register, but with an explanation of the SPL factor, which changes each year depending upon the General Schedule Pay Table):

FORMULAE:

$$\text{Salary}_{\text{upper rail}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (1.0800) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{Salary}_{\text{SPL}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{Salary}_{\text{lower rail}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (0.9200) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{SPL factor} = (\text{Salary}_{\text{GS-15 Step-10}} / \text{Salary}_{\text{GS-1 Step-1}})^{(1/100)}$$

Notes:

- **Salary_{upper rail}** is 8% above the **Salary_{SPL}**
- **Salary_{lower rail}** is 8% below the **Salary_{SPL}**
- The **SPL factor** is the multiplier that gets you from GS-1/Step 1 to GS-15/Step 10 pay in 100 increments, where 100 is the range of OCS points. You can also think of the **SPL factor** as 1 + the percent change in pay associated with a one point change in contribution. The Federal Register states the **SPL factor** in 1998 was 1.020043. That meant that one additional point in OCS score equaled a 2.0043% increase in base salary. The below example, uses the 2002 SPL factor based upon 2002 General Schedule Pay Table:

Example 1:

$$\text{Salary}_{\text{SPL}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{Salary}_{\text{SPL}} = (\$14,757) * (1.0200426)^{50} = \$39,803$$

~ 2% salary increase

$$\text{Salary}_{\text{SPL}} = (\$14,757) * (1.0200426)^{51} = \$40,601$$

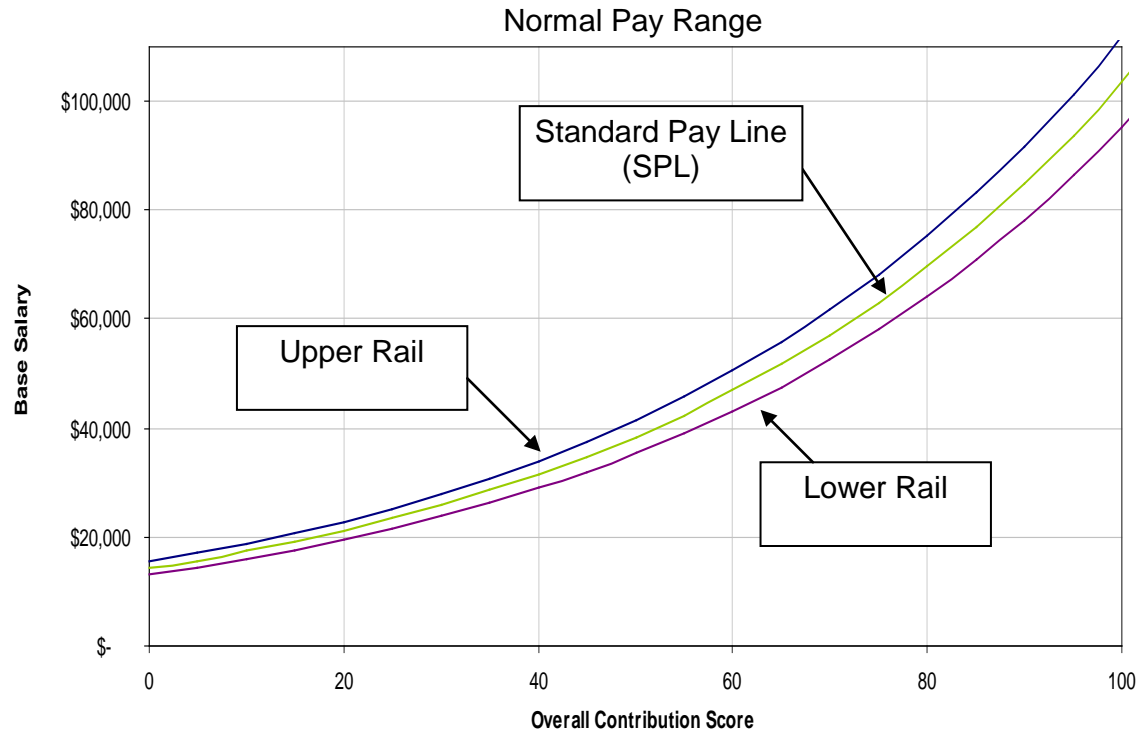


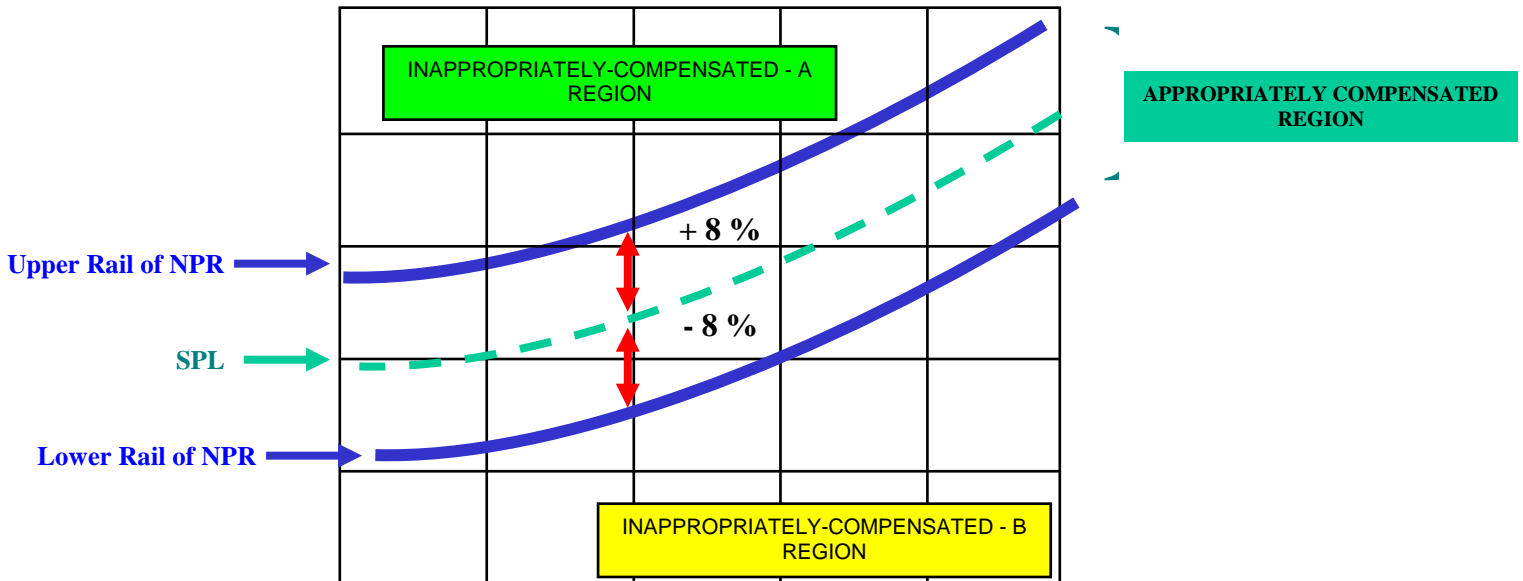
Figure 2 – Normal Pay Range

Army Figure 2 Note. In the formula above, the term “GS-1 Step 1” is adjusted annually based upon the General Schedule Pay Increase.

Army 6.2(d) Normal Pay Range (NPR). The distance from the SPL to either rail for any given OCS is eight percent in salary throughout the OCS range. See Army Figure 6-1 on the next page.

The Normal Pay Range (NPR) is the region bounded by the upper and lower rails, and is the **Appropriately Compensated** region.

The “**Inappropriately-Compensated - A**” region is the area above the upper rail.



The “**Inappropriately-Compensated - B**” region is the are below the lower rail.

The distance from the Standard Pay Line (SPL) to either rail for any given OCS is 8% in salary (about 4 points in OCS) throughout the OCS range.

Normal Pay Range

Army Figure 6-1

6.3 Factors/Discriminators/Descriptors. Employee contributions are assessed by factors, discriminators, and descriptors which are fundamental to the success of an acquisition organization and capture the critical content of jobs in the three career paths: Business Management and Technical Management Professional, Technical Management Support, and Administrative Support. These factors, discriminators, and descriptors shall not be modified or supplemented. Although the discriminators cannot be modified, it should be noted that reasonable accommodation must be considered when evaluating the contributions of employees with special needs.

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.
- Communication. Describes the effectiveness of oral/written communications.
- Resource Management. Describes personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

The discriminators refine the factors. For example, the Communication factor has three discriminators (level of interaction (audience), written, and oral), which are the same for all levels of contribution.

The descriptors define increasing levels of contribution and are different for each career path. Table 2 below (Business Management and Technical Management Professional Example (Communication)) shows an example of the Communication factor and its associated discriminators and descriptors for the Business Management and Technical Management Professional Career Path. Factors, discriminators, and descriptors for all levels in all career paths are provided in Appendix C (Broadband Level Descriptors).

Level	Descriptors	Discriminators
I	<ul style="list-style-type: none"> - Communicates routine task status results as required. - Provides timely data and written analyses for input to management/technical reports or contractual documents. - Explains status/results of assigned tasks. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
II	<ul style="list-style-type: none"> - Communicates team or group tasking results, internally and externally, at peer levels. - Writes, or is a major contributor to, management/technical reports or contractual documents. - Presents informational briefings. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
III	<ul style="list-style-type: none"> - Communicates project or program results to all levels, internally and externally. - Reviews and approves, or is a major contributor to lead author of management reports or contractual documents for external distribution. Provides inputs to policies. - Presents briefings to obtain consensus/approval. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
IV	<ul style="list-style-type: none"> - Determines and communicates organizational positions on major projects or policies to senior level. - Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues. - Presents organizational briefings to convey strategic vision or organizational policies. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral

Table 2. Business Management and Technical Management Professional Factor Example (Communication)

NOTE: The descriptors indicate the contribution for the high end of each level. For example, the descriptors for level 4 were developed to meet the top of the broadband level. Also the descriptors are not to be used individually to assess contribution, but rather are to be taken as a whole to derive a single evaluation for the factor.

Army 6.3. Factors/Discriminators/Descriptors. The descriptors were developed at the highest equivalent 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.

6.4 Annual Contribution-based Compensation and Appraisal System Process (CCAS). The annual assessment period begins on October 1 and ends on September 30 of the following year. At the beginning of the rating period, pay pools, pay pool panels, and pay pool managers are identified.

A pay pool is a group of employees who share in the distribution of CCAS dollars. It is usually based on the organizational structure and is established under the guidance of the commander (or equivalent). The pay pool will typically include employees of many functional areas (such as contracting personnel, engineers, and budget analysts), as well as their rating officials (supervisors). It is recommended that activities whose employees are represented by a union invite that union to participate in the pay pool process. The union's participation may include membership on the pay pool panel, assisting in the design of the pay pool structure, and receiving training on the way salary adjustments will be made under the CCAS program and distributed under the pay pool. The extent of this involvement should be defined in the negotiated agreement.

- Every participant of the demonstration is a member of a pay pool.
- 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.

The pay pool panel, which includes the pay pool manager and rating officials who normally report directly to the pay pool manager, determines the final employee overall contribution score and makes recommendation for salary adjustments. A pay pool panel member shall not recommend or set his/her own pay. Prior to the appraisal period, the pay pool panel determines if weights are required, specific job categories to which factor weights apply, and what the weights are. (Refer to paragraph 6.10 for specifics on weighting.)

The pay pool manager is the individual within the organization who is responsible for managing the CCAS process. As such, the pay pool manager has annual pay adjustment authority. Determinations made by the pay pool manager may be subject to higher management review. The pay pool manager shall not recommend or set his/her own pay.

The pay pool panel process provides an opportunity to evaluate how the contributions of each individual in the pay pool have led to the accomplishment of the overall goals/objectives of the organization in support of the mission. The yearly CCAS process provides an organization with an opportunity to gain some insight into its overall effectiveness.

Army 6.4 Annual Contribution-Based Compensation and Appraisal System Process. (CCAS) The pay pool structure and allocated funds are under the authority of the local Personnel Policy Board. The following minimal guidelines will apply:

- (a) a pay pool is based on the organizational structure and should include a range of salaries and contribution levels;
- (b) a pay pool should be large enough to constitute a reasonable statistical sample, i.e., not less than 35 individuals (when possible) or more than 300 individuals;
- (c) a pay pool must be large enough to include a second level of supervision, since the CCAS process uses a group of supervisors in the pay pool to determine OCS and recommended salary adjustments;
- (d) neither the pay pool manager nor the supervisors within a pay pool will recommend or set their own individual pay levels; and
- (e) the number and composition of pay pools will be certified annually by the Personnel Policy Board.

Army 6.4.a (was Army 6.4) Annual Contribution-based Compensation & Appraisal System Process (CCAS). The following timeline at Army Table 6-1 should be used for the Contribution-based Compensation and Appraisal System:

Contribution-based Compensation and Appraisal System (CCAS) Timeline		
Time Period	Task	
October 1 – September 30	Annual CCAS rating cycle	
October (beginning of CCAS rating cycle)	Supervisor/Rating Official discusses with employee the expectations of contribution for the appraisal period. See Para 6.4.1.	
NLT April 1 or at the mid-point	Mid-point discussion between supervisor/rating official and employee. See Para 6.4.2.1	
September 1	CCAS Salary Appraisal Form. See Appendix D.	
	Supervisor/rating official provides CCAS Salary Appraisal Form to employee or informs the employee where to obtain the forms.	Employee completes Part III of the CCAS Salary Appraisal Form and returns form to supervisor NLT October 5. See Para 6.4.6, Step 1.
October	Supervisor/Rating Official assesses level of employee's contribution and provides Part IV (Employee Support Form), Part III (Employee Self Assessment) and Part II (Supervisor Assessment) to the sub pay pool panel member or pay pool panel member. See Para 6.4.6, Step 2.	
October-November	Pay Pool Panel meets and reviews appraisals IAW Para 6.4.6, Steps 3-10.	
November-December	Rating Official communicates final OCS, factor scores and pay adjustments to employee; and potential opportunities for increasing contribution for the new appraisal period are also discussed. See Para 6.4.6, Step 11.	Rating Official discusses with employee the expectations of contribution for the new appraisal period and documents initial counseling on the Part IV. See Para 6.4.6.

December	Complete personnel actions to document pay adjustments NOAC 894. See Para 6.7
January	Pay adjustments effective first full pay period in January.
Army Table 6-1	

Army 6.4.b (was Army 6.4) Annual Contribution-based Compensation and Appraisal System Process (CCAS). If on September 30, the employee has served for less than 90 days in AcqDemo, the rating official will wait for the subsequent annual cycle to assess the employee. The rating period will be the employee's effective date through September 30 of the following year, e.g., effective date was August 1, 2003, the rating period would be August 1, 2003, through September 30, 2004. The CCAS pay pool panel process takes place from October 1, 2004, through December 31, 2004. The CCAS pay-outs will be the first pay period in January 2005.

Army 6.4.c (was Army 6.4a) Minimum Period for Contribution Appraisals. A contribution appraisal will be scheduled annually although an employee contribution appraisal may be conducted at any time after the minimum appraisal period of 90 days is met. The CCAS appraisal process brings supervisors and employees together for formal discussions on expectations of contribution and results in (1) written appraisals, (2) contribution factors ratings, and (3) overall contribution score. The CCAS process shall consist of two meetings (minimum) between employee and supervisor – the expectations of contribution for the appraisal period meeting and the contribution feedback meeting (normally at the midpoint of the CCAS cycle).

Army 6.4.d (was Army 6.4b) Rating Official Leaves Prior to the End of the Appraisal Period. There are no minimum periods for a rating official since the final rating is the result of a pay pool evaluation and not an individual's evaluation. *When the supervisor/rating official leaves before the end of the appraisal period, the departing supervisor/rating official will complete an interim Supervisor Assessment (Part II Supervisor Assessment of the CCAS Salary Appraisal Form), discuss the interim appraisal with the employee and provide copies to the employee and pay pool manager.*

Army 6.4.e (was Army 6.4d) Special Requirements.

(1) **Required Contribution Objectives.** Some positions include specific requirements for which clearly defined contribution objectives should be developed for each rating period. Among these requirements are Supervision and Diversity/Equal Opportunity planned efforts for all supervisors and managers; plans to increase competition and achieve cost savings in contracting; individual efforts to eliminate wasteful practices and achieve cost savings in inventory management (Section 323 of Public Law 101-510); career development (Army Acquisition Policy Memorandum No. 96-01) and discharge of security, internal control, safety, and other relevant responsibilities of the position.

(2) **Ratings for Temporary Promotions and Details.** Temporary promotions and details for 180 days or more require contribution objectives and *assessment by both the employee and the supervisor. Objectives and the assessments should be documented on Part IV, Part III, and Part II.* Information provided in the *special rating* should be considered in preparing the annual appraisal.

(a) The exception to preparing a special rating involves temporary promotions which are ongoing at the end of the employee's annual rating period. A temporarily promoted employee officially occupies the position to which promoted. Therefore, if the employee's scheduled annual rating period ends while on a temporary promotion that has lasted at least 180 days and the employee has performed under the approved contribution objectives for at least 180 days, the supervisor of the position to which temporarily promoted prepares the annual appraisal.

(b) Conversely, an employee who is detailed continues to occupy the position from which detailed for official purposes. Thus, the supervisor of the detailed position prepares a special appraisal if the employee's annual rating period ends during the detail. The supervisor for the position from which the employee is detailed may either attach the special appraisal to the annual appraisal he/she prepares or, if detail lasted for most of the rating period, adopt the special appraisal as the annual appraisal.

6.4.1 Communicating CCAS Requirements at the Beginning of the Appraisal Cycle.

At the beginning of the appraisal period, or shortly after a new employee or supervisor reports for duty, the supervisor discusses with the employee the expectations of contribution for the appraisal period. This includes discussion of career path, broadband level, factors, and weights (if applicable). The supervisor is encouraged to review with each employee the expected contribution level (OCS range) corresponding to current salary. In communicating the expectations for the year, supervisors should address any reasonable accommodations being considered or granted for employees with special needs. See Figure 3 below for an overview of the CCAS process. Additionally, employees will be informed that all factors are "critical."



Figure 3. CCAS Process

Army 6.4.1 Communicating CCAS Requirements at the Beginning of the Appraisal Cycle.
The initial counseling at the beginning of the appraisal cycle will be documented on Part IV, the CCAS Support and Assessment Form.

6.4.2 Mock CCAS Evaluation For New Organizations. When a new organization enters the Demonstration Project, during the mid-point of its first CCAS cycle, each pay pool is required to conduct a mock CCAS evaluation through the point of populating the spreadsheet with the relevant data.

6.4.2.1 Feedback During the Appraisal Cycle. During the appraisal cycle, informal and frequent communication between rating official and employee is essential. This must include discussion of any inadequate contribution in one or more of the factors. Approximately midway through each appraisal cycle, the rating official will meet with the employee to discuss their progress under CCAS and make a notation of that discussion.

Each Service, Agency, or organization may require more than one 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.

Army 6.4.2.1 (was Army 6.4.2) Feedback During the Appraisal Cycle. Periodic reviews and supervisor/employee discussions should occur during the CCAS cycle and should be documented as such on the Employee Support Form and initialed and dated by both supervisor/rating official and employee. At a minimum, there are three formal meetings, the initial, the mid-point, and the final. The initial meeting requires the review and establishment of the employee's goals and objectives and how these fit into the organization's mission. The mid-point review serves to update the objectives and the supervisor providing to the employee guidance and recommendations as to the accomplishments to date and some estimates as to the employee's overall contribution to the organization. Deficiencies or inadequate level of contribution must be documented and a reasonable period of time established for the employee to improve. The final meeting provides the employee the opportunity to discuss his/her contribution to the organization using the goals and objectives established early in the rating cycle and updated during the cycle. NO scores are to be discussed at this final meeting because any scores discussed is not final and official until the pay pool panel meets and the pay pool manager approves the scores. The initial and midpoint meetings are mandatory and the final meeting is strongly recommended.

6.4.3 CCAS Appraisal Eligibility, Special Circumstances, and Part-time Employment.

a. Appraisal Eligibility. The Federal Register requires that employees must be under the Contribution-based Compensation and Appraisal System on September 30th in order to be appraised. In addition, they must be under CCAS for 90 consecutive calendar days or more during the rating cycle before they may receive an annual OCS. The annual appraisal cycle begins on October 1st and ends on September 30th of the following year.

b. Special Circumstances.

(1) Employees with less than ninety (90) consecutive calendar days under CCAS will be considered in parity with their current pay, and will not be rated that year but will receive the full amount of any General Pay Increase. Part I of the CCAS Salary Appraisal Form should document that the employee is receiving a "Presumptive – Status 1" rating due to lack of time in CCAS. The initial CCAS appraisal must occur within 15 months after entering the AcqDemo.

(2) When an employee cannot be evaluated due to circumstances which takes the individual away from their normal duties or duty station (e.g., long term, full time training, active military duty, extended sick leave, leave without pay, etc.), Part 1 of the CCAS Salary Appraisal Form should indicate one of the following

- a) Presume the employee is contributing consistently with his/her pay level by indicating "Presumptive – Status 2;"
- b) Re-certify the employee's last contribution appraisal by indicating "Presumptive – Status 3."

(3) If an employee has served 90 consecutive calendar days under CCAS, but has moved to a new Acquisition Demonstration Project pay pool the new rating official must:

- a) Rate the employee based on any contribution assessment provided by the employee and his/her previous supervisor; and/or
- b) Rate the employee based upon the contributions made in the new pay pool.

Army 6.4.(3)b) (was Army 6.4c) Annual CCAS Appraisal Period.

(1) All employees are rated for a 12-month period, beginning October 1 and ending September 30 of the subsequent year. *An AcqDemo employee must have at least 90 days in the DoD Civilian Acquisition Workforce Personnel Demonstration Project as of September 30 to be eligible for an annual rating.*

(2) Employees who are new hire or transfer into the demonstration with less than **90 days** to the end of the rating period will be considered to be in parity with his/her current pay until an official written contribution appraisal is rendered. These new hire/transferred employees will not be rated that year but will receive the full amount of any General Pay Increase. Depending upon the time the employee is hired/transferred, the initial CCAS appraisal can occur up to 15 months after employment or transfer. **An employee in this situation is also called Presumptive Status 1.**

(3) When an employee cannot be evaluated readily by the normal CCAS appraisal process due to special circumstances that take the individual away from normal duties or duty station (e.g., temporary promotion outside of the parent organization or outside the demo, long-term full-time training, active military duty, extended sick leave, leave without pay, etc.), the rating official will document the special circumstances on the CCAS Salary Appraisal Form. The rating official will then determine which of the following options to use:

Option 1 (*Presumptive Status 3*)-- Re-certify the employee's last contribution appraisal; or

Option 2 (*Presumptive Status 2*)-- Presume the employee is contributing consistently with his/her pay level and will be given an expected rating. An expected rating is an OCS that corresponds to the expected OCS based on the employee's current base salary at the end of the rating period (September 30).

In either case, the annual appraisal form must document the circumstances behind the appraisal.

(4) AcqDemo employees who leave before the end of the rating period (before September 30), will not receive a "close out" CCAS appraisal and will not be eligible for compensation from the pay pool. The employee, however, may be recommended for a special act award

c. Part-time Employment. Part-time employees are treated as full-time equivalents. Appraisals are based on full-time equivalent contributions and salary adjustments are based on the full-time annual rate of basic pay. Pay pool managers may prorate CA amounts.

6.4.4 Post-Cycle Promotions. If an employee is promoted to a higher broadband after the end of the appraisal period but before the pay out, the September 30th CCAS appraisal score is used during the CCAS cycle. The CRI is calculated and if the calculated CRI, plus the general pay increase, plus the previous base salary is higher than the promotion salary adjusted by GPI, then the employee will get the CCAS calculated salary as their new promotion salary. If, however, the adjusted promotion salary is higher than the CCAS calculated salary, then the adjusted promotion salary will remain.

Army 6.4.4 Post Cycle Promotions. The procedure is to use the override feature in the CCAS spreadsheet to roll the CRI to CA for a Total Award.

6.4.5 Minimum Period for Rating Employees on Temporary Promotion or Details. Whether an employee is temporarily promoted or detailed to a Demo or non-Demo position, the supervisor of the temporary action position should provide input for the CCAS rating. Information provided in these circumstances should be considered by the rating official in preparing the annual appraisal.

6.4.6. Evaluation at the End of the Appraisal Cycle. The following describes the steps of the contribution assessment process.

STEP 1. At the conclusion of the appraisal period, the rating official (normally the first-level supervisor) requests that employees provide input describing their own contributions throughout the year for each factor. However, an employee may elect not to provide such information. This shall be annotated on the Part II. See Appendix D for CCAS appraisal forms.

STEP 2. In completing Part II, 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 using a matrix such as illustrated in Table 3 below or the automated tool. Categorical/ numerical scores should not be discussed with employees until officially approved by the pay pool manager.

Army 6.4.6 Step 2 Contribution Matrix. See Appendix P (was O) for reproducible samples of Contribution Matrices.

			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communi- cation	Resource Management
Level	IV	Very High						
		High						
		Med						
		Low						
	III	High			X			
		Med	X					X
		Low				X		
	II	High						
		MH						
		Med					X	
		ML						
		Low		X				
	I	High						
		Med						
		Low						

Table 3. Sample Contribution Matrix for Business Management and Technical Management Professional

The contribution matrix, which includes the six factors across the top and different levels down the side, is used to assess the level of contribution for each factor. For example, in Table 3, an individual contributing at level III for Customer Relations would be making a greater contribution than someone contributing at level II. It should be noted that the levels are subdivided into low, medium, and high, except for level II, which contains five categories to accommodate the wider broadband level range (formerly GS-5 through GS-11).

Army Note to Step 3: *Step 3 to 10 as described below are supported by the CCAS spreadsheet.*

STEP 3. The pay pool panel (pay pool manager and the rating officials in the pay pool who report directly to him/her) meets for the first time.

- In the 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. Employees eligible to be placed in the “Very High” point range will be those individuals at the top broadband level of their career path.

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

- 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 who are making exceptional contributions in a factor or factors at the top broadband level of their career path rated in the “Very High” category?
- Adjustments are made until consistency and equity are reached. If disagreements persist, the pay pool panel meets until issues are resolved. If agreement cannot be reached, the pay pool manager decides.

STEP 4. Before adjourning 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 using Table 3. The overall contribution scores (OCSs) are then calculated. This is where weights for individual factors would be incorporated, if applicable. Note that within Table 4, different point ranges relate to different career paths. For example, for the Business Management and Technical Management Professional (NH), an employee’s placement in the matrix at the medium level III could be scored as 71. An employee in the Technical Management Support (NJ) career path, placed in the matrix at the medium level III, could be scored as 56.

			<i>Business and Technical Professional (NH)</i>	<i>Technical Support (NJ)</i>	<i>Administrative Support (NK)</i>
			Point Range	Point Range	Point Range
L E V E L S		Very High	115	95	70
		High	96-100	79-83	
	IV	Med	84-95	67-78	
		Low	79-83	61-66	
		High	79-83	62-66	57-61
	III	Med	67-78	52-61	47-56
		Low	61-66	43-51	38-46
		High	62-66	47-51	42-46
		MH	51-61	41-46	
	II	Med	41-50	36-40	30-41
		ML	30-40	30-35	
		Low	22-29	22-29	22-29
		High	24-29	24-29	24-29
	I	Med	6-23	6-23	6-23
		Low	0-5	0-5	0-5

Table 4. Point Ranges

- 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. Any categorical or numerical score change must be communicated to the appropriate subordinate supervisor(s).

For larger pay pools where one meeting may be insufficient, sub-panels may meet to accomplish the previous steps. Figure 4 contains an example of how this larger pay pool (with several different levels) might appear. The sub-panels may be comprised of rating officials (first-level supervisors) and the second-level supervisor.

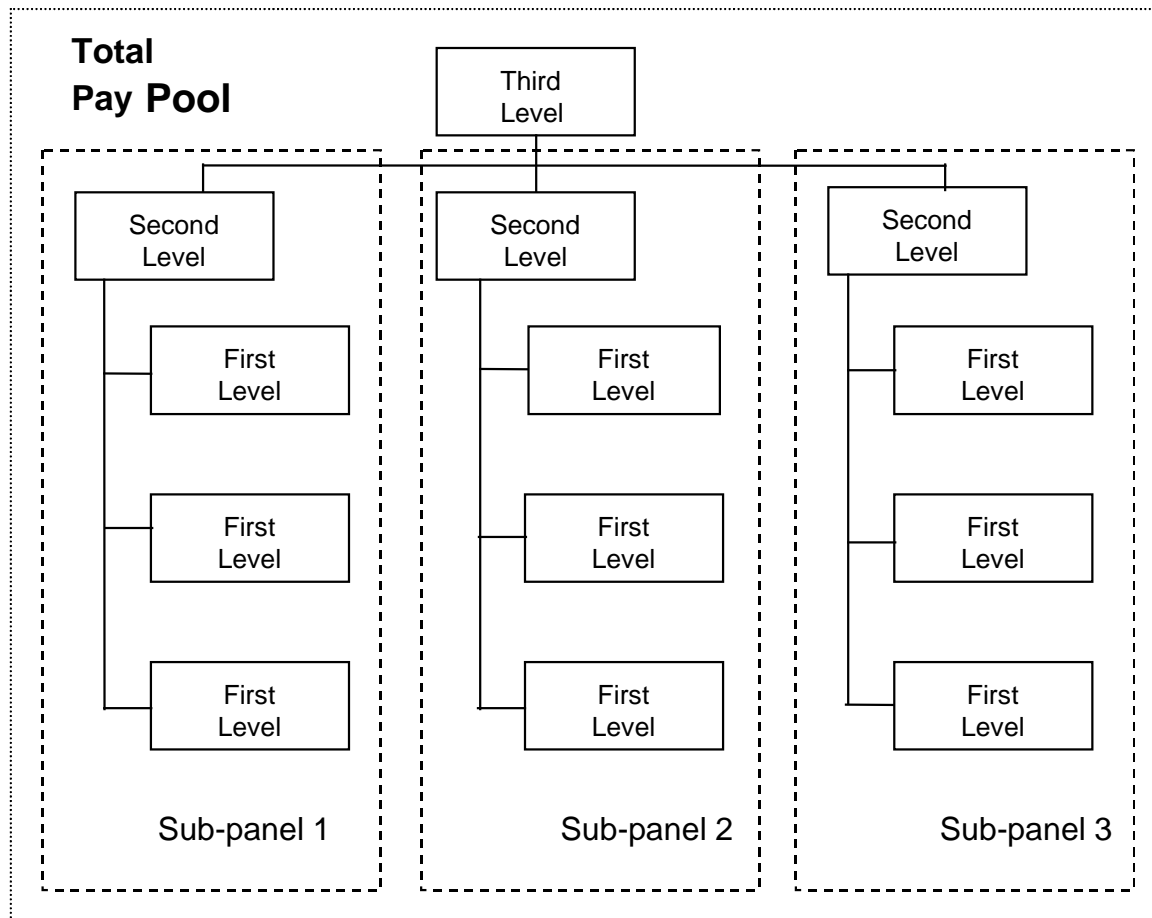


Figure 4. Larger Pay Pool Example

In this example, following the first meeting of the sub-panels, the second-level supervisors meet with the third-level supervisor (who, in most cases, will be the pay pool manager) to review sub-panel 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.

STEP 5. In this step, the pay pool panel meets for the second time to identify any perceived inconsistencies in the employees' OCS consolidated listing. If inconsistencies in the OCS list are identified, the rating officials revisit the contribution matrix, reconsider the

placement of the employees, and make adjustments if appropriate. Any categorical or numerical score change must be communicated to the appropriate subordinate supervisor(s).

STEP 6. The pay pool panel turns over the OCS list to the pay pool manager for official approval after which this approved OCS becomes the employee's rating of record.

STEP 7. 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. This plot relates contribution to compensation, and identifies the placement of each employee into one of three regions: inappropriately compensated - A region (above the rails), appropriately compensated - C region (on or within the rails), or inappropriately compensated - B region (below the rails).

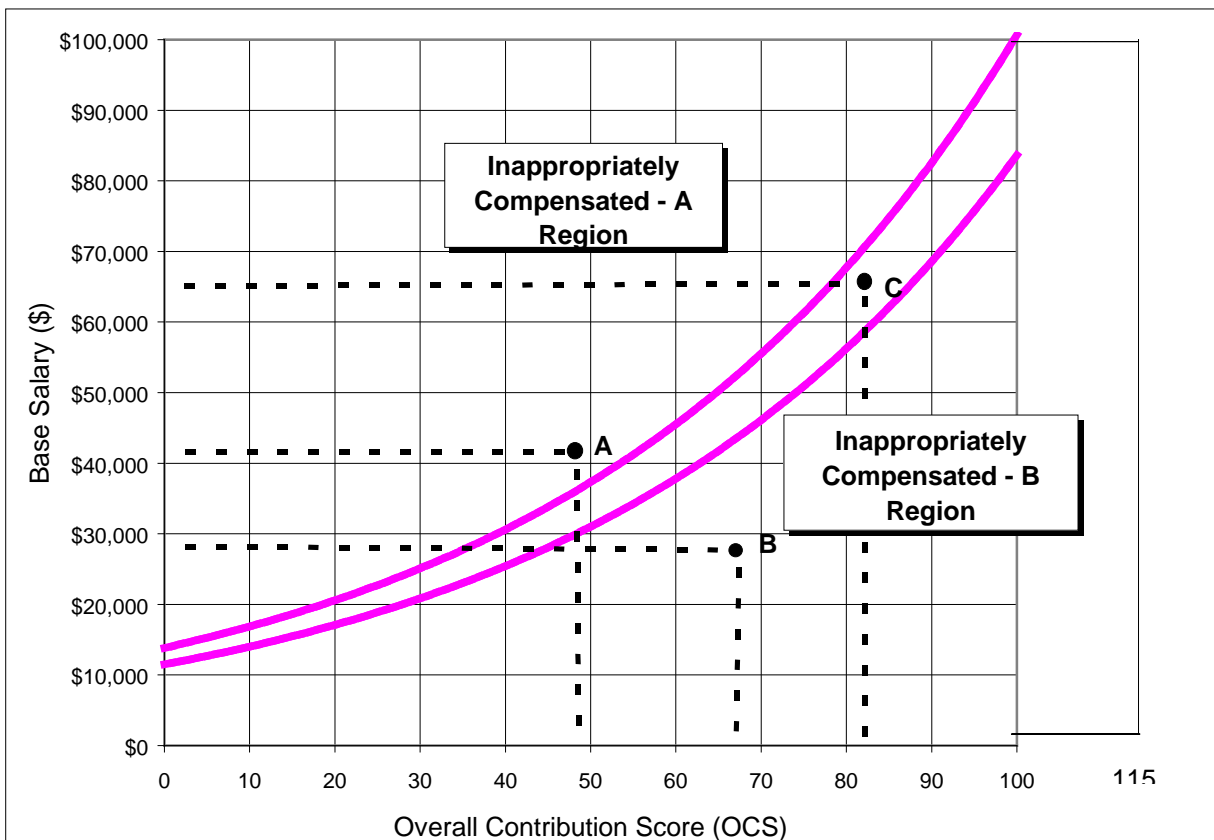


Figure 5. Compensation Regions Defined by NPR

In Figure 5, employee C is appropriately compensated (falls on or within the rails). Employee B is inappropriately compensated – B (falls below the lower rail) for his/her contribution to the organization. Employee A is in the inappropriately compensated -A region above the upper rail (i.e., receives high pay but is not contributing enough to justify the pay).

STEP 8. The pay pool manager, in consultation with the pay pool panel, determines the potential salary adjustment and contribution award for each employee. Table 1 illustrates the salary adjustments available for the three groupings of employees.

- All employees are entitled to the full locality pay.
- The appropriately compensated - C employee (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 base pay, but the contribution award is a lump-sum payment that does not affect base pay.
- The inappropriately compensated – A employee could be denied part or all of the general pay increase and will receive no contribution rating increase or 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 employee shall receive, on a case-by-case basis.
- The inappropriately compensated - B 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.

Category	General Pay Increase	Contribution Rating Increase	Contribution Award	¹ Locality Pay
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	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

The amount of money available for contribution rating increases within a pay pool is determined by the general pay increase, money that would have been available for quality and within-grade step increases, and career promotions. Funds not distributed from the general pay increase may be transferred to the contribution rating increase pool of money. Additionally, 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 not less than 2% of the activity's total salary budget (2.4% first year

organizations). These floors represent a budgetary minimum amount. Components may set higher amounts within their budgetary limits. No ceiling amount is directed by these Operating Procedures.

The contribution award pool includes what were formerly performance awards. This pool will be used for awards given under the CCAS process. The fund will be set at not less than 1.0 % (1.3% for first year organizations) of the activity's total salary budget. This fund will not exceed 90 percent of the total awards budget, so as to allow for other awards not related to the CCAS process, e.g., on-the-spot awards and group awards. The awards pool breaks down as follows:

- a) Up to 90% of the total award budget will be set aside for the CCAS awards; and
- b) 10% or more of the total award budget will be set aside for other awards throughout the year (i.e., on-the-spot and group awards).

One example of how a contribution award may be effectively used is when an employee's salary equals or exceeds the maximum salary of their assigned broadband level. Such an employee could not receive a contribution rating increase (CRI) because his/her new salary would exceed the maximum salary of his/her broadband level. If, based upon his/her appraisal, the employee is eligible to receive a CRI, the amount that would have been paid out as a CRI, may be moved to the contribution award pool and paid out to that employee as a lump-sum contribution award. (Additional funds could also be drawn from the contribution award pool and added to that amount so that the resulting contribution award recognizes the employee's contribution appropriately.)

Locality pay adjustments are not included in the pay pool but are incorporated in the demonstration project participants' pay. The dollar amount to be included in the pay pool will be computed based on the base salaries of the employees in the pay pool as of 30 September each year.

If General Schedule (GS) employees receive an increase under 5 U.S.C. 5303 that exceeds the amount otherwise required by that section on the publication date of the final *Federal Register* notice, the excess portion of such increase shall be paid to demonstration project participants in the same manner as to GS employees. The excess portion of such increase shall not be distributed through the pay pool process.

Army Note 1 to Step 8: If on October 1, 2003, the command/organization was in the Project for less than 90 days, the employees are not eligible under CCAS and will not receive appraisals until the end of the next annual cycle September 30, 2004. The rating period will be implementation date through September 30, 2004, e.g., implementation date was August 1, 2003, the rating period would be August 1, 2003, through September 30, 2004. The CCAS pay pool panel process takes place from October 1, 2004 through December 31, 2004. The CCAS pay-outs will be the first pay period in January 2005. 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 - 2.4% for the Contribution Rating Increase pool and 1.3% for the Contribution Award pool.

Army Note 2 to Step 8: In addition to the contribution award, supervisors can still give employees special act, on-the-spot and other incentive awards throughout the year.

Army Note 3 to Step 8: It is Army policy that when an employee is eligible to receive a contribution rating increase (CRI) but cannot because he/she has retired or left AcqDemo the amount that would have been paid out as a CRI, will be moved to the contribution award pool and paid out to that employee as a lump-sum contribution award. Guidance to perform this action is provided in Army 6.6 Discretionary Set-Aside.

STEP 9. The pay pool panel reviews the compensation adjustments for fairness and consistency with the contribution scores. If consensus cannot be reached, the pay pool manager decides.

STEP 10. 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 the Contribution-based Compensation and Appraisal System Salary Appraisal Form, Part I, see Appendix D. Part I, II, (and III or any other document, if provided) of the form serves as the basis for individual discussions with the employees. Pay Pool Panel will communicate changes to rating officials. Rating officials should ensure that the Part II form, Supervisor Assessment, reflects the approved appraisal results (i.e. scores and narrative).

Army Note to Step 10: The paypool manager will sign and date the final CCAS Spreadsheet delineating each payout in his paypool. This original document must remain with the activity for the life of the demo. The CCAS Salary Appraisal Form will have the Pay Pool Manager's name printed and the date the Part I is generated. If possible, the Part I should be generated the same day that the Pay Pool Manager signed/approved the final CCAS Spreadsheet. The Pay Pool Manager does not have to sign each Part I - CCAS Salary Appraisal Form.

STEP 11. The rating official may seek additional clarification from the Pay Pool Panel if needed, before meeting with the employee. The rating official communicates the final OCS, factor scores and pay adjustments to each employee. Potential opportunities for increasing contribution for the upcoming appraisal period are also discussed. (Reference Appendix E for discussion with employee.) The rating officials and employee sign the original of the Part I CCAS Salary Appraisal form and the employee receives a copy.

The pay adjustments become effective the first full pay period in January. The preceding steps are summarized in Figure 3, Section 6.4.1, CCAS Process.

6.5 Salary Adjustment Guidelines via Delta Y and Relative Score. Delta Y is the amount of salary on the vertical axis which is the difference between the employee's current salary and the Standard Pay Line (or the reference line used by the organization) for their OCS. Delta Y provides the exact salary differential that it would take to bring the employee to the reference line used. The delta Y approach results in a percent of base salary and is the method commonly used to distribute the salary and award dollars. Relative score (RS) is a measure of the relative distance from the middle of the NPR (the standard pay line (SPL)). Employees may be ordered highest to lowest by their relative score or delta Y. See Appendix F for details of delta Y and relative score.

6.5.1 Determination of Rails. The CCAS software program uses the OPM-established annual General Schedule pay scale to determine the upper and lower rails and the standard pay line of the NPR (see Figure 2 and the equations in Section 6.2). The rails will be set using the general pay increase (GPI) authorized each year, if any.

6.6 Discretionary Set-Aside. Pay pool managers may set-aside up to 20 percent of their available dollars for contribution rating increases and the same percentage range for contribution awards. One use of discretionary set-aside funds may be to award those eligible employees who leave the demonstration project during the post cycle period (October 1 and the first pay out in January). To be valid, pay out decisions must remain linked to, and based on, employee contributions.

Army 6.6 Discretionary Set-Aside: DOD has stated that pay pools may set-aside up to 20 percent of their available dollars for contribution rating increases and/or contribution awards for the pay pool manager's discretionary distribution. DoD has also stated that management must be able to articulate valid, job-related, non-discriminatory reasons for its payout decisions in order to retain credibility and acceptability with the workforce, as well as to prevail in any third-party review. To be valid, management's pay out decisions must remain linked to, and based on, employees' contributions.

It is the Army's policy that Acquisition Demonstration employees be compensated for their contributions, if eligible.

When an employee is promoted (permanently or temporarily) within the demonstration, retires, leaves to a non-AcqDemo Federal agency or leaves Federal service after the end of the rating period but before the pay out, it is Army policy that when an employee is eligible to receive a contribution rating increase (CRI) but cannot due to one of situations listed above, the amount that would have been paid out as a CRI, will be moved to the contribution award pool and paid out to that employee as a lump-sum contribution award. These are the only situations that warrant the use of the discretionary set-aside.

Army 6.6a Procedures for individuals who are promoted (permanently or temporarily), retired or left to a non-AcqDemo Federal agency: To give the lump sum contribution award (CA), place a "0" in the Override column so the CRI can be calculated, record the computed CRI on a separate piece of paper then place a "1" in the Override column. Then go to "edit parameters" in the compensation worksheet. Place the computed CRI amount in both the CRI set-aside box and the award set aside box. Next, place that dollar amount in the "Discretionary Award" column for the individual(s) receiving the award. The Pay Pool Manager must realize that this will mean that the individual's CRI share will be deducted from the CRI pool but will not be redistributed to the other employees' CRI and will increase the CA pool in order to provide that larger discretionary contribution award.

The following situations warrant the use of discretionary set-aside: left AcqDemo, promoted or retired. If any pay pool manager feels that there is another situation that may warrant the use of the discretionary set aside, please contact the Army AcqDemo Office at Director, Acquisition

Support Center, 9900 Belvoir Road, Bldg 201, Suite 101, Mail Stop 5567, Fort Belvoir, Virginia 22060-5567.

Army 6.6b Procedures for individuals who have left Federal service: Because it is not possible to compensate individuals after they have left Federal service, a special act is awarded in lieu of a CCAS payout prior to the individual leaving.

6.7 Pay Adjustments. Pay adjustments are based on the CCAS appraisal and the employee's current salary of the permanent position of record. Pay adjustments will be documented by an official personnel action. For historical and analytical purposes, the effective date of CCAS assessments, actual appraisal scores, actual salary increases, and applicable contribution award amounts must be maintained for each demonstration project employee. Contribution rating increases will be documented using a nature of action code (NOAC) 894. Contribution awards will be documented as specified in Appendix G.

6.8 Release of CCAS Assessment Information. Pay pool managers and supervisors must ensure 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.

Army 6.8 Release of CCAS Assessment Information. 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 scatter-plot depicting the OCS plot both before and after salary adjustment. No names or other identifiable notations may be released.

6.9 Interface with Modern Defense Civilian Personnel Data System (DCPDS). The program is designed to interface with Modern 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 Modern DCPDS to update individual employee official personnel records. As this is the only data up-link to Modern 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. The Office of the Secretary of Defense (OSD) demonstration project office is responsible to ensure the CCAS software is updated accordingly.

Army 6.9 (was Army 6.8.2) Interface with Defense Civilian Personnel Data System. (DCPDS). Managers will use the CCAS software program provided by the DoD AcqDemo Office.

6.10 Factor Weighting. The descriptors are written so that all factors are weighted equally. If pay pool panel members/managers agree that some factors are more important than others to effectively accomplish the organization's mission, they may establish factor weights. However, contribution in all six factors is important to ensure the individual's career growth and the overall

success of the organization's mission, as well as to develop the attributes of the acquisition workforce. Therefore, weights should be used sparingly.

At the discretion of the pay pool manager, different weights may be applied 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.

When using weights, OCS is determined by multiplying the score for each factor by the associated weight, adding the results, and then dividing by the sum of the weights.

The following parameters are provided for weighting factors:

- Weights may be assigned any value, in increments of 0.1 from 0.5 to 1.0.
- At least three factors must have a weight of 1.0.

Army 6.10 (was Army 6.5). Example of Factor Weighting. Assume that a engineering pay pool manager decides that employees in the XXX series will not be required to contribute as fully in the areas of communication and resource management as they will in the other four factors. The pay pool manager is authorized to weight these two factors differently than the others. In this example, the weights 1.0, 1.0, 1.0, 1.0, 0.7, and 0.5, are applied to the six factors for all XXX series in the pay pool. Refer to the column headed "Factor Weights" in Army Table 6-2. For example, a given XXX series from this hypothetical pay pool receives CCAS scores of 70, 63, 74, 62, 64, and 57. Army Table 6-2 contains an illustration of how the overall average CCAS score for this individual is computed. The average CCAS scores, corresponding to weighted and un-weighted (i.e., unit weighted) scores, are computed. (The average CCAS scores calculation required when weights are not used has been included for reference only.) In this example, the employee's actual overall/average CCAS score would be 65.8 (rounded up to 66). Please remember that the same set of weights would be applied to all other XXX series in the pay pool.

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					

6.11 CCAS Grievance Procedures. Bargaining unit employees who are covered under a collective bargaining agreement may grieve CCAS pay determinations under the grievance-arbitration provisions of the agreement.

Other employees who are not included in a bargaining unit, or who are in a bargaining unit but grievances over OCS are not covered under negotiated grievance procedure, may utilize the appropriate administrative grievance procedure (5 CFR Part 771), with supplemental instructions as follows:

(a) The employee submits the grievance first to the rating official who reviews and submits a recommendation to the pay pool panel.

(b) The pay pool panel may accept the rating official's recommendation or reach an independent decision. The pay pool panel in conducting its fact finding may solicit additional relevant information from the grievant or rating official as it deems appropriate to reach their decision. In the event that the pay pool panel's decision is different from the rating official's recommendation, appropriate justification will be provided to the rating official. The pay pool panel will provide the employee the decision in writing.

(c) The pay pool panel's decision is final unless the employee requests reconsideration by the next higher official to the pay pool manager. That official would then render the final decision on the grievance. Any changes to the official appraisals and/or resulting compensation (GPI, CRI, or CA) will be documented on the CCAS Salary Appraisal Form and entered into all appropriate records. Copies of all corrections will be provided to the employee.

See Appendix J for a matrix of grievable and appealable actions.

Army 6.11 (was Army 6.6) CCAS Grievance Procedures. Policy memorandum, SAAI-ZAC, subject: CCAS Grievance Procedures, dated December 6, 2000.

Bargaining unit 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 who's negotiated grievance procedure specifically excludes grievances over pay determination and ratings of record, shall use the following grievance procedure:

(a) The employee submits his or her grievance to the rating official who 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 calendar days following receipt of the rating. The rating official must forward his/her recommendation and the grievance to the pay pool panel within 10 calendar days from the filing of the grievance.

(b) Pay Pool Panel Process (Problem Solving) Stage. The pay pool panel accepts the rating official's recommendation or reaches an independent decision. In the event that the pay pool panel's decision is different from the rating official's recommendation, written justification shall be provided to both the rating official and the employee. The employee and the rating official will be notified of the decision within 30 calendar days from the filing of the grievance.

(c) The pay pool panel's decision is final unless the employee requests reconsideration by the next higher official to the pay pool manager. That official would then render the final decision on the grievance.

(d) If the employee is satisfied with the pay pool manager's decision and the decision changed the CCAS OCS and/or compensation, a revised Part I CCAS Salary Appraisal Form will be prepared. Copies will be provided to the rating official, employee and to the CPAC for appropriate action to implement the pay pool manager's decision. If an employee is dissatisfied with the pay pool manager's decision, within 15 calendar days he or she must request reconsideration with the next higher official to the pay pool manager (normally the Executive Director that has oversight of the pay pool).

(e) Reconsideration Process (Formal Grievance) Stage. The deciding official will:

- Receive request for reconsideration;
- Consultation with CPAC for advice as required; even though CCAS grievance is typically non-personnel related, one can never be sure that there is not a personnel issue behind a CCAS grievance.
- Determine method of investigation, amount of official time to grant (if requested), and approval of representative;
- Review the grievance and issue a written decision with supporting rationale for the decision;
- Issue decision NLT 60 calendar days from the filing of the grievance (paragraph (d) above).
- If decision require change to the CCAS OCS and or compensation, prepare a revised Part I and provide copies to rating official and employee and to the CPAC and CPOC for any necessary action required to implement the deciding official's resolution.

- May extend time frames when warranted by special circumstance; however, a grievance decision should be rendered no more than 90 calendar days from the filing of the grievance absent mutual agreement to extend this time limit to accommodate resolution of the dispute.
- If the deciding official fails to provide a decision within 90 days absent such mutual agreement, the grievant may request review by the next higher management level.

(f) Wherever possible, the deciding official should rule on the merits of a grievance. However, the deciding official may cancel or temporarily suspend a grievance, or the appropriate portion of a grievance, if:

- The grievant requests such action;
- The grievant fails to provide sufficient detail to identify clearly the matter being grieved or specify the personal relief requested;
- The grievant fails to comply with applicable time limits or procedural requirements or requests actions be taken against another employee; or
- The grievant raises the same matters under another formal dispute resolution process.

(g) A deciding official's decision on the merits of the grievance is final and not subject to further review. However, an employee may request that an individual at the next higher management level within Army review a decision to cancel a grievance.

(h) A deciding official must be at an organizational level higher than any employee involved in the grievance or has a direct interest in the matter being grieved unless the deciding official is the head of a DoD Component, installation, or activity.

(i) Alternative Dispute Resolution (ADR) techniques should be used to resolve disputes consistent with the requirements of this section. ADR techniques include a broad range of approaches for dealing with conflict and seeking solutions satisfactory to all parties. These techniques include, but are not limited to, problem solving, mediation, facilitation, conciliation, early-neutral evaluation, fact-finding, settlement conferences, ombudsmen, peer review, and arbitration.

(j) Annually, participating activities will report the grievances filed under this section to the Director, Acquisition Support Center, (AcqDemo) 9900 Belvoir Road, Bldg 201, Suite 101, Mail Stop 5567, Fort Belvoir, Virginia 22060-5567.

Army 6.11.1 Retroactive Pay. On October 5, 1998, OPM published in the Register new rules on performance ratings, which the Acquisition Personnel Demonstration Project waived that portion of 5 CFR 430. Nevertheless the new rules will answer questions on the reconsideration process and furnishes the basics for a provision that was added to this Army Operating Procedures. To summarize, OPM says a rating of record is final when issued with all reviews and signatures, and may not be changed retroactively, except:

- (1) Within 60 days of issuance based on an informal request by the employee; or
- (2) As a result of a grievance, complaint or other formal proceeding that includes a finding by appropriate authority (commander, arbitrator, etc.) that the rating must be changed or as part of a bona fide settlement of a formal proceeding; or

(3) Where the rating was incorrectly recorded or calculated. Further, the consensus here is that if there is a finding that the rating should have been higher when originally rendered, then "back pay" is possible retroactive to the usual pay out dates.

Army 6.11.2 Procedures to Determine Revised Compensation. If the pay pool panel and pay pool manager decide to revise the CCAS compensation, the following procedures should be used to determine the dollar compensation.

- Open the final CCAS spreadsheet as described in Army Note to Step 10.
- Save this final CCAS spreadsheet under a new name, e.g., PP###revised.
- Go to Paramaters worksheet. Scroll down to Alpha 1 and/or Alpha 2. Write values for Alpha 1 and Alpha 2 on a separate piece of paper.
- Enter the funding levels and/or revised scores as applicable.
- Review the revised dollar compensation.
- The payment of the extra dollars is outside the pay pool arena. Even though these new dollars are paid outside of the initial paypool, each Pay Pool Manager is responsible for assuring that there are adequate dollars in their budgets to cover these dollar increases in base pay and award.
- Close CCAS spreadsheet. Scenarios (1) Wrong base salary, (2) Wrong scores.
- Attach a copy of the corrected Part I to the final CCAS spreadsheet as described in Army Note to Step 10.

Army 6.11.3 Personnel Action to Correct Compensation.

- Provide the corrected Part I- CCAS Salary Appraisal Form with all signatures, to the employee. The revised Part I should have the word "Corrected" somewhere on it.
- Email the name(s) of the employee(s), the old OCS(s), and all new information to the Army Project Office so the changes can be made to your paypool database.
- Keep a copy for organizational files. (Make sure the employee receives the original.)
- Prepare a memo for the Pay Pool Manager to sign authorizing the CPAC/CPOC to process the "revised" appraisal. This memo will be attached to the "corrected" Part I and to the SF52 pay adjustment/award action. The remarks of the SF52 should state the reason for the change, e.g. grievance resolution, appraisal reconsideration, etc. CPOC will then process the data to produce the pay adjustments.

SF52 Process: Organization's Personnel Admin will initiate the SF52 personnel action (PERSACTION). The additional award amount PERSACTION type will be "Performance Award". The additional Base Pay Increase amount PERSACTION type will be "Pay Adjustment-Correction". PERSACTION routing is the same as all other PERSACTIONs.

6.12 Records. The CCAS Appraisal Form is a three-part form documenting the annual evaluation of an employee's contribution. Accordingly, all three parts (employee assessment,

supervisory assessment and the summary evaluation form) must be filed in the employee's official file, in accordance with agency procedures.

Army 6.12.a Disposition of CCAS Salary Appraisal Form. *The disposition of the CCAS Salary Appraisal Form is as follows:*

Original to Employee

Copy for Supervisor's Files

Copy for Official Personnel File

The CCAS Salary Appraisal Form includes Part I - CCAS Salary Appraisal Form signed by both the supervisor and employee, Part II - Supervisor Assessment, Part III - Employee Self Assessment, and Part IV- Contribution Objectives Form. For 1999, the Support Form may be an organization unique form or the Part III that listed the contribution objectives of the employee and the initial/midpoint counseling between employee and supervisor. The CCAS Appraisal Forms as well as the CCAS Support and Assessment form (a 3 in 1 form that includes Part II, Part III, and Part IV) can be downloaded from <http://asc.rdaisa.army.mil>

6.12.1 Supervisors' Records. Supervisors may maintain a copy of all forms used in the evaluation process and will provide the employee with a copy of his/her signed appraisal.

Army 6.12.1 (was Army 6.7.1) Supervisors Records. A copy of the *contribution objectives form (Part IV), self assessment (Part III), supervisor assessment (Part II), and CCAS Salary Appraisal Form (Part I)* will be maintained with the supervisor's record of the employee for five years or the duration of the project.

6.12.2 CCAS Program Data. 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."

Army 6.12.3 Official Personnel File. *The servicing personnel organization must appropriately file a copy of the annual contribution objectives form (Part IV), self assessment (Part III), supervisor assessment (Part II), and CCAS Salary Appraisal Form (Part I) and maintain these records for five years or the duration of the project, whichever is less.*

Army 6.12.4 Employee Records. *The employee will receive the originals of his/her contribution objectives form (Part IV), self assessment (Part III), supervisor assessment (Part II), and CCAS Salary Appraisal Form (Part I).*

Army 6.13 Payout for Individuals who leave AcqDemo post cycle. Employees who leave AcqDemo after 30 September but before the payout in January and go to a non-AcqDemo position or retire will receive the calculated CRI and CA as one lump sum payment.

If an employee leaves to go to a non-AcqDemo Federal agency the Part I CCAS Salary Appraisal Form and a Military Interdepartmental Purchase Request (MIPR) will be sent to the

gaining agency along with a memo requesting the processing of the calculated CCAS award as a Special Act or Service Award. Please see Appendix M for a sample memo for post cycle contribution award distribution.

If an employee retires, a request for personnel action (RPA) will be issued excluding the name of the retired individual. On the notepad of the RPA include all of the info including the name of the retired individual. In some instances the CPOC will need to be contacted to request that the individual be temporarily “un-retired” to assure that the action for award distribution may take place.

If an employee terminates their employment with the Federal Government it is not possible to distribute funds to them after they have left Federal service. In this instance a Special act is awarded in lieu of a CCAS payout prior to the individual leaving.

Chapter 7 – CONTRIBUTION-BASED ACTIONS

7.1 Introduction. This chapter applies to reduction in pay, change in broadband level and/or change in career path, change in assignment, or removal from Federal Service due to inadequate contribution. Inadequate contribution can be identified by the pay pool panel at the end of the annual appraisal cycle and by the supervisor at any time during the appraisal period. Supervisors should consult with their servicing Human Resource office when considering any action described in this chapter.

An objective of the Contribution-based Compensation and Appraisal System (CCAS) is to properly pay employees for their contribution to the mission. The demonstration project provides that employees may be reassigned, their pay may be reduced (including change to lower broadband level), or they may be removed from the Federal Service based on a determination of inadequate contribution. This is similar to the authority for identifying poor performers under the current Federal Government- wide personnel system. CCAS is a contribution-based appraisal system that goes beyond a performance-based rating system. Contribution is measured against six critical factors, each having levels of increasing contribution corresponding to the broadband levels in the three career paths. (For the purposes of this chapter, “critical factors” are synonymous with “critical elements” as defined in 5 U.S.C. Chapter 43.) Pay is set according to Chapter 5 for actions taken under this chapter.

7.1.1 Responsibilities of Supervisors. Supervisors should counsel employees on identified deterioration of contributions whenever they occur during the appraisal period. They should document these counseling sessions, but must have documented these discussions prior to initiating a CIP. If the employee fails to improve as a result of the CIP, the supervisor may reassign the employee or modify their duties. If removal or reduction in pay is warranted, the supervisor requests the pay pool panel to review the proposed action.

7.1.2 Responsibilities of Pay Pool Panel. The pay pool panel or designated official(s) may review proposals to initiate CIPs and to reassign the employee or change assigned duties. The pay pool panel or designated official(s) must review proposed removals and reductions in pay that result from the employee’s failure to improve as the result of a CIP within the context of prior pay pool panel deliberations.

7.2 Identification of Inadequate Contributions. At the end of the rating period and at any time during the year that an employee’s contribution degrades to one of the following conditions, the supervisor must determine the appropriate course of action to take.

7.2.1 Inadequate Contribution Based on Rail Position. 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 employee is considered to be contributing inadequately for his/her level of pay. In addition, if the employee’s contribution deteriorates to a comparable level at any time during the appraisal period the employee is considered to be contributed inadequately. The rating official has two options at this time:

1. Take no action but document this decision in a memorandum for the record (MFR). A copy of the memorandum will be provided to the employee (employee sign's receipt acknowledgement) and to higher management.
2. Inform the employee in writing that unless the contribution increases to, and is sustained at, a higher level (thereby meeting this standard for adequate contribution), the employee may be reduced in pay or removed. This option requires that the written notification include a contribution improvement plan (CIP), as described in paragraph 7.3.1.

Army 7.2.1 Inadequate Contribution Based on Rail Position (was Army 7.2) – Pay Retention. If the Inappropriately Compensated – A rating is due solely to the employee status of pay retention then no CIP is required; however, this must be documented in a memorandum for record and filed with the approved appraisal.

7.2.2 Inadequate Contribution Based on Low Factor Score. At the end of the appraisal period and at any time during the year, an employee's contribution in any factor is at or less than the mid-point of the next lower broadband level (or a factor score of zero for broadband level I employees), the employee is considered to be contributing inadequately. For example, an employee in the Business Management and Technical Management Professional (NH) career path, broadband level III is expected to receive an OCS of 61 – 83 (See Table 4 under Section 6.4.6. Step 4.) If this employee's score in any one factor falls to or below 44 (i.e. the numerical mid-point of NH broadband Level II) the employee would be considered to be contributing inadequately and a CIP must be initiated. 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 (thereby meeting this standard for adequate contribution) 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 0 is determined to be adequate. The written notification will include a contribution improvement plan (CIP) as described in section 7.3.1.

7.3 Notice to Employee for Initiation of Contribution Improvement Plan. When the rating official informs the employee in writing that the employee may be reduced in pay or removed if their level of contribution does not improve to appropriate acceptable level, the rating official will afford the employee a reasonable opportunity (a minimum of 60 days) to demonstrate adequate contribution. This written notification will include a contribution improvement plan (CIP) as described below:

7.3.1 Contribution Improvement Plan (CIP). The CIP outlines specific areas in which the employee is inadequately contributing, and what improvements are required. Additionally, the CIP must include standards for adequate contribution, actions required of the employee, the time in which they must be accomplished to increase and sustain the employee's contribution at an adequate level, what assistance the agency shall offer to the employee in improving inadequate contribution; and the consequences to the employee if he/she fails to improve. A sample of a Notice of Inadequate Contribution and Contribution Improvement Plan (CIP) can be found in Appendix M.

7.4 Completion of CIP. If the employee demonstrated significant progress towards achieving the standard, the CIP may be extended. Once an employee has been afforded a reasonable opportunity to demonstrate adequate contribution, but fails to do so, a reduction in pay (which may include a change to a lower broadband level, and/or reassignment) or removal action may be proposed. The pay pool panel must review any proposed removal or reduction in pay action before it is issued to ensure the circumstances warrant the proposed action. An employee, whose reduction in pay or removal is proposed, is entitled to a 30-day advance notice of proposed action that identifies specific instances of inadequate contribution by the employee on whom the action is based. The employee shall be afforded a reasonable time to answer the notice of proposed action orally and/or in writing. Employees covered by a bargaining unit may have a different advance notice period.

Army 7.4.1 Action Upon Completion of Reasonable Opportunity to Demonstrate Adequate Contribution. *All employees will participate in each CCAS cycle even if they are on a CIP or within the two-year probationary period. The OCS rating will either support the CIP, initiate action to effect reduction in pay or removal, or demonstrate that the employee is contributing at an acceptable level.*

Army 7.4.2 Definition of Improvement/Adequate Contribution. *Improvement under a CIP or Adequate contribution is defined as contributing at the level above the categorical midpoint of the employee's next lower broadband level.*

Example One: NJ III employee who received a categorical rating of "II Medium" in one of the six factors and a numerical score of 37 is placed on a CIP. Improvement is when the employee has been determined to be contributing at the "II Medium High" level.

Example Two: NH IV employee received a categorical rating of "III Low" in one of the six factors and a numerical score of 66, is placed on a CIP. Improvement is when the employee has been determined to be contributing at the "III High" level.

7.5 Inadequate Contribution Upon Successful Completion of the CIP. If the employee's contribution increases to an adequate level and is again determined to deteriorate in any factor within two years from the beginning of the opportunity period, actions may be initiated to effect reduction in pay or removal with no additional opportunity to improve. If an employee has contributed acceptably for two years from the beginning of the opportunity period, and the employee's overall contribution once again declines to an inadequate level a new CIP will be issued.

7.6 Decision to Take Contribution-Based Action. A decision to reduce pay or remove an employee for inadequate contribution shall be based only on those instances of inadequate contribution that occurred during the two-year period ending on the date of issuance of the notice of proposed reduction in pay, change in broadband level, and/or change in career path, change in assignment, or removal from Federal Service reduction in pay or removal action. The employee shall be issued written notice of decision to take a contribution-based action 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.

7.7 Documentation. All relevant documentation concerning a reduction in pay or removal that is based on inadequate contribution shall be preserved and made available for review by the affected employee or designated representative. At a minimum, the records will consist of a copy of the notice of proposed action, the written answer of the employee or a summary thereof when the employee makes an oral reply, and the written notice of decision and the reasons therefore along with any supporting material including documentation regarding the opportunity afforded the employee to demonstrate adequate contribution.

When the action is not taken because the employee has achieved the level of adequate contribution during the notice period, the employee is not reduced in pay or removed and the employee's contribution continues to be deemed adequate for two years from the date of the advanced written notice, any entry or other notation of the proposed action shall be removed from all records relating to the employee.

7.8 Appeals. The above procedures replace those established in 5 U.S.C. 4303 pertaining to reductions in grade or removal for unacceptable performance except with respect to appeals of such actions. 5 U.S.C. 4303(e) provides the statutory authority for appeals of contribution-based actions, which shall be sustained if the decision is supported by substantial evidence. The Merit Systems Protection Board shall 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. A matrix of grievable and appealable actions are located at Appendix J.

Chapter 8 - PERSONNEL POLICY BOARDS

8.1 Introduction. It is envisioned that each participating DoD Component shall establish either a Personnel Policy Board for the demonstration project or modify the charter of an existing group. The group will consist of the senior civilian in each Program Management Office and Directorate within the Component and be chaired by the Executive Director.

8.2 Board Responsibilities. The board is tasked with the following:

- a) Overseeing the civilian pay budget;
- b) Addressing issues associated with two separate pay systems (CCAS and GS), if applicable;
- c) Determining the composition of the CCAS pay pool in accordance with the established guidelines and statutory constraints;
- d) Reviewing operation of the Component's CCAS pay pools;
- e) Providing guidance to pay pool managers;
- f) Administering funds to CCAS pay pool managers;
- g) Reviewing hiring and promotion salaries;
- h) Monitoring award pool distribution by organization and DAWIA vs. non-DAWIA;
- i) Assessing the need for changes to demonstration project procedures and policies.

Should any participating Component elect not to establish a Personnel Policy Board, the charter of an existing group within that Component must be modified to include the duties detailed above.

Army 8.2 (was Army 17.3) Personnel Policy Boards.

Army 8.2.1 (was Army 17.3.1) Army shall establish a Personnel Policy Board for the demonstration project that will consist of the senior civilian from each participating command and agency and be chaired by the Deputy Director for Acquisition Career Management AAE. The Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs at Office of the Army General Counsel will provide a representative to the Army Personnel Policy Board.

Army 8.2.2 (was Army 17.3.2) Each participating Army organization will develop a Personnel Policy Board. If there is more than one participating organization at one geographic location, organizations may decide to have one board that will represent all at one location.

Army 8.3 (was Army 17.3.4) Should any participating activity or site elect not to establish a Personnel Policy Board, the charter of an existing group within that activity or site must be modified to include the duties detailed above.

Chapter 9 - ACADEMIC DEGREE AND CERTIFICATE TRAINING

9.1 Introduction. The purpose of this initiative is to facilitate continued training and development for employees under this demonstration project. Trained and educated personnel are a critical resource in an acquisition organization, and developing and maintaining their skills are essential.

9.2 Provisions. Currently, DAWIA authorizes degree and certification training for the acquisition workforce through the year 2012. This demonstration project expands its coverage to the acquisition support positions identified in this demonstration project. Training authorized for DAWIA personnel is authorized for all participants in AcqDemo. It also provides authorization at the local level to administer and pay for the degree and certification training programs. Funding for this training is the responsibility of the participating organization. Funds availability must be considered before granting approval.

9.3 Implementation. 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. Local procedures should seek to ensure that employees are selected for educational programs leading to degrees or certificates in a manner that is fair and equitable. Additionally, selected employees may be required to sign continued service agreements when necessary to protect significant Government interests. Participating DoD Component headquarters are encouraged to issue guidance to the field on these matters.

Army 9.3 Implementation. The Army Acquisition Corps will continue to centrally select and centrally fund acquisition-coded positions. Funding for other acquisition-coded positions and acquisition support positions identified in this demonstration project is the responsibility of the local command/activity and funding availability must be considered before granting approval.

Chapter 10 - SABBATICALS

10.1 Introduction. The purpose of this initiative is to provide local organizations the authority to grant sabbaticals to employees participating in the Acquisition Demonstration Project. Sabbaticals will permit demonstration project employees to engage in study or work experience that will contribute to their individual development and the organization's effectiveness. The sabbatical provides opportunities for an employee to acquire knowledge and expertise that cannot be acquired in the standard working environment. The spectrum of available activities under this program is limited only by the constraint that the activity contributes to the organization's mission and to the employee's development. Potential uses of the sabbatical 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.

10.2 Implementation. 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 designation of any local constraints and procedures for selection of participants, will be the responsibility of this local authority.

Local authority must establish procedures by which employees apply for this program and management accepts/selects participants. Generally, it is 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, who will have final approval authority and who will ensure that the activity contributes to the organization's mission and to the employee's development. An employee on sabbatical remains a Federal employee and will continue to receive pay and benefits. DoD Component headquarters are encouraged to issue guidance to the field on these matters.

10.3 Constraints. Local authorities may make the sabbatical available to any demonstration project employee who has seven or more years of Federal service in any Agency. Each sabbatical may be of three to twelve months in duration and must result in a product, service, report, or study that will benefit the acquisition community, as well as increase the employee's individual development.

The only constraint imposed by the demonstration project on any potential sabbatical activity is that the activity 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. A Sample of the Sabbatical Application Form for the Employee and Supervisor, Commanding Officer and Executive Level Approval can be found in Appendix M.

Chapter 11 - VOLUNTARY EMERITUS PROGRAM

11.1 Introduction. Commanders/Directors have the authority to offer retired or separated individuals voluntary assignments in their activities and to accept the gratuitous services of those individuals. The purpose of this initiative is to provide a means for such individuals to work on a project for a specified period of time while taking advantage of the retirement or buy-out opportunity. This initiative is geared toward the Business Management and Technical Management Professionals (NH) who chose to accept retirement or buy-out opportunities, yet wish to continue working for a defined period of time. Such individuals could also provide valuable on-the-job training or mentoring to less experienced employees. Voluntary Emeritus Program volunteers will not be permitted to monitor contracts on behalf of the Government. The volunteer may be required to submit a financial disclosure form annually and will not be permitted to participate on any contracts where a conflict of interest exists. The same rules that apply to source selection members will apply to volunteers.

11.2 Eligibility. To be selected for a voluntary emeritus assignment, an employee must be recommended to the decision-making authority by one or more acquisition managers/supervisors. No one who applies is entitled to a voluntary emeritus assignment. To encourage participation, the volunteer's Federal retirement pay (whether military or civilian) or buy-out or severance payment based on earlier separation from Federal Service will not be affected while the volunteer is serving in emeritus status. This program may not be used to replace or substitute for work performed by civilian employees occupying regular positions required to perform the mission of the command.

11.3 Implementation Procedures. Local authority to implement this initiative rests with the Commander, Executive Director, or equivalent, or his/her designee. Any funding and administration, including designation of any local constraints and procedures for selection of volunteers, will be the responsibility of this local authority. Among other issues, these local procedures should address security clearance requirements for performance of voluntary emeritus assignments (e.g., if a selectee would require a security clearance for such an assignment, the clearance should be obtained while the selectee is still a Federal employee.)

11.3.1 Application to Participate. An individual interested in applying for a volunteer emeritus assignment must submit a written request to the appropriate supervisor which includes the reasons for wanting to volunteer, what he/she hopes to contribute to the mission, and a brief statement of relevant experience.

11.3.2 Approval. The supervisor will review the package and indicate recommendation to approve or disapprove, including the justification for the position taken. The supervisor's recommendation will be forwarded to the local authority for final consideration and decision. If the recommendation is approved, a volunteer work agreement will be formalized, as shown at 11.3.4.

11.3.3 Authorization. After reviewing the request containing the recommendation from the supervisor, the local authority will inform the applicant of the decision. If unfavorable, the applicant will be informed in writing of the reasons for non-selection. If favorable, the local

authority will sign the volunteer work agreement and return it to the supervisor. The applicant will be notified in writing of his/her selection for the Voluntary Emeritus Program. 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.

11.3.4 Written Agreement. An agreement will be established among the volunteer, the decision- making authority, and the Human Resources Office. The agreement must be finalized before the assumption of duties and shall include a statement of understanding between the parties. A sample of Statement of Understanding for Voluntary Emeritus Work Agreement can be found in Appendix M.

CHAPTER 12 - REVISED REDUCTION-IN-FORCE (RIF) PROCEDURES

12.1 Introduction. RIF shall be conducted according to the provisions of 5 CFR 351, except as otherwise specified below.

12.2 Displacement. For purposes of this demonstration project, displacement means the movement via RIF procedures of a fully qualified employee into a position held by an employee of lower retention standing in the same or lower broadband level. The same broadband level is one that has the same maximum rate of pay as the employee's current broadband level. A lower broadband level is one whose maximum rate of pay is less than the maximum rate of pay of the employee's current broadband. (see Table 5 under this section)

12.3 Competitive Area. 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, Components may establish all or part of the Component at a given geographic location as a competitive area. In any event, employees under this demonstration shall be placed in a different competitive area from employees who are not covered.

12.4 Adjusted Service Computation Date. Employees shall receive additional years of retention service credit in RIF, based on their CCAS process results. Refer to CCAS Compensation Categories, which depicts the three categories: A, B, and C. To calculate the number of additional years of retention service credit, average the number of additional years received for the employees' three most recent annual placements in category A, B, or C during the 4-year period before the issuance of RIF notices. Use the following rules to determine the number of years for a given annual placement.

Rule 1—Employees whose annual OCS places them above the upper rail in category A shall not receive any additional years.

***Exception to Rule 1**—Category A employees on retained pay may have lacked the opportunity to contribute at the level of their retained pay. Therefore, they shall receive 12 additional years.

Rule 2—Employees whose OCS places them in categories B or C shall receive 12 additional years.

Rule 3—Substitute the annual performance rating of record under the previous performance management system for one or more CCAS process results if, before the issuance of RIF notices, (1) three complete CCAS cycles have not yet occurred or (2) an individual has not completed three cycles to obtain three CCAS process results. In such cases, consistent with the Table 7., Translation of Retention Service Credit, employees with ratings of record at or above Fully Successful or equivalent (Level 3) shall receive 12 additional years, while those with lower ratings of record shall not receive any additional years. After including both CCAS results and previous ratings of record, employees who still have only received one or two of these shall receive credit for performance on the basis of adding the value and dividing by the number of CCAS results and/or ratings of record actually received. (The average rating is derived from the current ratings of record for the employees in the individual's career path and broadband level

within the competitive area affected by the given RIF.). Chapter 14, Table 6, Retention Service Credit Associated With Appraisal Results, shows the years of retention service credit associated with appraisal results.

Table 6. Translation of Retention Service Credit

RETENTION SERVICE CREDIT	APPRAISAL RATING LEVEL
12	Fully Successful or equivalent, Level 3
0	Unsuccessful, Level 1

Those who have no annual performance rating of record or CCAS results shall receive 12 additional years.

12.5 Master Retention List. When a competing employee is to be released from his/her position, the activity shall establish separate master retention lists for the competitive and excepted services, by type of work schedule and (for excepted service master retention lists) by appointing authority.

12.6 Order of Retention. Within the above groups, competing employees shall be listed on the master retention list in descending retention standing order as defined by their tenure, veterans' preference, and length of service as determined by their adjusted service computation date (see 12.4, above). Employees will be listed as follows: By tenure group I, group II, group III; within each group 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.

12.7 Reduction-in-Force Placement Process. Employees will be ranked in order of their retention standing, beginning with the most senior employee. This employee may displace an employee of lower retention standing occupying a position that is at the same or lower broadband level and is in a series for which the senior employee is fully qualified. (This includes a series in a different career path from the one the employee currently occupies, if that employee is fully qualified.) The undue interruption standard of 5 CFR 351.403(a)(1) shall serve as the criterion to determine if an employee is fully qualified. In addition, to be fully qualified, the employee must meet DAWIA statutory requirements for the position, if applicable. (However, statutory waivers shall continue to apply.) The displaced employee must be appointed under the same authority, if excepted service, and in the same work schedule. Offer of assignment shall be to the position that requires no reduction or the least possible reduction in broadband. Where more than one such position exists, the employee must be offered the position encumbered by the employee with the lowest retention standing. See Table 5, Example of RIF Process. See Appendix N for RIF displacement entitlements.

12.8 Displacement Rights. Displacement rights are normally limited to one broadband level below the employee's present position. However, a preference-eligible employee with a compensable service-connected disability of 30 percent or more may displace up to the two

broadband levels below the employee's present position (or the equivalent of five General Schedule grades) below the employee's present level.

12.9 Pay Retention. Employees covered by the demonstration are not eligible for grade retention. Pay retention will be granted to employees downgraded by reduction in force whose rate of basic pay exceeds the maximum salary range of the broadband level to which assigned. Such employees will be entitled to retain the rate of basic pay received immediately before the reduction, not to exceed 150% of the maximum salary of the lower broadband level.

12.10 Reduction-in-Force Appeals. Under the demonstration 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.

Army 12.10 Reduction-in-Force Appeals. Those employees for whom RIF actions are covered by a negotiated grievance procedures (NGP) must grieve through their NGP, not to the Merit Systems Protection Board.

12.11 Vacant Positions. Prior to RIF, employees may be offered a vacant position in the same broadband as the highest broadband available by displacement. Employees may also be offered placement into vacant positions for which management has waived the qualifications requirements. If the employee is not placed into a vacant position and cannot be made an offer of assignment via displacement, the employee shall be separated.

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

Example of RIF Process

Explanation: (1) White's position is abolished. Review of White's official personnel records shows he is fully qualified only for positions in the 1102 series; there is no employee in White's current broadband and the 1102 series; and 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. (2) 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 level; thus, she can go from the NH-III to the NH-I broadband in RIF. Finally, Higgs is separated.

Army Table 12-1 RIF Displacement Entitlements¹ For The Business Management and Technical Management Professional (NH) Career Path

If employee is in		Then employee may displace another employee in ²		Remarks
Career Path	BBL	Career Path	BBL	
Business Management and Technical Management Professional (NH)	I	Prof (NH)	I	Current Prof BBL--no lower BBLs
		Tech (NJ)	I	
		Admin (NK)	I	
	II	Prof (NH)	II and I	Current and lower Prof BBLs
		Tech (NJ)	III, II, and I	Encompasses current and lower Prof BBL grades
		Admin (NK)	III, II, and I	Encompasses current and lower Prof BBL grades
	III	Prof (NH)	III and II	Current and lower BBL
		Tech (NJ)	IV and III	Encompasses current and lower Prof BBL grades
		Admin (NK)	III	Encompasses lower Prof BBL grades
	IV	Prof (NH)	IV and III	Current and lower BBLs
		Tech (NK)	IV	Encompasses lower Prof BBL grades

Career Path and GS Grades

Bus. Mgmt & Tech Prof (NH)	BBL I (GS 1-4)	BBL II (GS 5-11)	BBL III (GS 12-13)	BBL IV (GS 14-15)
Technical Mgmt Support (NJ)	BBL I (GS 1-4)	BBL II (GS 5-8)	BBL III (GS 9-11)	BBL IV (GS 12-13)
Administrative Support (NK)	BBL I (GS 1-4)	BBL II (GS 5-7)	BBL III (GS 8-10)	

¹ Entitlements are based on the range of GS grades encompassed by each Career Path BBL. Employees have no displacement entitlement to a BBL in another career path that would result in greater GS grade/pay potential than the employee's current Career Path and BBL confers (see Chapter 5). Employees also have no displacement entitlement to a BBL in another career path that encompasses a lower GS grade/pay rate than the next lower BBL in the employee's current career path.

² Preference-eligible (Veteran) employee with a compensable service-connected disability of 30 percent or more may displace up to two BBLs below the employee's present BBL (equivalent of five GS grades).

Army Table 12-2 RIF Displacement Entitlements¹ For the Technical Management Support (NJ) Career Path

If employee is in		Then employee may displace another employee in ²		Remarks
Career Path Technical Management Support (NJ)	BBL	Career Path	BBL	
	I	Tech (NJ)	I	Current BBL--no lower BBL
		Prof (NH)	I	
		Admin (NK)	I	
	II	Tech (NJ)	II and I	Current and lower Tech BBLs
		Prof (NH)	I	Encompasses lower Tech BBL grades - No current Tech BBL equivalent
		Admin (NK)	II and I	Encompasses lower Tech BBL grades - No current Tech BBL grades
	III	Tech (NJ)	III and II	Current and lower Tech BBLs
		Prof (NH)	II	Encompasses current and lower Tech BBL grades
		Admin (NK)	III and II	Encompasses lower Tech BBL grades - No current Tech BBL grades
	IV	Tech (NJ)	IV and III	Current and lower Tech BBLs
		Prof (NH)	III and II	Encompasses current and lower Tech BBL grades
		Admin (NK)	III	Encompasses grades of lower Tech BBL

Career Path and GS Grades

Bus. Mgmt & Tech Prof (NH)	BBL I (GS 1-4)	BBL II (GS 5-11)	BBL III (GS 12-13)	BBL IV (GS 14-15)
Technical Mgmt Support (NJ)	BBL I (GS 1-4)	BBL II (GS 5-8)	BBL III (GS 9-11)	BBL IV (GS 12-13)
Administrative Support (NK)	BBL I (GS 1-4)	BBL II (GS 5-7)	BBL III (GS 8-10)	

¹ Entitlements are based on the range of GS grades encompassed by each Career Path BBL. Employees have no displacement entitlement to a BBL in another career path that would result in greater GS grade/pay potential than the employee's current Career Path and BBL confers (see Chapter 5). Employees also have no displacement entitlement to a BBL in another career path that encompasses a lower GS grade/pay rate than the next lower BBL in the employee's current career path.

²³ Preference-eligible (Veteran) employee with a compensable service-connected disability of 30 percent or more may displace up to two BBLs below the employee's present BBL (equivalent of five GS grades).

Army Table 12-3 RIF Displacement Entitlements⁴ For The Administrative Support (NK) Career Path

If employee is in		Then employee may displace another employee in ²		Remarks
Career Path	BBL	Career Path	BBL	
Administrative Support (NK)	I	Admin (NK)	I	Current BBL--no lower BBL
		Prof (NH)	I	
		Tech (NJ)	I	
	II	Admin (NK)	II and I	Current and lower Admin BBLs
		Prof (NH)	I	Encompasses lower Admin BBL grades - No current BBL match
		Tech (NJ)	I	Encompasses lower Admin BBL grades - No current BBL match
	III	Admin (NK)	III and II	Current and lower Admin BBLs
		Prof (NH)	No entitlement	No Prof BBL encompasses current and/or lower Admin BBL grades
		Tech (NJ)	II	Encompasses one current Admin BBL grade and lower Admin BBL grades

Career Path and GS Grades

Bus. Mgmt & Tech Prof (NH)	BBL I (GS 1-4)	BBL II (GS 5-11)	BBL III (GS 12-13)	BBL IV (GS 14-15)
Technical Mgmt Support (NJ)	BBL I (GS 1-4)	BBL II (GS 5-8)	BBL III (GS 9-11)	BBL IV (GS 12-13)
Administrative Support (NK)	BBL I (GS 1-4)	BBL II (GS 5-7)	BBL III (GS 8-10)	

⁴ Entitlements are based on the range of GS grades encompassed by each Career Path BBL. Employees have no displacement entitlement to a BBL in another career path that would result in greater GS grade/pay potential than the employee's current Career Path and BBL confers (see Chapter 5). Employees also have no displacement entitlement to a BBL in another career path that encompasses a lower GS grade/pay rate than the next lower BBL in the employee's current career path.

² Preference-eligible (Veteran) employee with a compensable service-connected disability of 30 percent or more may displace up to two BBLs below the employee's present BBL (equivalent of five GS grades).

Chapter 13 – REALIGNMENT INITIATIVE

(Civilian Acquisition Workforce Demonstration Project. Hold for future use.)

Chapter 14 - MOVEMENT OUT OF THE DEMONSTRATION PROJECT

14.1 Introduction. This chapter describes procedures for movement of employees out of the demonstration project and their conversion to the General Schedule.

If a demonstration project employee is moving to a General Schedule (GS) position not under 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 the employee's project pay band to a GS grade and the employee's demonstration rate of pay to a GS 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 upon termination of the project and for lateral assignments, the converted GS grade and rate will become the employee's actual GS grade and rate after leaving the demonstration project (before any other action). For transfers, promotions, and other actions, the converted GS grade and rate will be used in applying any GS pay administration rules applicable in connection with the employee's movement out of the project (e.g., promotion rules, highest previous rate rules, pay retention rules) as if the GS-converted grade and rate 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.

14.2 Grade-Setting Provisions. Each broadband level in this demonstration encompasses two or more grades. An employee 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 payment, is compared with the step four rate in the highest applicable GS rate range. For this purpose, a GS rate range includes a rate range in (1) 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, as applicable. If the series is a two-grade-interval series, only odd-numbered grades are considered below GS-11.

ARMY NOTE: Conversion examples used base salaries because they are not tied to any particular geographic location. The grade setting procedure is the same.

(b) 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.

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 \$83,000.

Conversion:

- Compare \$83,000 to Step 4 of highest grade in the broadband: GS-13, Step 4 = \$78,841
- \$83,000 = or > \$78,841
- Therefore, assign as GS-13
- \$83,000 is between GS-13, Step 5 pay at \$81,230 and Step 6 pay at \$83,619
- Assign Step 6 = \$83,619
- Convert out as GS-13, Step 6

(Conversion used 2011 GS Salary Table)

Army Figure 14-1

(c) 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 with the step four rate of the second-highest grade in the employee's pay band. If the employee's adjusted rate equals or exceeds the step four rate of the second-highest grade, the employee is converted to that grade.

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.

Conversion:

- Compare \$54,403 to Step 4 of highest grade in the broadband: GS-13, Step 4 = \$78,814
- \$54,403 < \$78,814
- Next compare \$54,403 to GS-12, Step 4 pay at \$66,301
- \$54,403 = or > \$66,301
- Therefore, assign as GS-12
- \$54,403 is between GS-12, Step 7 pay at \$72,328 and Step 8 pay at \$74,337
- Assign Step 8 = \$74,337
- Convert out as GS-12, Step 8

(Conversion used 2011 GS Salary Table)

Army Figure 14-2

(d) 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.

(e) Exception: 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 shall be converted to that next higher applicable grade.

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 \$78,556.

Conversion:

- Compare \$78,556 to Step 4 of highest grade in the broadband:
GS-13, Step 4 = \$78,841
- $\$78,556 < \$78,841$
- Therefore, assign as GS-12; **but** GS-12, Step 10 pay is \$78,355
- Since $\$78,556 > \$78,355$, assign as GS-13
- \$78,556 is between GS-13, Step 3 pay at \$76,452 and Step 4 pay at \$78,841
- Assign Step 4 = \$78,841
- 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 level or reduction in pay based upon an adverse action, a contribution-based action, a reduction-in-force action, or a voluntary change to lower broadband level.

(Conversion used 2011 GS Salary Table)

Army Figure 14-3

(f) Exception: 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 demonstration project, unless, since that time the employee has undergone a reduction in broadband level or reduction in pay based upon an adverse action, a contribution-based action, a reduction-in-force action, or a voluntary change to lower broadband level.

Army 14.2 (was Army) 13.2 Grade-Setting Provisions. The conversion process described above will be used for registration purposes in the career programs, 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.

14.3 Pay-Setting Provisions. An employee's pay within the converted GS grade is set by converting the employee's demonstration project rate of pay to a GS rate of pay in accordance with the following rules:

(a) The pay conversion is done before any geographic movement or other pay-related action that coincides with the employee's movement or conversion out of the demonstration project.

(b) An employee's adjusted rate of basic pay under the demonstration project (including any locality payment) is converted to a GS rate on the highest applicable rate range for the converted GS grade. (For this purpose, a GS rate range includes a rate range in (1) the GS base schedule, (2) an applicable locality rate schedule, or (3) an applicable special rate schedule.)

(c) If the highest applicable GS rate range is a locality pay rate range, the employee's adjusted demonstration project rate is converted to a GS locality rate of pay. If this rate falls between two steps in the locality-adjusted schedule, the rate of pay must be set at the higher step. The converted GS unadjusted rate of basic pay would be the GS base rate corresponding to the converted GS locality rate (i.e., same step position). (If this employee is also covered by a special rate schedule as a GS employee, the converted special rate will be determined based on the GS step position. This underlying special rate will be basic pay for certain purposes for which the employee's higher locality rate is not basic pay.)

(d) If the highest applicable GS rate range is a special rate range, the employee's adjusted demonstration project rate is converted to a special rate. If this rate falls between two steps in the special rate schedule, the rate must be set at the higher step. The converted GS unadjusted rate of basic pay will be the GS rate corresponding to the converted special rate (i.e., same step position).

(e) If an employee is receiving a retained rate under the demonstration project, the employee's GS-equivalent grade is the highest grade encompassed in his/her broadband level. The Deputy Under Secretary of Defense (Acquisition Reform) and the Deputy Assistant Secretary of Defense (Civilian Personnel Policy) will coordinate with OPM to prescribe a procedure for determining GS-equivalent pay rates for employees receiving retained rates.

14.4 Within-Grade Increase -- Equivalent Increase Determination. Service under the demonstration project is creditable for within-grade increase purposes upon conversion back to the GS pay system. CCAS base salary increases (including a zero increase) under the demonstration project are equivalent increases for the purpose of determining the commencement of a within-grade increase waiting period under 5 CFR 531.405(b). The date of the last equivalent increase is the first pay period in January, whether or not the individual received a pay increase.

Chapter 15 - TRAINING

15.1 Introduction. Training is a very integral and important piece of the demonstration project, from the initial orientation, through project implementation, and throughout the life of the AcqDemo. Information concerning training for supervisors, employees, labor officials and HR specialists is discussed in Appendix K - Training Plan.

Army 15.1.1 Activities interested in joining AcqDemo will request training through the Army AcqDemo Office at 9900 Belvoir Road, Bldg. 201, Suite 101, Mail Stop 5567, Fort Belvoir, VA 22060-5567 or 703-805-5498 and 703-805-5496.

15.2 Responsibilities.

15.2.1 Orientation Training. The DoD AcqDemo Project Office is responsible for providing the initial orientation training to all incoming organizations. This orientation training, as listed in Appendix K, can be arranged by contacting AcqDemo Project Office personnel.

15.2.2. Implementation Training. Participating DoD Components are responsible for training every employee and supervisor participating in the AcqDemo, and servicing HR specialists, prior to implementation. This implementation training, as listed in Appendix K, can be provided by either local or component trainers trained for that purpose, or by AcqDemo Project Office Personnel.

15.2.3 Special Purpose Training. Participating DoD Components are responsible to support any additional DoD follow-up demonstration training by providing administrative time for employees to attend, and training rooms and trainers if necessary.

15.2.4 On-going Orientation Training. Participating DoD Components are also responsible for conducting continuous training about the demonstration project for new supervisors and employees entering the demonstration project, and support staff during the life of the project within a reasonable time of entering the position. To facilitate this, DoD Project Office Personnel will conduct training for component/local trainers, preparing them to assume all on-going training requirements or their organization(s). This “Train-the-Trainer” effort will also provide component/local trainers with course materials that can be used to facilitate local training. Refresher training for all participants and supporting personnel is recommended.

15.2.5. Employees, Supervisors, Support Staff. Any person entering a position under the demonstration project or providing support must complete appropriate training. All civilian and military supervisors of AcqDemo employees must complete training on demonstration project initiatives and the CCAS process.

Army 15.2.6 (was Army 14.2.1) Follow-up Training. Local installations will be responsible for providing training resources, including classrooms and trainers.

Army 15.2.7 (was Army 14.2.2) Continuous Training. Local installations will follow established time lines for supervisor training and new employee orientation.

15.3 Training Aids. Training aids provided by DoD during the Train-the-Trainer effort should be used in conjunction with other DoD or Agency-specific training aids or programs. These aids include internet training, videos, briefing charts, manuals, etc.

Army 15.3 Training Aids. Training aids will be retained at the local installation and may be updated/modified as required to present the most current data. Coordination with the Army AcqDemo Office is requested so all non-organization specific revisions can be shared with other Army participants.

Chapter 16 - EVALUATION

16.1 Introduction. Demonstration-authorizing legislation (5 U.S.C. Chapter 47) mandates evaluation of the demonstration project to assess the effects of project features and outcomes. In addition, the project will be evaluated for the feasibility of application to other Federal Agencies. The overall evaluation will consist of three phases -- baseline, formative, and summative evaluations -- and will be conducted in accordance with the evaluation plan found on the AcqDemo website. 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, & Logistics); and the Office of the Deputy Assistant Secretary of Defense (Civilian Personnel Policy), DoD.

16.2 Purpose. The main purpose of the evaluation is to determine the effectiveness of the personnel system changes undertaken. To the extent possible, strong direct or indirect relationships will be established between the demonstration project features, outcomes, and mission-related changes and personnel system effectiveness criteria. The evaluation approach uses an intervention impact model that specifies each personnel system change as an intervention, the expected effects of each intervention, the corresponding measures, and the data sources for obtaining the measures.

16.3 Evaluation Methodology. Baseline measures (attitude survey and workforce data) were collected prior to project implementation. Thereafter post-implementation measurements are taken to allow longitudinal comparisons by intervention within and across DoD Components. A comparison group was selected and is compared to the demonstration project group to determine the effects and outcomes of the project.

The effectiveness of each intervention and of the demonstration project as a whole in meeting stated objectives are addressed using multi-pronged methods. Some methods do not require 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 are 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 also take into account the unique nature of this project in terms of geographical reach and organizational structure.

In addition to the intervention impact model, a general context model is used to determine the effects of potential intervening variables (e.g., downsizing, regionalization of the personnel function, and the state of the economy in general). Potential unintended outcomes also are monitored, and the evaluation team will attempt to link the outcomes of demonstration project interventions to organizational effectiveness. In addition to assessing the impact of the individual project features, the evaluation will also assess the effects of the project as a whole, along with possible context effects and the consequences of intervening variables. The evaluation will also monitor impact on veterans' preference and EEO groups, adherence to the merit systems principles, and avoidance of prohibited personnel practices.

16.4 Evaluation Phases. The initial evaluation effort consists of three main phases -- baseline, formative, and summative evaluation covering five years. The baseline phase collects workforce and attitude survey data to determine the “as-is” state.

The formative evaluation phase includes baseline data collection and analyses, implementation evaluation, and interim assessments. Periodic reports and annual summaries are prepared to document the findings.

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 analysis indicates that the interventions show a positive effect towards meeting the goals of the demonstration, then documentation will be generated to support a request that the demonstration progress further. If the analysis indicates that the interventions do not meet the stated 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 may be prepared. The fifth-year summative evaluation will provide overall assessment of all initiatives individually and as a whole. It will also provide recommendations to OPM on potential broader Federal Government application.

Army 16.4 Evaluation Phases. It is extremely important that each organization maintain a history of their budget and POM for the period just prior to becoming part of the demonstration. These budgetary projections will be used to determine any differences in cost caused by implementation of the demonstration.

16.5 Site Historian. The purpose of the site historian is to capture “history” or intervening events which are important to the evaluation but which are not normally recorded or kept in the usual databases. It is especially important to maintain a written history because of the long period of this demonstration project (5 years) and the multiple sites, which are subject to different influences. One site may be affected by a change in the local environment, which does not affect other localities. 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.

As mentioned in the Evaluation Plan (on the AcqDemo website) site historians are required to document changes within the demonstration project workforce, in the environment, or in implementation activities. Use the following to assist in the compilation of this historical documentation:

Changes will normally occur in the external and internal environment, mission, procedures, or resources. For example, environmental changes could be turnover of personnel, downsizing of an organization, local labor market, and economic impacts. Mission changes could be a shift from basic research to development, when the new skills required would lead to different recruitment patterns. Procedural changes could be improved recruitment procedures, a change in work schedules, or other enhancements to employee satisfaction. Resources changes could be budget constraints indicating hiring

freezes and/or RIFs are likely; or consolidation of personnel from one site to another; or the renovation of office facilities that may or may not necessitate relocating work sites. Components will develop their own format and methodology for data collection; however, a standard protocol should be followed: (1) every entry should be dated; and (2) names and titles of relevant parties should be included. This will assist in locating these individuals if follow-up is needed at a later date.

Other occurrences that may be considered for recording:
Designation as developer of new weapons system;
Internal reorganizations;
Hiring freeze lifted; and
Awards received by installation (or organization).

The site historian is not required to make an immediate judgment about the importance or the expected effect of an extraneous event. It is necessary merely to determine that 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 try to reconstruct history.

Site historians are required to report each quarter, by the 20th of the month following the end of the quarter: i.e., by the 20th of January for the quarter ending on 31 December, etc. Site historians should download a "clean" copy of the (Microsoft Access) Site Historian Log Database each quarter at the AcqDemo web site (http://www.acq.osd.mil/acqdemo/new_site/db/SiteHistorian.mdb) and submit electronically as indicated in the Site Historian Instructions (http://www.acq.osd.mil/acqdemo/new_site/word_files/SiteHistorianInstructions.doc).

Army 16.5. Site Historian. *Each participating activity will designate a **Site Historian** to document any changes within the Army Acquisition Workforce or in the environment as well as implementation activities. Information recorded by these site historians ultimately is expected to be useful to the organization as well as to the demonstration evaluation.*

In evaluation research, "history" can be defined as an historic event that occurs during the time of the project that can provide a possible explanation for a project outcome. It is critical that the effects of history be accounted for when evaluating the demonstration project. When a significant effect is found, the question critical to internal validity is: "Is this particular effect the results of the demonstration intervention, or is there an alternative explanation?"

Evaluation methodology will use time-series analysis with multiple baselines and non-equivalent "comparison" groups. The purpose of having a site historian is to capture "history" or intervening events which are important to the evaluation, but which are not normally recorded or kept in the usual databases. It is especially important to maintain a written history when the research extends over a long period and when there are multiple sites that may be subject to different influences. For example, one site may be affected by change in the local labor market

that does not affect the other localities. Alternatively, a change in policy or innovation in operating procedures may be well known at the time of occurrence, but may not be remembered by researchers conducting the evaluation several years later.

The site historian is specifically charged with documenting “historic” events and changes in both the experimental and comparison sites that have, or may have, an impact on the results of the demonstration project. They are not required to make an immediate judgement about the importance or expected effect of an extraneous event. It is necessary merely to determine that an event might have an effect and should be noted. Some events will be clearly pivotal, others will be anecdotal. However, even anecdotal items may be useful when aggregated. Perhaps the most difficult job of the site historian is deciding what must be recorded and what may be ignored. It is better to err on the side of caution since unnecessary notations can be deleted, whereas omitted notations are difficult to reconstruct.

Army 16.5.1 Site Historian Qualifications. Each site historian is chosen based on their general knowledge and understanding of issues which could affect demonstration project implementation, and awareness of the organizational “culture”. Also, if at all possible, the site historian should be selected from those personnel expected to remain at that location for the duration of the demonstration project. There is no prescribed broadband level required for a site historian. However, personnel at broadband level III for participants provide the organizational and event perspective needed to fulfill this requirement.

Army 16.5.2 Location of the Site Historian. Each participating activity in the demonstration project will have a site historian.

Army 16.5.3 Duties and Responsibilities. Site historians are required to record and document changes in the demonstration project workforce at activity, key events in demonstration implementation, and changes to the environment during the entire five years of the demonstration project. 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 project. Weeks may go by when nothing is recorded. Other times, there may be daily entries. The very nature of the events being recorded virtually guarantees that a rigid format will not be helpful. However, a standard protocol should be followed:

1. Every entry should be dated.
2. Names and titles of relevant parties should be included. This will assist in locating these individuals if follow-up is needed at a later date.
3. Detailed description of the event(s) should be provided. Some examples of extraneous changes which could affect the evaluation results that should be included in the site historian log are as follows:

Environment - Examples include personnel turnover, awards received by the installation, organizational downsizing, or a significant change in the local labor market for skills found among demonstration project personnel.

Mission - Changes in programmatic structure from basic research to development (the new skills required could lead to different recruitment patterns). The fielding of a weapon system could also have an effect on the mission of the organization.

Procedural - Changes brought about by improved recruitment procedures, a change in work schedules, or other enhancements leading to employee satisfaction. Enhancements are not necessarily related to hiring practices; the establishment of day care facilities, or civilian fitness programs or facilities would also be documented.

Resources - Examples include budget changes, hiring freezes, RIFs, and upgrade or changes to facilities and work sites.

Army 16.5.4 Process for Submitting. Site historian logs must be systematically collected, entered into a database, and analyzed. The logs are to be downloaded by clicking on the Site Historian button from this site:

http://www.acq.osd.mil/acqdemo/new_site/historian/default.html

After entering the web site, click on the Site Historian button, then select Site Historian Log. The Site Historian Log offers three files for you to download:

1. Site Historian Instructions
2. Site Historian Log to record and forward your entries. This is a data base file that requires the Microsoft Access application.
3. Example of Site Historian Log

Within the Site Historian Log there are six selections – View Existing Entries, Make a New Entry, Generate a Report, Open Data Window, Transfer DataBase, and Exit Program. [Do not use the Open Data Window, which contains administrative backup for the data base.]

The Site Historian Log allows you to Make a New Entry. When you make a new data entry, exit the application and the record is automatically saved to the Existing Documents file. The third bullet will Generate a Report for you. The forth bullet, Open Data Window, is to be ignored. The fifth bullet allows you to Transfer the Database. When you click on this bullet, an Email message form will appear. The default Email addressee is Bob Hughes with Cubic Applications, Inc., please provide a copy to Jerry Lee at leeja@sarda.army.mil and Spencer Hudson at HUDSONS@sarda.army.mil. A message may be included if needed. Before you click on “send”, you must insert the subject file. Click on Insert, the needed file has automatically been saved in your default or temporary folder and may be identified when the “look in “ window is displayed. Once retrieved and inserted, click on “send” and the Email with the attached file [Existing Entries] will be forwarded to the addressees.

Completed logs should be sent to: Jerold.a.lee@us.army.mil

Army 16.5.5 Frequency of Reports. All site historian logs are submitted quarterly. Logs should be sent to the email addresses above no later than the 20th of the month following the end of the reported quarter. Negative reports are required

Chapter 17 – ARMY ACQUISITION

17.1 Introduction. This chapter 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).

17.2 Army Acquisition Workforce/Corps. 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.

17.3 Critical Acquisition Positions (CAP). In this Demonstration Project, CAPs 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. *Selectee must execute, as a condition of appointment, a written agreement to remain in Federal service in this position for at least three years. In signing such agreement, the employee does not forfeit any terms or conditions of employment.*

17.4 AAC Membership. Corps membership is determined by experiences, education, and training. Once an individual becomes a member of the Corps, they remain members even if their position, grade, or broadband changes. Corps qualifications can be found at <http://asc.rdaisa.army.mil>.

17.5 Certification Levels. The Defense Acquisition Workforce Improvement Act (DAWIA) requires that the Secretary of Defense establish education, training, and experience requirements for all acquisition positions based on the level of complexity of the duties carried out in the position. The Acquisition Career Functional (ACF) Functional Boards have established position requirements for each acquisition career field and have broken the requirements into three levels. Each command determines the certification level and the ACF category required by a position. The career levels are described below: (NOTE: The grades associated with each level should be used as a guide.)

- 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 is designed to prepare qualified, motivated personnel for positions of increasing responsibility.
- Certification Level II (Intermediate Level) – This level addresses achievement of specialization after which individuals should later begin to broaden their backgrounds toward a more general expertise in the overall process of their career fields.
- Certification Level III (Senior Level) – By the time an individual reaches Level III, he/she should have completed all of the mandatory training, education requirements (or equivalents), and experience to that level. He/she should have advanced through a career

pattern that has given him/her in-depth knowledge in his/her career field and breadth of knowledge across the entire acquisition process. A lateral movement to a related specialty, if desired and available, might follow development of the experience in the individual's primary career field.

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

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

17.7 Competitive Development Group (CDG). All CEs in Business Management and Technical Management Professional (NH), Broadband III; Technical Management Support (NJ), Broadband IV; GS12&13 equivalent and other demonstration project participants with equivalent pay rates not in this Personnel Demonstration will be eligible for the CDG Program.

17.8 Centralized Selection Boards. Centralized selection boards will continue to be advertised and filled using GS grades/equivalent AcqDemo broadbands. Individuals in the DoD Civilian Acquisition Workforce Personnel Demonstration Project who desire to apply for centralized selection boards must exercise the conversion rule in Chapter 14 to establish their comparable GS grade to determine their eligibility.

17.9 Training. In many cases where GS levels are displayed as part of the course description, they are shown to aid the applicant in determining the relative level of the course and this guidance is stated in the document. In those cases where grade is mandatory and the applicant is part of this demonstration, his/her equivalent grade must be determined using the conversion process in Chapter 14.

17.10 Senior Rater Potential Evaluation (SRPE) System. The Senior Rater Potential Evaluation (SRPE) is a methodology currently being used to assess future acquisition leaders based on their possession a very specific set of nine leadership competencies – competencies which have been determined to be essential in command-level acquisition positions, indeed in managerial positions government-wide by the Office of Personnel Management. The SRPE is an Army Acquisition Corps initiative to comply with the requirement of the Defense Acquisition Workforce Improvement Act (DAWIA) that the best qualified individuals be selected for acquisition positions, whether civilian or military. Selection of the “best qualified” individuals requires the evaluation of 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), reflect evaluations based solely on performance. An equitable comparison of civilian-to-military records requires that civilians also have evaluations based on potential. Therefore, the AAC has been authorized to use the SRPE in centralized PM/Command selection boards as well as the CDG and SSC training boards.

17.10.1 SRPE System. The Senior Rater Potential Evaluation System is used by senior raters of GS13-15 or demonstration projects 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. 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 "Leadership Effectiveness Competencies" identified in the Senior Rater Potential Evaluation System. These Leadership Effectiveness Competencies are as follows:

- 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.
- 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 others 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.

APPENDIX A
OCCUPATIONAL SERIES COVERED UNDER DEMONSTRATION PROJECT

BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)	
SERIES NUMBER	SERIES TITLE
0011	BOND SALES PROMOTION
0018	SAFETY AND OCCUPATIONAL HEALTH MANAGEMENT
0020	COMMUNITY PLANNING SERIES
0023	OUTDOOR RECREATION PLANNING
0025	PARK RANGER
0028	ENVIRONMENTAL PROTECTION SPECIALIST
0030	SPORTS SPECIALIST
0050	FUNERAL DIRECTING
0062	CLOTHING DESIGN
0072	FINGERPRINT IDENTIFICATION
0080	SECURITY ADMINISTRATION
0095	FOREIGN LAW SPECIALIST
0099	GENERAL STUDENT TRAINEE
0101	SOCIAL SCIENCE
0106	UNEMPLOYMENT INSURANCE
0110	ECONOMIST
0130	FOREIGN AFFAIRS
0131	INTERNATIONAL RELATIONS SERIES
0135	FOREIGN AGRICULTURAL AFFAIRS
0136	INTERNATIONAL COOPERATION
0140	MANPOWER RESEARCH AND ANALYSIS
0142	MANPOWER DEVELOPMENT
0150	GEOGRAPHY
0156	ART SPECIALIST
0160	CIVIL RIGHTS ANALYSIS
0170	HISTORY
0184	SOCIOLOGY
0188	RECREATION SPECIALIST
0190	GENERAL ANTHROPOLOGY
0193	ARCHEOLOGY
0199	SOCIAL SCIENCE STUDENT
0201	PERSONNEL MANAGEMENT
0205	MILITARY PERSONNEL MANAGEMENT SERIES
0212	PERSONNEL STAFFING SPECIALIST
0221	POSITION CLASSIFICATION
0230	EMPLOYEE RELATIONS
0233	LABOR RELATIONS
0235	EMPLOYEE DEVELOPMENT
0241	MEDIATION

0243	APPRENTICESHIP AND TRAINING
0244	LABOR MANAGEMENT RELATIONS EXAMINING SERIES
0246	CONTRACTOR INDUSTRIAL RELATIONS
0249	WAGE AND HOUR COMPLIANCE
0260	EQUAL EMPLOYMENT OPPORTUNITY
0270	FEDERAL RETIREMENT BENEFITS
0299	PERSONNEL MANAGEMENT STUDENT TRAINEE SERIES
0301	MISCELLANEOUS ADMINISTRATION AND PROGRAM
0334	COMPUTER SPECIALIST
0340	PROGRAM MANAGEMENT
0341	ADMINISTRATIVE OFFICER
0343	MANAGEMENT AND PROGRAM ANALYSIS
0346	LOGISTICS MANAGEMENT
0360	EQUAL OPPORTUNITY COMPLIANCE
0391	TELECOMMUNICATIONS
0399	ADMINISTRATION AND OFFICE SUPPORT STUDENT TRAINEE
0401	GENERAL BIOLOGICAL SCIENCE
0403	MICROBIOLOGY
0405	PHARMACOLOGY
0406	AGRICULTURAL EXTENSION
0408	ECOLOGY
0410	ZOOLOGY
0413	PHYSIOLOGY
0414	ENTOMOLOGY
0415	TOXICOLOGY
0430	BOTANY
0434	PLANT PATHOLOGY
0435	PLANT PHYSIOLOGY
0436	PLANT PROTECTION AND QUARANTINE SERIES
0437	HORTICULTURE
0440	GENETICS
0454	RANGE CONSERVATION
0457	SOIL CONSERVATION
0460	FORESTRY
0470	SOIL SCIENCE
0471	AGRONOMY
0475	AGRICULTURAL MANAGEMENT
0480	GENERAL FISH AND WILDLIFE ADMINISTRATION SERIES
0482	FISHERY BIOLOGY
0485	WILDLIFE REFUGE MANAGEMENT
0486	WILDLIFE BIOLOGY
0487	ANIMAL SCIENCE

0493	HOME ECONOMICS
0499	BIOLOGICAL
0501	FINANCIAL ADMINISTRATION AND PROGRAM
0505	FINANCIAL MANAGEMENT
0510	ACCOUNTING
0511	AUDITING
0512	INTERNAL REVENUE AGENT
0560	BUDGET ANALYSIS
0599	FINANCIAL MANAGEMENT STUDENT TRAINEE
0602	MEDICAL OFFICER
0635	CORRECTIVE THERAPIST
0637	MANUAL ARTS THERAPIST
0639	EDUCATIONAL THERAPIST
0671	HEALTH SYSTEMS SPECIALIST
0680	DENTAL OFFICER
0699	MEDICAL AND HEALTH STUDENT TRAINEE
0799	VETERINARY STUDENT TRAINEE
0801	GENERAL ENGINEERING
0803	SAFETY ENGINEERING
0804	FIRE PROTECTION ENGINEERING
0806	MATERIALS ENGINEERING
0807	LANDSCAPE ARCHITECTURE
0808	ARCHITECTURE
0810	CIVIL ENGINEERING
0819	ENVIRONMENTAL ENGINEERING
0830	MECHANICAL ENGINEERING
0840	NUCLEAR ENGINEERING
0850	ELECTRICAL ENGINEERING
0854	COMPUTER ENGINEERING
0855	ELECTRONICS ENGINEERING
0861	AEROSPACE ENGINEERING
0871	NAVAL ARCHITECTURE
0880	MINING ENGINEERING
0881	PETROLEUM ENGINEERING
0890	AGRICULTURAL ENGINEERING
0892	CERAMIC ENGINEERING
0893	CHEMICAL ENGINEERING
0894	WELDING ENGINEERING
0896	INDUSTRIAL ENGINEER
0899	ENGINEERING AND ARCHITECTURE STUDENT TRAINEE
0904	LAW CLERK
0905	GENERAL ATTORNEY
0950	PARALEGAL SPECIALIST
0958	PENSION LAW SPECIALIST
0965	LAND LAW EXAMINING
0967	PASSPORT AND VISA EXAMINING

0987	TAX LAW SPECIALIST
0991	WORKERS' COMPENSATION CLAIMS EXAMINING
0993	SOCIAL INSURANCE CLAIMS EXAMINING
0994	UNEMPLOYMENT COMPENSATION CLAIMS EXAMINING
0996	VETERANS CLAIMS EXAMINING
0999	STUDENT TRAINEE
1001	GENERAL ARTS AND INFORMATION
1008	INTERIOR DESIGN
1010	EXHIBITS SPECIALIST
1015	MUSEUM CURATOR
1020	ILLUSTRATOR
1035	PUBLIC AFFAIRS
1040	LANGUAGE SPECIALIST
1056	ART SPECIALIST
1060	PHOTOGRAPHY
1071	AUDIOVISUAL PRODUCTION
1082	WRITING AND EDITING
1083	TECHNICAL WRITING AND EDITING
1084	VISUAL INFORMATION
1099	ARTS STUDENT TRAINEE
1101	GENERAL BUSINESS AND INDUSTRY
1102	CONTRACTING
1103	INDUSTRIAL PROPERTY MANAGEMENT
1104	PROPERTY DISPOSAL
1130	PUBLIC UTILITIES
1140	TRADE SPECIALIST
1144	COMMISSARY STORE MANAGEMENT
1145	AGRICULTURE PROGRAM SPECIALIST
1146	AGRICULTURAL MARKETING
1147	AGRICULTURAL MARKETING REPORTING
1150	INDUSTRIAL SPECIALIST
1160	FINANCIAL ANALYSIS
1161	CROP INSURANCE ADMINISTRATION
1162	CROP INSURANCE UNDERWRITING
1163	INSURANCE EXAMINING
1165	LOAN SPECIALIST
1169	INTERNAL REVENUE
1170	REALTY
1171	APPRAISING
1173	HOUSING MANAGEMENT
1176	BUILDING MANAGEMENT
1199	BUSINESS AND INDUSTRY STUDENT TRAINEE
1210	COPYRIGHT
1220	PATENT ADMINISTRATOR
1221	PATENT ADVISOR

1222	PATENT ATTORNEY
1223	PATENT CLASSIFYING
1224	PATENT EXAMINING
1226	DESIGN PATENT EXAMINING
1299	COPYRIGHT AND PATENT STUDENT TRAINEE
1301	GENERAL PHYSICAL SCIENCE
1306	HEALTH PHYSICS
1310	PHYSICS
1313	GEOPHYSICS
1315	HYDROLOGY
1320	CHEMISTRY
1321	METALURGY
1330	ASTRONOMY AND SPACE SCIENCE
1340	METEOROLOGY
1350	GEOLOGY
1360	OCEANOGRAPHY
1370	CARTOGRAPHY
1372	GEODESY
1373	LAND SURVEYING
1380	FOREST PRODUCTS TECHNOLOGY
1382	FOOD TECHNOLOGY
1384	TEXTILE TECHNOLOGY
1386	PHOTOGRAPHIC TECHNOLOGY
1397	DOCUMENT ANALYSIS
1399	PHYSICAL SCIENCE STUDENT TRAINEE
1410	LIBRARIAN
1412	TECHNICAL INFORMATION SERVICES
1420	ARCHIVIST
1499	LIBRARY AND ARCHIVES STUDENT TRAINEE
1501	GENERAL MATHEMATICS (AFIT FACULTY ONLY)
1510	ACTUARY
1515	OPERATIONS RESEARCH
1520	MATHEMATICS
1529	MATHEMATICAL STATISTICIAN
1530	STATISTICIAN
1540	CRYPTOGRAPHY
1541	CRYPTANALYSIS
1550	COMPUTER SCIENCE
1599	MATHEMATICAL AND STATISTICAL STUDENT TRAINEE
1601	GENERAL FACILITIES AND EQUIPMENT
1630	CEMETARY ADMINISTRATION
1640	FACILITY MANAGEMENT
1654	PRINTING MANAGEMENT
1670	EQUIPMENT SPECIALIST

1699	EQUIPMENT AND FACILITIES MANAGEMENT STUDENT TRAINEE
1701	GENERAL EDUCATION AND TRAINING
1710	EDUCATION AND VOCATIONAL TRAINING
1712	TRAINING INSTRUCTION
1715	VOCATIONAL REHABILITATION
1720	EDUCATION PROGRAM
1725	PUBLIC HEALTH EDUCATION
1730	EDUCATION RESEARCH
1740	EDUCATION SERVICES
1750	INSTRUCTIONAL SYSTEMS
1799	EDUCATION STUDENT TRAINEE
1801	GENERAL INSPECTION, INVESTIGATION AND COMPLIANCE
1802	COMPLIANCE, INSPECTION AND SUPPORT
1810	GENERAL INVESTIGATING
1816	IMMIGRATION INSPECTION
1822	MINE SAFETY AND HEALTH
1825	AVIATION SAFETY
1831	SECURITIES COMPLIANCE
1854	ALCOHOL, TOBACCO AND FIREARMS INSPECTION
1862	CONSUMER SAFETY INSPECTION
1863	FOOD INSPECTION
1864	PUBLIC HEALTH QUARANTINE INSPECTION
1889	IMPORT SPECIALIST
1890	CUSTOMS INSPECTION
1899	INVESTIGATION STUDENT TRAINEE
1910	QUALITY ASSURANCE
1980	AGRICULTURAL COMMODITY
1999	COMMODITY GRADING QUALITY INSPECTION STUDENT TRAINEE
2001	GENERAL SUPPLY
2003	SUPPLY PROGRAM MANAGEMENT
2010	INVENTORY MANAGEMENT
2030	DISTRIBUTION FACILITIES AND STORAGE MANAGEMENT
2032	PACKAGING
2050	SUPPLY CATALOGING
2099	SUPPLY STUDENT TRAINEE
2101	TRANSPORTATION SPECIALIST
2110	TRANSPORTATION INDUSTRY ANALYSIS
2121	RAILROAD SAFETY
2123	MOTOR CARRIER SAFETY
2125	HIGHWAY SAFETY
2130	TRAFFIC MANAGEMENT
2150	TRANSPORTATION OPERATIONS

2152	AIR TRAFFIC CONTROL
2161	MARINE CARGO
2181	AIR CRAFT OPERATIONS
2183	AIR NAVIGATION
2199	TRANSPORTATION STUDENT TRAINEE

TECHNICAL MANAGEMENT SUPPORT (NJ)	
SERIES NUMBER	SERIES TITLE
0019	SAFETY TECHNICIAN
0021	COMMUNITY PLANNING TECHNICIAN
0102	SOCIAL SCIENCE AIDE
0181	PSYCHOLOGY AIDE AND TECHNICIAN
0187	SOCIAL SERVICES
0332	COMPUTER OPERATION
0342	SUPPORT SERVICES ADMINISTRATION
0390	TELECOMMUNICATIONS PROCESSING
0392	GENERAL TELECOMMUNICATIONS
0404	BIOLOGICAL SCIENCE TECHNICIAN
0421	PLANT PROTECTION TECHNICIAN
0455	RANGE TECHNICIAN
0458	SOIL CONSERVATION TECHNICIAN
0459	IRRIGATION SYSTEMS OPERATION
0462	FORESTRY TECHNICIAN
0526	TAX TECHNICIAN
0592	TAX EXAMINING
0621	NURSING ASSISTANT
0622	MEDICAL SUPPLY AIDE AND TECHNICIAN
0640	HEALTH AIDE AND TECHNICIAN
0645	MEDICAL TECHNICIAN
0646	PATHOLOGY TECHNICIAN
0664	RESTORATION TECHNICIAN
0672	PROSTHETIC REPRESENTATIVE
0698	ENVIRONMENTAL HEALTH TECHNICIAN
0802	ENGINEERING TECHNICIAN
0809	CONSTRUCTION CONTROL
0817	SURVEYING TECHNICIAN
0818	ENGINEERING DRAFTING
0856	ELECTRONICS TECHNICIAN
0873	SHIP SURVEYING
0895	INDUSTRIAL ENGINEERING TECHNICIAN
0962	CONTACT REPRESENTATIVE
0963	LEGAL INSTRUMENTS EXAMINING
0990	GENERAL CLAIMS EXAMINING
0992	LOSS AND DAMAGE CLAIMS EXAMINING
0995	DEPENDENT AND ESTATES CLAIMS EXAMINING

1016	MUSEUM SPECIALIST AND TECHNICIAN
1152	PRODUCTION CONTROL
1202	PATENT TECHNICIAN
1211	COPYRIGHT TECHNICIAN
1311	PHYSICAL SCIENCE TECHNICIAN
1316	HYDRAULIC TECHNICIAN
1341	METEOROLOGICAL TECHNICIAN
1371	CARTOGRAPHIC TECHNICIAN
1374	GEODETIC TECHNICIAN
1411	LIBRARY TECHNICIAN
1421	ARCHIVES TECHNICIAN
1521	MATHEMATICS TECHNICIAN
1531	STATISTICAL ASSISTANT
1658	LAUNDRY AND DRY CLEANING PLANT MANAGEMENT
1667	STEWARD
1702	EDUCATION AND TRAINING TECHNICIAN
1895	CUSTOM WAREHOUSE OFFICER
2005	SUPPLY CLERICAL AND TECHNICIAN
2185	AIRCREW TECHNICIAN

ADMINISTRATIVE SUPPORT (NK)	
SERIES NUMBER	SERIES TITLE
0029	ENVIRONMENTAL PROTECTION ASSISTANT
0085	SECURITY GUARD
0086	SECURITY CLERICAL AND ASSISTANCE
0105	SOCIAL INSURANCE ADMINISTRATOR
0107	HEALTH INSURANCE ADMINISTRATOR
0119	ECONOMICS ASSISTANT
0186	SOCIAL SERVICES AIDE AND ASSISTANCE
0189	RECREATION AIDE AND ASSISTANCE
0203	PERSONNEL CLEARANCE AND ASSISTANCE
0204	MILITARY PERSONNEL CLERICAL AND TECHNICIAN
0303	MISCELLANEOUS CLERK AND ASSISTANT
0304	INFORMATION RECEPTIONIST
0305	MAIL AND FILE
0309	CORRESPONDENCE CLERK
0312	CLERK-STENOGRAPHER AND REPORTER
0313	WORK UNIT SUPERVISOR
0318	SECRETARY
0319	CLOSED MICROPHONE REPORTER
0322	CLERK TYPIST
0326	OFFICE AUTOMATION CLERICAL AND

	ASSISTANCE
0335	COMPUTER CLERK AND ASSISTANCE
0342	SUPPORT SERVICES ADMINISTRATOR
0344	MANAGEMENT AND PROGRAM CLERICAL AND ASSISTANCE
0350	EQUIPMENT OPERATOR
0351	PRINTING CLERICAL
0356	DATA TRANSCRIBER
0357	CODING
0361	EQUAL OPPORTUNITY ASSISTANCE
0382	TELEPHONE OPERATING
0394	COMMUNICATIONS CLERICAL
0503	FINANCIAL CLERICAL AND ASSISTANCE
0525	ACCOUNTING TECHNICIAN
0530	CASH PROCESSING
0540	VOUCHER EXAMINING
0544	CIVILIAN PAY
0545	MILITARY PAY
0561	BUDGET CLERICAL AND ASSISTANCE
0625	AUTOPSY ASSISTANT
0650	MEDICAL TECHNICIAN
0679	MEDICAL CLERK
0681	DENTAL ASSISTANT
0986	LEGAL CLERICAL AND ASSISTANCE
0998	CLAIMS CLERICAL
1087	EDITORIAL ASSISTANCE
1105	PURCHASING
1106	PROCUREMENT CLERICAL AND ASSISTANCE
1107	PROPERTY DISPOSAL CLERICAL AND TECHNICIAN
2091	SALES STORE CLERICAL
2102	TRANSPORTATION CLERK AND ASSISTANT
2131	FREIGHT RATE
2132	TRAVEL
2134	SHIPMENT CLERICAL
2135	TRANSPORTATION LOSS AND DAMAGE CLAIMS EXAMINING
2144	CARGO SCHEDULING
2151	DISPATCHING
2154	AIR TRAFFIC ASSISTANCE

Any future modifications to the OPM occupational families and classification standards are assumed to be incorporated in this table, so long as they meet the requirements outlined in the *Federal Register*.

2010 Update Note of Occupational Series which are eligible to participate in AcqDemo.

As part of the repeal of NSPS in NDAA FY-10, a new Personnel System was identified for Health Care personnel. The result of this personnel system removes many Health Care Occupations from participating in AcqDemo after transition from NSPS.

Below lists those Occupational Series who may have originally participated in AcqDemo at the outset in 1998 but will not longer be eligible to participate.

**Healthcare Positions
Exception from Transitioning from NSPS
or Filling NSPS Vacancies
During the Transition Period**

Occupation Name	Occupation Series
Clinical Psychologist	0180
Social Worker	0185
Chiropractor	0601
Physician Assistant	0603
Nurse	0610
Practical Nurse	0620
Dietitian and Nutritionist	0630
Occupational Therapist	0631
Physical Therapist	0633
Rehabilitation Therapy Technician	0636
Nuclear Medicine Technician	0642
Medical Technologist	0644
Diagnostic Radiologic Technician	0647
Therapeutic Radiologic Technician	0648
Medical Instrument Technician	0649
Respiratory Therapy Technician	0651
Pharmacist	0660
Pharmacy Technician	0661
Optometrist	0662
Speech Pathologist and Audiologist	0665
Orthotics and Prosthetics Technician	0667
Podiatrist	0668
Medical Records Specialist	0669
Medical Records Technician	0675
Dental Assistant	0681
Dental Hygienist	0682
Dental Laboratory Technician	0683
Industrial Hygienist	0690
Veterinarian	0701
Biomedical Engineer	0858

APPENDIX B

DEFINITIONS OF CAREER PATHS AND CAREER BROADBAND LEVELS

Career Path: Business Management and Technical Management Professional

Includes professional and management positions in science, engineering, and business management. These positions often have positive degree requirements.

Level I. Includes student trainees. Education and employment must be part of a formal student employment program. Specific, clear and detailed instructions and supervision are given. The level of education and experience completed is a major consideration in establishing the level of on-the-job training and work assignments.

Level II. This is the entry or developmental stage, preparing employees for the full and independent performance of their work. Specific, clear, and detailed instructions and supervision are given upon entry; recurring assignments are carried out independently. Conducts successive activities with objectives and priorities identified by supervisor or team leader; assistance given on new or unusual projects or situations. Finished work is reviewed to ensure accuracy and technical soundness.

Level III. This is the advanced developmental/target career level of this career path. Employee plans and carries out assignments independently; conceives and defines solutions to highly complex problems; analyzes, interprets, and reports findings of projects; and guides technical and programmatic work of team members in comparable junior grades. Completed work and reports are reviewed for feasibility, compatibility with other work or effectiveness in meeting requirements or expected results.

Level IV. Professionals at this level are experts within their functional areas; heads of branches or divisions; or key program administrators. Conducts or directs activities or assists higher levels on challenging and innovative program development with only general guidance on policy, resources and planning; develops solutions to highly complex problems requiring various disciplines; responsible for fulfilling program objectives. Results are authoritative and impact programs or the well-being of substantial numbers of people.

Career Path: Technical Management Support

Includes nonprofessional positions that support science and engineering activities through application of various skills in areas such as the following: engineering, physical, chemical, biological and mathematical sciences.

Level I. This includes trainees who develop technical support knowledge through actual work experience. Performs repetitive tasks using knowledge of standardized procedures and operations. Receives specific, clear and detailed instruction and supervision. Completed work is reviewed for technical soundness.

Level II. Technicians at this level require a practical knowledge of standard procedures in a technical field. Skill in applying knowledge of basic principles, concepts, and methodology of occupational and/or technical methods is required. Carries out prescribed procedures and

relies heavily on precedent methods. Work is reviewed for technical adequacy and accuracy, and adherence to instructions.

Level III. This is the advanced developmental level of this career path, requiring extensive training or experience. Work requires some adapting of existing precedents or techniques. Receives outline of objectives desired and description of operating characteristics and theory involved. Completed assignments are reviewed for compliance with instructions, adequacy, judgment, and satisfaction of requirements.

Level IV. Technicians at this level are considered to have professional level knowledge of a specific field. Receives general guidance on overall objectives and resources. Conceives, recommends, and tests new techniques or methods. Completed work is reviewed for overall soundness and compliance with overall project objectives.

Career Path: Administrative Support

Includes clerical, secretarial and assistant work in nonscientific/engineering occupations.

Level I. This includes student trainees as well as advanced entry level that requires a fundamental knowledge of clerical/administrative field. Developmental assignments may be given which lead to duties at a higher group level. Performs repetitive tasks; specific, clear, and detailed instruction and supervision; with more experience utilizes knowledge of standardized procedures and operations. Assistance is given on new or unusual projects. Completed work is reviewed for technical soundness.

Level II. This is the journey level that requires knowledge of standardized rules, procedures or operations requiring considerable training. General guidance is received on overall objectives and resources. Completed assignments may be reviewed for overall soundness or meeting expected results.

Level III. This is the senior level that requires knowledge of extensive procedures and operations requiring extensive training. Receives general guidance on overall resources and objectives. Skilled in applying knowledge of basic principles, concepts and methodology of administrative occupation and/or technical methods. Results are accepted as authoritative and normally without significant change.

APPENDIX C

BROADBAND LEVEL DESCRIPTORS

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

FACTOR: 1. - PROBLEM SOLVING

FACTOR DESCRIPTION: This factor describes/captures personal and organizational problem-solving results.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Completed work meets projects/programs objectives. 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
<p>Level I</p> <ul style="list-style-type: none">• Performs activities on a task; assists supervisor or other appropriate personnel.• Resolves routine problems within established guidelines.• Independently performs assigned tasks within area of responsibility; refers situations to supervisor or other appropriate personnel when existing guidelines do not apply.• Takes initiative in determining and implementing appropriate procedures.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity
<p>Level II</p> <ul style="list-style-type: none">• Plans and conducts functional technical activities for projects/programs.• Identifies, analyzes, and resolves complex/difficult problems.• Independently identifies and resolves conventional problems which may require deviations from accepted policies or instructions.• Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity

<p>Level III</p> <ul style="list-style-type: none"> • Independently defines, directs, or leads highly challenging projects/programs. Identifies and resolves highly complex problems not susceptible to treatment by accepted methods. • Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines. • Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment. • Develops plans and techniques to fit new situations to improve overall program and policies. Establishes precedents in application of problem-solving techniques to enhance existing processes. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity
<p>Level IV</p> <ul style="list-style-type: none"> • Defines, establishes, and directs organizational focus (on challenging and highly complex project/ programs). Identifies and resolves highly complex problems that cross organizational boundaries and promulgates solutions. Resolution of problems requires mastery of the field to develop new hypotheses or fundamental new concepts. • Assesses and provides strategic direction for resolution of mission critical problems, policies, and procedures. • Works at senior level to define, integrate, and implement strategic direction for vital programs with long-term impact on large numbers of people. Initiates actions to resolve major organizational issues. Promulgates innovative solutions and methodologies. • Works with senior management to establish new fundamental concepts and criteria and stimulate the development of new policies, methodologies, and techniques. Converts strategic goals into programs or policies. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity

FACTOR: 2. - TEAMWORK/COOPERATION

FACTOR DESCRIPTION: This factor, applicable to all teams, describes/captures individual and organizational teamwork and cooperation.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. 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">• Works with others to accomplish routine tasks• Contributes ideas in own area of expertise. Interacts cooperatively with others.• Regularly completes assignments in support of team goals.	<ul style="list-style-type: none">- Scope of Team Effort- Contribution to Team- Effectiveness
Level II <ul style="list-style-type: none">• Works with others to accomplish projects/programs.• Uses varied approaches to resolve or collaborate on projects/programs issues. Facilitates cooperative interactions with others.• Guides/supports others in executing team assignments. Proactively functions as an integral part of the team.	<ul style="list-style-type: none">- Scope of Team Effort- Contribution to Team- Effectiveness
Level III <ul style="list-style-type: none">• Works with others to accomplish complex projects/programs.• Applies innovative approaches to resolve unusual/difficult issues significantly impacting important policies or programs. Promotes and maintains environment for cooperation and teamwork.• Leads and guides others in formulating and executing team plans. Expertise is sought by peers.	<ul style="list-style-type: none">- Scope of Team Effort- Contribution to Team- Effectiveness
Level IV <ul style="list-style-type: none">• Leads/guides/mentors workforce in dealing with complex problems.• Solves broad organizational issues. Implements strategic plans within and across organizational components. Ensures a cooperative teamwork environment.• Leads/guides workforce in achieving organizational goals. Participates on high-level teams. Is sought out for consultation.	<ul style="list-style-type: none">- Scope of Team Effort- Contribution to Team- Effectiveness

FACTOR: 3. - CUSTOMER RELATIONS

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. 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">• Independently carries out routine customer requests.• Participates as a team member to meet customer needs.• Interacts with customers on routine issues with appropriate guidance.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
Level II <ul style="list-style-type: none">• Guides the technical/functional efforts of individuals or team members as they interact with customers.• Initiates meetings and interactions with customers to understand customer needs/expectations.• Interacts independently with customers to communicate information and coordinate actions.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
Level III <ul style="list-style-type: none">• Guides and integrates functional efforts of individuals or teams in support of customer interaction. Seeks innovative approaches to satisfy customers.• Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to programs/projects.• Interacts independently and proactively with customers to identify and define complex/difficult problems and to develop and implement strategies or techniques for resolving program/project problems (e.g., determining priorities and resolving conflict among customers' requirements).	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
Level IV <ul style="list-style-type: none">• Leads and manages the organizational interactions with customers from a strategic standpoint.• Works to assess and promulgate political, fiscal, and other factors affecting customer and program/project needs. Works with customer at management levels to resolve problems affecting programs/projects(e.g., problems that involve determining priorities and resolving conflicts among customers' requirements).• Works at senior level to stimulate customer alliances for program/project support. Stimulates, organizes, and leads overall customer interactions.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level

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 projects/programs goals. Guides, motivates, and oversees the activities of individuals and teams with focus on projects/programs 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

FACTOR: 5. - COMMUNICATION

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of oral/written communications.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. 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">• Communicates routine task status/results as required.• Provides timely data and written analyses for input to management/technical reports or contractual documents.• Explains status/results of assigned tasks.	- Level of Interaction (Audience) - Written - Oral
LEVEL II <ul style="list-style-type: none">• Communicates team or group tasking results, internally and externally, at peer levels.• Writes, or is a major contributor to, management/technical reports or contractual documents.• Presents informational briefings.	- Level of Interaction (Audience) - Written - Oral
LEVEL III <ul style="list-style-type: none">• Communicates project or program results to all levels, internally and externally.• Reviews and approves, or is a major contributor to/ lead author of, management reports or contractual documents for external distribution. Provides inputs to policies.• Presents briefings to obtain consensus/approval.	- Level of Interaction (Audience) - Written - Oral
LEVEL IV <ul style="list-style-type: none">• Determines and communicates organizational positions on major projects or policies to senior level.• Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues.• Presents organizational briefings to convey strategic vision or organizational policies.	- Level of Interaction (Audience) - Written - Oral

FACTOR: 6. - RESOURCE MANAGEMENT

FACTOR DESCRIPTION: This factor describes/captures personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. 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">• Uses assigned resources needed to accomplish tasks.• Plans individual time and assigned resources to accomplish tasks.• Effectively accomplishes assigned tasks.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL II <ul style="list-style-type: none">• Plans and utilizes appropriate resources to accomplish project goals.• Optimizes resources to accomplish projects/programs within established schedules.• Effectively accomplishes projects/programs goals within established resource guidelines.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL III <ul style="list-style-type: none">• Plans and allocates resources to accomplish multiple projects/programs.• Identifies and optimizes resources to accomplish multiple projects/programs goals.• Effectively accomplishes multiple projects/programs goals within established guidelines.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL IV <ul style="list-style-type: none">• Develops, acquires, and allocates resources to accomplish mission goals and strategic objectives.• Formulates organizational strategies, tactics, and budget/action plan to acquire and allocate resources.• Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency

CAREER PATH: (2) TECHNICAL MANAGEMENT SUPPORT (NJ)

FACTOR: 1. – PROBLEM SOLVING

FACTOR DESCRIPTION: This factor describes/captures personal and organizational problem-solving.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. 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">• Conducts activities on a task; assists supervisors or other appropriate personnel.• Resolves routine problems within established guidelines.• Works with others in solving problems with appropriate guidance.• Takes initiative in selecting and implementing appropriate procedures.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity
LEVEL II <ul style="list-style-type: none">• Plans and conducts technical activities for projects.• Identifies and resolves non-routine technical problems utilizing established patterns and methods.• Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance.• Adapts existing plans and techniques to accomplish projects.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity
LEVEL III <ul style="list-style-type: none">• Plans and conducts challenging and difficult technical activities for projects/programs.• Develops, integrates, and implements solutions to complex problems on projects/programs.• Identifies problems; develops solutions and action plans with minimal guidance.• Develops plans and techniques to fit new situations.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity
LEVEL IV <ul style="list-style-type: none">• Identifies and resolves complex problems that may cross functional/technical boundaries and promulgates solutions.• Develops, integrates/implements solutions to diverse, complex problems which may cross multiple projects/programs or functional/technical areas.• Independently resolves and coordinates technical problems involving multiple projects/programs.• Develops plans and techniques to fit new situations and/or to address issues that cross technical/functional areas.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity

FACTOR: 2. – TEAMWORK/COOPERATION

FACTOR DESCRIPTION: This factor describes/captures individual and organizational teamwork and cooperation.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. 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">• Works with others to accomplish routine tasks.• Contributes ideas in own area of expertise. Interacts cooperatively with others.• Regularly completes assignments in support of team goals.	- Scope of Team Effort - Contribution to Team - Effectiveness
LEVEL II <ul style="list-style-type: none">• Works with others in accomplishing projects.• Contributes ideas in own area of expertise. Facilitates cooperative interactions with others.• Supports others in executing team assignments. Proactively functions as an integral part of the team.	- Scope of Team Effort - Contribution to Team - Effectiveness
LEVEL III <ul style="list-style-type: none">• Works with others to accomplish complex projects/programs.• Guides others to resolve or collaborate on complex projects/programs issues. Promotes cooperative interactions with others.• Integrates technical expertise and guides activities to support team accomplishment.	- Scope of Team Effort - Contribution to Team - Effectiveness
LEVEL IV <ul style="list-style-type: none">• Leads others to accomplish complex projects and programs.• Applies innovative approaches to resolve unusual/difficult technical/management issues. Promotes and maintains environment for cooperation and teamwork.• Leads and guides others in formulating and executing team plans. Expertise is sought by others.	- Scope of Team Effort - Contribution to Team - Effectiveness

FACTOR: 3 – CUSTOMER RELATIONS

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. 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">• Assists customer support activities.• Participates as a team member to meet customer needs.• Interacts with customers on routine issues with appropriate guidance.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
LEVEL II <ul style="list-style-type: none">• Actively participates with others to satisfy customer requests.• Interacts with customers to respond to customer needs/expectations.• Interacts with customers to communicate information and coordinate action.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
LEVEL III <ul style="list-style-type: none">• Guides the technical efforts of individuals or teams as they relate with customers. Deviates from standard approaches when necessary.• Initiates meetings and interactions with customers to understand customer needs/expectations.• Interacts independently and proactively with customers to identify/define problems and to implement solutions.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
LEVEL IV <ul style="list-style-type: none">• Leads and coordinates technical efforts of individuals or teams in support of customer interactions. Develops innovative approaches to satisfy customers.• Establishes customer alliances; anticipates and fulfills customer needs and translates customer needs to projects/programs. Organizes and leads customer interactions.• Interacts proactively with customers to identify and define complex/controversial problems and to develop and implement strategies or techniques for resolving projects/programs issues.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level

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. Asks for assistance as appropriate.• Provides input to others in 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 team member; takes initiative to accomplish assigned projects.• Consults and coordinates with others to complete projects within established guidelines.• Identifies and pursues individual/team developmental opportunities.	<ul style="list-style-type: none">- Leadership Role- Breadth of Influence- Mentoring/Employee Development
LEVEL III <ul style="list-style-type: none">• Actively contributes as team member or leader. Recognized for functional/technical expertise.• Defines, organizes, and assigns activities to accomplish goals. Guides, motivates and oversees others in accomplishing projects/programs.• Promotes developmental opportunities for self and team. Advises others to seek specific training.	<ul style="list-style-type: none">- Leadership Role- Breadth of Influence- Mentoring/Employee Development
LEVEL IV <ul style="list-style-type: none">• Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert.• Guides, motivates, and oversees multiple complex projects/programs.• Directs assignments to encourage employee development and cross-technical/functional growth to meet organizational needs. Pursues self-development.	<ul style="list-style-type: none">- Leadership Role- Breadth of Influence- Mentoring/Employee Development

FACTOR: 5 – COMMUNICATION

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of oral/written communications.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. 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">• Communicates routine task/status/results as required.• Provides data and accurate draft documentation of assigned tasks for input to reports or documents.• Explains status/results of assigned tasks.	- Level of Interaction (Audience) - Written - Oral
LEVEL II <ul style="list-style-type: none">• Communicates team or group project status/results at equivalent levels within the agency.• Writes segments of management/technical reports or documents.• Communicates group/team results.	- Level of Interaction (Audience) - Written - Oral
LEVEL III <ul style="list-style-type: none">• Communicates projects/programs status/results to management.• Consolidates input and writes management/technical reports/documents for projects/programs.• Presents projects/programs briefings.	- Level of Interaction (Audience) - Written - Oral
LEVEL IV <ul style="list-style-type: none">• Determines and communicates projects/programs positions at senior levels.• Prepares, reviews, and approves management/technical reports for internal and external distribution.• Presents projects/programs briefings to obtain consensus/approval. Represents the organization as technical subject matter expert.	- Level of Interaction (Audience) - Written - Oral

FACTOR: 6. – RESOURCE MANAGEMENT

FACTOR DESCRIPTION: This factor describes/captures personal and organizational utilization of resources to accomplish the mission.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels): Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. 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">• Uses assigned resources to accomplish tasks.• Plans individual time to accomplish tasks.• Effectively accomplishes assigned tasks with appropriate guidance.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency
LEVEL II <ul style="list-style-type: none">• Identifies and uses resources appropriately to accomplish projects.• Plans resources to achieve task schedules.• Independently accomplishes assigned tasks.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency
LEVEL III <ul style="list-style-type: none">• Plans and utilizes appropriate resources to accomplish projects/programs.• Optimizes resources to accomplish projects within established milestones.• Effectively accomplishes projects/programs within established resource guidelines.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency
LEVEL IV <ul style="list-style-type: none">• Plans and allocates resources to accomplish multiple project/program goals.• Identifies and optimizes resources to accomplish multiple project/program goals.• Effectively accomplishes multiple project/program goals within established thresholds. Develops innovative approaches to attain goals and minimize resource expenditures.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency

CAREER PATH: (3) ADMINISTRATIVE SUPPORT (NK)

FACTOR: 1. - PROBLEM SOLVING

FACTOR DESCRIPTION: This factor describes/captures personal and organizational problem solving.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. 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">• Conducts activities on a segment of a task. Assists supervisor or other appropriate personnel.• Applies standard rules, procedures, or operations to resolve routine problems.• Independently carries out routine tasks.• Takes initiative in selecting and implementing appropriate procedures.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity
LEVEL II <ul style="list-style-type: none">• Plans and conducts administrative activities for projects.• Develops, modifies, and/or applies rules, procedures, or operations to resolve problems of moderate complexity/difficulty.• Independently plans and executes assignments; resolves problems and handles deviations.• Identifies and adapts guidelines for new or unusual situations.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity
LEVEL III <ul style="list-style-type: none">• Plans and conducts complex administrative activities.• Develops rules, procedures, or operations for complex/difficult organizational tasks.• Identifies issues and determines approaches and methods to accomplish tasks. Initiates effective actions and resolves related conflicts.• Identifies issues requiring new procedures and develops appropriate guidelines.	<ul style="list-style-type: none">- Scope/Impact- Complexity/Difficulty- Independence- Creativity

FACTOR: 2. - TEAMWORK/COOPERATION

FACTOR DESCRIPTION: This factor describes/captures individual and organizational teamwork and cooperation.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. 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">• Works with others to accomplish routine tasks.• Contributes ideas on routine procedures. Interacts cooperatively with others.• Regularly completes tasks in support of team goals.	- Scope of Team Effort - Contribution to Team - Effectiveness
LEVEL II <ul style="list-style-type: none">• Works with others to accomplish tasks.• Resolves administrative problems; facilitates cooperative interactions with others.• Guides others and coordinates activities in support of team goals. Proactively functions as an integral part of the team.	- Scope of Team Effort - Contribution to Team - Effectiveness
LEVEL III <ul style="list-style-type: none">• Works with others on complex issues/problems that may cross functional areas.• Applies expertise in resolving complex administrative issues. Promotes and maintains environment for cooperation/teamwork. Sets tone for internal/external cooperation.• Leads and guides others in formulating and executing plans in support of team goals.	- Scope of Team Effort - Contribution to Team - Effectiveness

FACTOR: 3. - CUSTOMER RELATIONS

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. 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">• Assists customer support activities.• Meets routine customer needs.• Interacts with customers on routine issues within specific guidelines.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
LEVEL II <ul style="list-style-type: none">• Guides the administrative efforts of individuals or team members as they interact with customers.• Independently interacts with customers to understand customer needs/expectations.• Interacts independently with customers to communicate information and coordinate actions.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level
LEVEL III <ul style="list-style-type: none">• Identifies, defines, and guides administrative efforts in support of customer interactions; coordinates and focuses activities to support multiple customers.• Establishes customer alliances and translates needs to customer service.• Works independently with customers at all levels to define services and resolve non-routine problems.	<ul style="list-style-type: none">- Breadth of Influence- Customer Needs- Customer Interaction Level

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. Asks for assistance as appropriate.• Provides input in administrative/functional area.• Seeks and takes advantage of developmental opportunities.	- Leadership Role - Breadth of Influence - Mentoring/Employee Development
LEVEL II <ul style="list-style-type: none">• Actively contributes as team member or leader; takes initiative to accomplish assigned projects.• Guides others in accomplishing projects.• Identifies and pursues individual/team developmental opportunities.	- Leadership Role - Breadth of Influence - Mentoring/Employee Development
LEVEL III <ul style="list-style-type: none">• Provides guidance to individuals/teams; resolves conflicts. Expertise solicited by others.• Guides and accounts for results or activities of individuals, teams, or projects.• Promotes individual/team development; leads development of training programs for self and others.	- Leadership Role - Breadth of Influence - Mentoring/Employee Development

FACTOR: 5. - COMMUNICATION

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of oral/written communications.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. 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">• Communicates routine task/status results as required.• Writes timely and accurate draft documentation.• Explains status/results of assigned tasks.	- Level of Interaction (Audience) - Written - Oral
LEVEL II <ul style="list-style-type: none">• Interprets and communicates administrative procedures within immediate organization.• Prepares, coordinates, and consolidates documents, reports, or briefings.• Communicates/presents internal administrative/functional procedures and tasks internally and externally.	- Level of Interaction (Audience) - Written - Oral
LEVEL III <ul style="list-style-type: none">• Develops and advises on administrative procedures and communicates them to all levels, both internally and externally.• Prepares, reviews, and/or approves documents, reports, or briefings.• Explains and/or communicates administrative/functional procedures at all levels.	- Level of Interaction (Audience) - Written - Oral

FACTOR: 6. - RESOURCE MANAGEMENT

FACTOR DESCRIPTION: This factor describes/captures personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
Work is timely, efficient, and of acceptable quality. Available resources are utilized effectively to accomplish mission. 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">• Uses assigned resources to accomplish tasks.• Plans individual time and assigned resources to accomplish tasks.• Effectively accomplishes assigned tasks.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL II <ul style="list-style-type: none">• Identifies and uses resources to accomplish projects.• Plans resources to achieve project schedules.• Effectively accomplishes projects within established resource guidelines.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
LEVEL III <ul style="list-style-type: none">• Plans, acquires, and allocates resources to accomplish objectives.• Coordinates resources across projects.• Optimizes resource utilization across projects.	- Scope of Responsibility - Planning/Budgeting - Execution/Efficiency

APPENDIX D

CCAS SALARY APPRAISAL FORM

The Contribution-based Compensation and Appraisal System (CCAS) uses sets of factor descriptors and key elements to annually assess the employee's level of contribution to the organization. Based on the assessment, the broadband level and salary are reviewed and appropriately adjusted. The CCAS Appraisal Form is a three-part form which documents the annual evaluation of an employee's contribution. Part I of this form is a summary CCAS assessment, Part II is the supervisor's assessment of each factor, and Part III is the employee's self-assessment with regard to each evaluation factor.

Army Appendix D, Instructions for Completing CCAS Salary Appraisal Form.

1. The original of the CCAS Salary Appraisal Form (Part I, Part II, Part III and Part IV or the 3 in 1 Form (includes the Part II, Part III and Part IV in one easy to use form)) will be maintained consistent with agency procedures. The intent is that this form is all the required documentation for contribution and award payout.
2. No additional documentation will be required for contribution awards. What is written on the appraisal form will suffice.

Go to http://asc.army.mil/organization/acqdemo/acqdemo_forms.cfm to download the CCAS Form.

INSTRUCTIONS FOR COMPLETING CCAS SALARY APPRAISAL FORM

Part III

Towards the end of the appraisal cycle, the supervisor requests the employee complete a self-assessment which will be returned to the supervisor. The Part III Employee Self-Assessment form can be used for this purpose. A sample of this form is provided below.

The employee provides a bulletized or brief written description of his/her contribution against each of the evaluation factors. Additional pages of narrative may be added to the form by the employee as he/she deems necessary. The employee signs and dates the self-assessment and provides it to the supervisor. The supervisor may discuss this input with the employee; however, categorical/numerical scores should not be discussed with the employee until officially approved by the pay pool manager.

PART III Employee's Self-Assessment		Name:								Factor Weight:	
Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.											
Problem Solving:											
Teamwork:											
Customer Relations:											
Leadership/Supervision:											
Communications:											
Resource Management:											
Employee signature:										Date:	

Part II.

After receiving the self-assessment from the employee, the supervisor completes a draft of the Part II, Supervisor Assessment, for each employee. The supervisor may consider input from the employee, personal observations, and other sources as appropriate. The draft assessment is normally completed by 30 October, before the Pay Pool Panel convenes.

The draft assessment is the basis for discussions during the annual pay pool meeting which is normally held in early November. The Pay Pool Panel receives recommendations for categorical/numerical scores from the supervisors assigned to the pay pool. After internal discussions and agreement within the pay pool, results are submitted to the PPM for approval. Upon approval, supervisors formalize Part II, Supervisor Assessment, including completion of the Pay Pool Manager approved factor scores and weighted values (factor score times corresponding factor weight). Completion of Part II normally will be accomplished in mid-November. The completed form becomes the basis for discussion with each employee on management's assessment of annual contribution.

PART II	Supervisor Assessment	Name:				Factor Weight:	Factor Score:	Weighted Score:
Instruction: Provide narrative comments regarding your contribution against each contribution factor during the current year.								
Problem Solving:						_____	_____	_____
Teamwork:						_____	_____	_____
Customer Relations:						_____	_____	_____
Leadership/Supervision:						_____	_____	_____
Communications:						_____	_____	_____
Resource Management:						_____	_____	_____
Signature:					Date:			

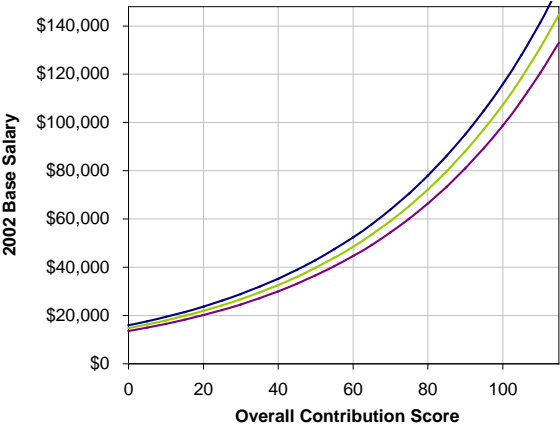
Part I

Part I, Summary Evaluation, is completed prior to the annual CCAS payout. Part I is a computer generated form that is produced for each employee and contains the overall contribution score and space for the signature of the PPM, the supervisor, and the employee. The overall contribution score shown in Part I is an average of the sum of the weighted scores for the factors as determined by the Pay Pool Panel. The signatures of the PPM (optional) and the supervisor (required) will be completed before presentation of the form to the employee. After discussing the evaluation with the employee, the employee will be asked to sign the form indicating a copy of the evaluation was provided to him or her. If the employee refuses to sign the form, the form will be appropriately annotated by the supervisor.

Upon completion of the employee-supervisor discussion and signatures on Part I of the form, a copy of all parts of the form will be given to the employee and one copy will be retained in the Supervisor's Record of Employee. The original of Part I will be maintained in accordance with agency procedures.

The Part I form contains an optional second page that the pay pool may decide to print and distribute to employees. It can contain any combination of the following elements: Delta OCS, factor scores (categorical and numerical), Relative Score, and an additional larger OCS plot. The pay pool may make the determination which elements, if any, to include for its employees.

Part I: CCAS Salary Appraisal Form

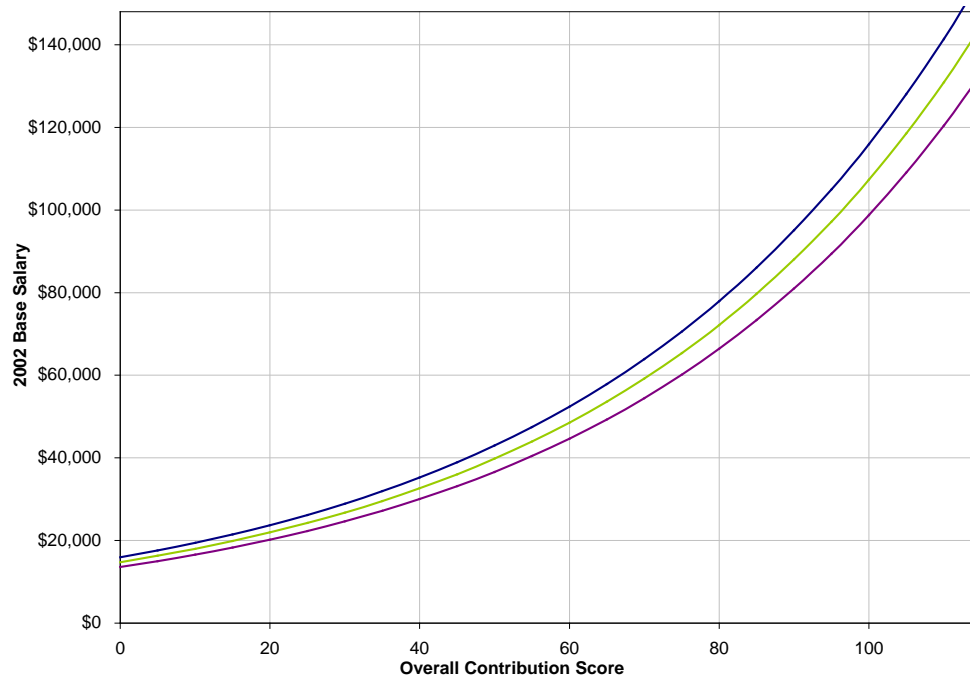
Name: SSAN: Organization: Career Path:	Series: Broadband Level: Retained Pay: Presumptive:	Appraisal Period: From: To:																																										
Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.																																												
_____		_____ Date																																										
_____		_____ Date																																										
_____		_____ Date																																										
_____ Employee Signature		_____ Date																																										
Appraisal Detail <div style="display: flex; justify-content: space-between;"> <div> Overall Contribution Score Next Year's Expected SPL OCS </div> <div> Upper Rail OCS SPL OCS Lower Rail OCS </div> </div>																																												
<div style="display: flex;"> <div style="width: 50%;"> Employee Contribution Pay Comparison Chart The graph plots the Employee Appraisal relative to the standard pay line (SPL) and rails. The top and bottom lines are the Upper and Lower Rails. The middle line is the SPL. The point is the Employee Appraisal.  </div> <div style="width: 50%;"> Compensation Detail <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;"></td> <td style="width: 10%;">Current Rate of Base Pay</td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> <td style="width: 10%;"></td> </tr> <tr> <td>+</td> <td>\$</td> <td>-</td> <td>G Increase</td> <td></td> <td>0.0%</td> </tr> <tr> <td>+</td> <td></td> <td></td> <td>CRI Increase</td> <td></td> <td>0.0%</td> </tr> <tr> <td>=</td> <td colspan="5">New Rate of Basic Pay</td> </tr> <tr> <td>+</td> <td colspan="3">Locality Pay</td> <td>@</td> <td>16.05%</td> </tr> <tr> <td>=</td> <td colspan="5">New Total Salary</td> </tr> <tr> <td colspan="6" style="padding-top: 10px;">Contribution Award</td> </tr> </table> </div> </div>				Current Rate of Base Pay					+	\$	-	G Increase		0.0%	+			CRI Increase		0.0%	=	New Rate of Basic Pay					+	Locality Pay			@	16.05%	=	New Total Salary					Contribution Award					
	Current Rate of Base Pay																																											
+	\$	-	G Increase		0.0%																																							
+			CRI Increase		0.0%																																							
=	New Rate of Basic Pay																																											
+	Locality Pay			@	16.05%																																							
=	New Total Salary																																											
Contribution Award																																												
Remarks																																												
<small> Privacy Act Statement (552a of 5 U.S.C.) 1. AUTHORITY: Section III.D, Federal Register Notice dated January 8, 1999. 2. PURPOSE: This form summarizes the annual evaluation of an employee's contribution through CCAS assessment. 3. ROUTINE USE: This form is a computer-generated form that is produced for each employee and contains the overall contribution score and space for the signature of the PPM, the supervisor, and the employee. The original of this form will be maintained in accordance with agency procedures. 4. DISCLOSURE: Failure to verify the SSN may result in a delayed or erroneous processing of the individual's CCAS and applicable payouts. The information contained within this form is personal in nature and is restricted to those with appropriate permissions. Information collected on this form may be used for statistical and impact analysis. </small>																																												

Part I: CCAS Salary Appraisal Form

Page 2

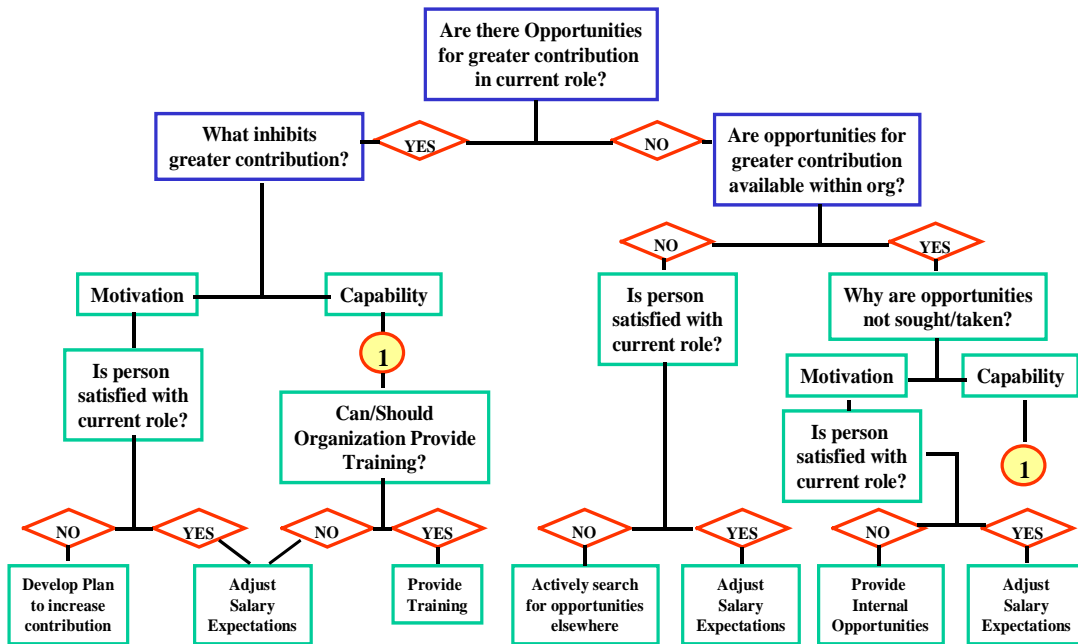
Name:	Series:	Appraisal Period:
SSAN:	Broadband Level:	From:
Organization:	Retained Pay:	To:
Career Path:	Presumptive:	

<u>Factor</u>	<u>Category Score</u>	<u>Final Score</u>
Problem Solving		
Teamwork		
Customer Relations		
Leadership		
Communications		
Resource Management		
OCS		
Delta OCS		
Relative Score		



APPENDIX E

OPPORTUNITIES FOR INCREASED CONTRIBUTION (FLOW CHART)



Note: This guide may be used by the supervisor to address ways in which an employee can increase his/her opportunities to contribute.

APPENDIX F

RELATIVE SCORE AND ALPHA DELTA Y EXAMPLES

Relative Score Example

Relative Score (RS) is defined as the percent difference between an employee's current base salary and the base salary that would place the employee on the Standard Pay Line (SPL) for his or her Overall Contribution Score (OCS). It is a measure of the degree to which an employee is over- or under-compensated, given their contribution to the organization's mission. For example, the following table shows a hypothetical pay pool consisting of 15 employees, sorted by Relative Score from the most negative (most under-compensated) to the most positive (most over-compensated). Employee 1's salary is 28.63% below the SPL for an OCS of 92. Employee 15's salary is 24.4% above the SPL for an OCS of 30. Compensation can now be adjusted based on RS; the most under-compensated employee should receive the greatest percentage salary increase and award. Although other employees may receive greater dollar increases and awards due to having higher base salaries, the employee at the top of the list should always receive the greatest percentage salary increase and percentage award.

Employee	Base Salary	Expected OCS	OCS	Delta OCS	Relative Score
1	\$78,862	75	92	17	28.63
2	\$55,175	57	69	12	21.19
3	\$102,072	88	97	9	16.36
4	\$75,794	73	81	8	14.68
5	\$55,175	57	63	6	11.22
6	\$42,629	44	49	5	9.44
7	\$34,956	34	37	3	5.78
8	\$80,443	76	78	2	3.89
9	\$114,979	94	95	1	1.96
10	\$55,175	57	56	-1	-2.01
11	\$94,283	84	81	-3	-6.13
12	\$83,700	78	73	-5	-10.43
13	\$98,101	86	79	-7	-14.90
14	\$77,313	74	65	-9	-19.55
15	\$40,165	41	30	-11	-24.40

Note: this chart is based on the 2011 GS Pay Table; Expected OCS and Delta OCS are to the SPL

FORMULAS:

$$\text{Salary}_{\text{upper rail}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (1.0800) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{Salary}_{\text{SPL}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{Salary}_{\text{lower rail}} = (\text{Salary}_{\text{GS-1 Step-1}}) * (0.9200) * (\text{SPL factor})^{\text{OCS}}$$

$$\text{Relative Score} = ((\text{Salary}_{\text{Current Base}} / \text{Salary}_{\text{SPL}}) - 1) * 100$$

$$\text{SPL factor} = (\text{Salary}_{\text{GS-15 Step-10}} / \text{Salary}_{\text{GS-1 Step-1}})^{(1/100)}$$

Notes:

- Relative Score is a percent (+ or -).
- **Salary_{upper rail}** is 8% above the **Salary_{SPL}**
- **Salary_{lower rail}** is 8% below the **Salary_{SPL}**

- The SPL factor can be thought of as 1 + the percent change in pay associated with a one point change in contribution. The SPL factor changes every year because it is based on the GS Pay Table.

Example (using the 2011 GS Pay Table):

Employee 1 has a base pay of \$78,862, which correlates to an expected contribution level (expected OCS) of 75. The Pay Pool Panel in employee 1's organization assigns her an OCS of 92. Her delta OCS = 17 (92 minus 75).

The equation for Relative Score is **Relative Score** = $((\text{Salary}_{\text{Current Base}} / \text{Salary}_{\text{SPL}}) - 1) * 100$

What we know:

Salary_{Current Base} = \$78,862

What we don't know:

Salary_{SPL} = ?

Think of **Salary**_{SPL} as the salary that corresponds to the OCS that the Pay Pool Panel assigned her (92), just as her expected OCS corresponded to her current base salary (**Salary**_{Current Base}).

The equation for **Salary**_{SPL} = $(\text{Salary}_{\text{GS-1 Step 1}}) * (\text{SPL factor})^{\text{OCS}}$

What we know:

Salary_{GS-1 Step 1} = \$17,803 = salary of a GS-1 Step-1 employee

What we don't know:

SPL factor = ?

The equation for the **SPL factor** = $(\text{Salary}_{\text{GS-15 Step-10}} / \text{Salary}_{\text{GS-1 Step-1}})^{(1/100)}$

What we know:

Salary_{GS-15 Step-10} = \$129,517

Salary_{GS-1 Step-1} = \$17,803

If we do the calculations, we find the following:

SPL factor = $(\$129,517 / \$17,803)^{(1/100)}$

SPL factor = 7.274988^(1/100)

SPL factor = 1.0200427

Note that the SPL factor can vary slightly from year to year because both the numerator and denominator are rounded values and do not have the same mathematical relationship from one year to the next.

So, now that we know the **SPL factor** we can solve for **Salary**_{SPL}

Remember that **Salary**_{SPL} = $(\text{Salary}_{\text{GS-1 Step-1}}) * (\text{SPL factor})^{\text{OCS}}$

What we know:

Salary_{GS-1 Step-1} = \$17,803

SPL factor = 1.0200427

OCS = 92

If we do the calculations, we can solve for **Salary**_{SPL}

Salary_{SPL} = $(\$17,803) * (1.0200427)^{92}$

Salary_{SPL} = $(\$17,803) * 6.207074$

Salary_{SPL} = \$110,505

So now that we know **Salary**_{SPL} we can solve for Relative Score.

Remember that **Relative Score** = $((\text{Salary}_{\text{Current Base}} / \text{Salary}_{\text{SPL}}) - 1) * 100$

What we know:

Salary_{Current Base} = \$78,862

Salary_{SPL} = \$110,505

If we do the calculations, we can solve for **Relative Score**

$$\text{Relative Score} = ((\text{Salary}_{\text{Current Base}} / \text{Salary}_{\text{SPL}}) - 1) * 100$$

$$\text{Relative Score} = ((\$78,862 / \$110,505) - 1) * 100$$

$$\text{Relative Score} = (0.713651 - 1) * 100$$

$$\text{Relative Score} = (-0.2863 * 100)$$

$$\text{Relative Score} = -28.63\%$$

Alpha Delta Y Example

Delta Y is the amount of salary on the vertical axis which is the difference between the employee's current salary and the Standard Pay Line (or the reference line used by the organization) for their OCS. Delta Y provides the exact salary differential that it would take to bring the employee to the SPL (or reference line used). Alpha is a constant (<1.0) computed to preserve the CRI budget allocated by the default algorithm. In other words, given a pay pools funding level, alpha is the % of an employee's delta Y that will be distributed as CRI. Alpha * Delta Y is the method commonly used to distribute the salary and award dollars.

Example (same as above, using the 2011 GS Pay Table, and all salaries based upon the SPL):

From the above example, we know that employee 1 has a base pay of \$78,862, which correlates to an expected contribution level (expected OCS) of 75. The Pay Pool Panel in employee 1's organization assigns her an OCS of 92 that corresponds to a salary of \$110,505 (Salary_{SPL}). Her delta OCS = 17 (92 minus 75).

Assume that employee 1's pay pool has an Alpha of 0.50.

Employee 1's Delta Y = Salary_{SPL} minus current base salary

Employee 1's Delta Y = \$110,505 - \$78,862

Employee 1's Delta Y = \$31,643

If we apply the Alpha * Delta Y algorithm to the above salaries, we will get employee 1's salary increase for that year (**assuming all pay rules and caps are met**).

Salary Increase = Alpha * Delta Y

Salary Increase = 0.50 * \$31,643

Salary Increase = \$15, 822

Relationship between Relative Score and Alpha Delta Y (assuming all salaries based upon the SPL)

According to AcqDemo guidance, an employee's percentage increase in pay should be inversely proportional to his or her Relative Score. In other words, the employee with the largest negative Relative Score should receive the largest percentage pay increase. In mathematical terms, this can be stated as:

$$\text{Pay Increase \%} = \text{Alpha} * (-\text{Relative Score})$$

Where Alpha is a constant (<1.0) computed to preserve the CRI budget allocated to the default algorithm. Converting the pay increase percent to dollars, yields:

$$\text{Pay Increase \$} = \text{Alpha} * (\text{Relative Score} / 100) * \text{Salary}_{\text{SPL}}$$

Substituting for Relative Score and simplifying terms, we get:

$$\begin{aligned}\text{Pay Increase \$} &= \text{Alpha} * (-(\text{Salary}_{\text{Current Base}} - \text{Salary}_{\text{SPL}}) / \text{Salary}_{\text{SPL}}) * \text{Salary}_{\text{SPL}} \\ \text{Pay Increase \$} &= \text{Alpha} * (\text{Salary}_{\text{SPL}} - \text{Salary}_{\text{Current Base}})\end{aligned}$$

However, $(\text{Salary}_{\text{SPL}} - \text{Salary}_{\text{Current Base}})$ is Delta Y, so:

$$\text{Pay Increase \$} = \text{Alpha} * \text{Delta Y}$$

This is the default algorithm in the CCAS software.

The reason why Delta Y is used in the default algorithm instead of Relative Score is that the budget-control constant (Alpha) is much easier to compute using dollars than it is using percentages.

APPENDIX G

PROCESSING PERSONNEL ACTIONS UNDER THE DEMONSTRATION PROJECT

Demo Authority Code: **Z2W**

Demo Legal Authority: **P.L. 104-106**

NOA for initial movement of an organization into the Demo: **894/721**

Nature of action codes (NOACs) and Legal Authority Codes (LACs) in the OPM Operating Manual, “Guide to Processing Personnel Actions” will be used under this demonstration project, as appropriate. OPM has given the AcqDemo project authority to process AcqDemo unique actions using Z2W and P.L. 104-106. For example: Using Demo Delegated Examining Authority to make a selection would be processed: NOA 101 Career-Cond Appointment and Z2W, P.L. 104-106. Whereas hiring an employee not covered by the AcqDemo off an OPM certificate would be processed: NOA 101 Career-Cond Appointment and ACM CW Cert No.____.

Remarks for AcqDemo actions follow below:

Adjustment reflects initial buy-in to the Acquisition Demonstration Project which includes proportional increase based on time completed towards Within Grade Increase waiting period

Change In Broadband Level To Next Lower Level Within Career Path. This Action Is Not An Adverse Action

Change In Broadband Level As A Result Of Adverse Action

Reflects A Voluntary Decrease In Total Salary Of \$ XXX, Per Your Request Dated .

Broadband Level Has Been Lowered Due To This Voluntary Reduction In Salary

Demonstration Salary Is Compatible To GS-Step 4

Lump Sum Realignment Incentive Under The Acquisition Workforce Personnel Demonstration Project

Appointment is based on Scholastic Achievement as defined in the Acquisition Demonstration Project

This action reflects a contribution award under the Acquisition Demonstration Project

TYPE OF ACTION	NOA CODE	NATURE OF ACTION	AUTHORITY
APPOINTMENT			
Career a) Appointed under demo DE auth. or b) Appointed under other than demo DE auth.	100	Career Appointment	PL104-106
Career-Cond a) Appointed under demo DE auth. or b) Appointed under other than demo DE auth.	101	Career-Cond Appointment	PL104-106
Conv. To Career a) Under demo DE auth. or b) Under other than demo DE auth.	500	Conv. to Career Appointment	PL104-106
Conv. To Career-Cond a) Converted under demo DE auth. or b) Conv. under other than demo DE auth.	501	Conv. To Career-Cond Appt.	PL104-106
Reassignment	721	Reassignment	PL104-106
Temporary NTE a) Appointed under demo DE auth. or b) Appt under other than demo DE auth	115	Appt NTE (date)	PL104-106
Conv Temp Limited to NTE a) Under demo DE auth. or b) Under other than demo DE auth	515	Conv to Appt NTE (date)	PL104-106
Modified Term NTE Under demo DE auth	108	Modified Term Appt NTE (date)	PL104-106
Conv to Modified Term NTE Under demo DE auth	508	Conv to Modified Term Appt NTE (date)	PL104-106
Extension of Modified Term Appointment	765	Extension of Modified Term Appt NTE (date)	PL104-106
Volunteer Emeritus Service	(none)	Volunteer Service – Without Pay	PL104-106

Termination of Volunteer Emeritus Service	(none)	Termination of Volunteer Service – Without Pay	PL104-106
Sabbatical	480	Sabbatical NTE	PL104-106
Promotion (includes temporary & Ext. of temporary promotion) Competitive Promotion to a Higher BB level	702/703/ & 769		PL104-106
Chg to Lower Level Effectuated through CCAS Not effectuated through CCAS	713	Chg to Lower Grade/Level	PL104-106
AWARDS AND BONUSES			
Contribution Based Compensation Appraisal System (CCAS) Award (CA)	840/841	Cash Award	PL104-106
SEPARATIONS			
Separation Actions Reduction in Force Removal	356 330	Reduction in Force Removal	PL104-106 PL104-106
SALARY			
Salary Adjustments	894	Enter or Leaving the Demo	PL 104-106

ARMY NOTE: Appendix G - Nature of Action Codes. This table is not all inclusive. It does not include NOACs for details and temporary actions such as promotions. We only found out these types of actions were able to be done in the Demo by reading the system documentation guidance that came in. Recommend that NOACs on details and temporary actions be added to Appendix G.

APPENDIX H

SAMPLE POSITION REQUIREMENT DOCUMENT (PRD)

Under the demonstration project's classification system, a new Position Requirements Document (PRD) replaces the current agency developed position description. The following is an example of a completed PRD for the Business Management and Technical Management Professional career path, broadband level II, Management and Program Analyst occupational series 343.

SAMPLE POSITION REQUIREMENTS DOCUMENT (PRD)

Acquisition Workforce Demonstration Project DOCUMENT NAME/#: PRGANAL1

I. POSITION AND ORGANIZATION INFORMATION

Position:

Management and Program Analyst, NH-0343-II

Purpose of position:

The primary purpose of the position is to provide managers with objectively based information for making decisions on the administrative and programmatic aspects of agency operations and management, by accomplishing a wide variety of assignments concerned with effectiveness and efficiency of programs and operations.

Organization:

Wigget Program Office

Organization mission/goals:

Procure the best Wigget at the least cost.

II. MAJOR DUTIES

A. Duty:

Provides program support, assessment, and consultation services for interrelated readiness issues/programs ranging from identification of required contingency response missions and support plans, natural disaster, war damage repair, to effective management of limited resources. (10%)

Selected Staffing KSAs: A4, A5, A6, A7, A8, A9, A10

B. Duty:

Provides substantive management support services in the areas of program cost analysis, annual and multi-year fiscal planning, development of annual work-plan(s), and/or commercial activity for organizations whose operations are interrelated and fairly stable in nature. (20%)

1

Selected Staffing KSAs: A4, A6, A7, A8, A9, A11, A12, A13

C. Duty:

Performs substantive information management reviews and/or studies for several organizations at different echelons and geographic locations with interrelated functions, and monitor and advise on control and maintenance of documents, files, forms, records, etc., to promote organization efficiency. (16%)

Selected Staffing KSAs: A4, A6, A7, A8, A9

D. Duty:

Prepares detailed plans and performs work measurement, methods and procedures, benchmarking, and/or time engineered studies for substantive work processes and functions that are interrelated, to improve production efficiency. (22%)

Selected Staffing KSAs: A4, A6, A7, A8, A9

E. Duty:

Conducts management surveys and research projects and provides advisory services on substantive issues of moderate scope and impact to assess the effectiveness of program operations. (17%)

Selected Staffing KSAs: A4, A6, A7, A8, A9

F. Duty:

The employee studies the structure and/or functions of organizations with interrelated work processes or functions, to resolve substantive issues, of moderate scope, and propose new organizational structures, realignment of functions, solution to space/supplies/equipment issues, and/or staffing levels, to improve efficiency. (15%)

Selected Staffing KSAs: A4, A6, A7, A8, A9

G. Other Work Requirements

1. The employee must obtain and maintain the appropriate security clearance.
2. This position requires the employee to frequently travel away from the normal duty station.
3. The employee may be required to work overtime.
4. This is a Testing Designated Position. The employee is subject to random drug testing.
5. This position requires the employee to sign a mobility agreement under the provisions of the agency mobility program.
6. This position requires that the employee be certified in the use of a respirator.

III. KNOWLEDGES, SKILLS AND ABILITIES (KSAs)

A. Selected Staffing KSAs:

1. Ability to maintain good working relations
2. Ability to plan and execute complex, multi-faceted projects
3. Ability to recognize and analyze problems, conduct research, summarizes results, and makes appropriate recommendations
4. Ability to access or locate information through the use of a personal computer or terminal
5. Ability to meet and deal with customers using a high degree of tact and diplomacy
6. Ability to communicate orally and in writing
7. Ability to review, analyze, and manage Contingency Mobilization Planning, and/or War Reserves Programs
8. Ability to stratify resources against approved programs; to plan, present, and execute budgets; to analyze budget impacts on programs; and to forecast long-term funding requirements
9. Ability to execute projects and/or studies within established financial and time constraints
10. Knowledge of cost and economic analyses principles, techniques, and practices

B. Basic Training Competencies:

1. Ability to maintain good working relations
2. Ability to plan and execute complex, multi-faceted projects

3. Ability to recognize and analyze problems, conduct research, summarizes results, and makes appropriate recommendations
4. Ability to access or locate information through the use of a personal computer or terminal
5. Ability to meet and deal with customers using a high degree of tact and diplomacy
6. Ability to research, analyzes, interpret and apply rules, regulations, and procedures
7. Knowledge of the operations, products, services, needs, and goals of the program(s) and the organizations studied or served, and related customers, functions, resources, and users
8. Ability to develop and utilize appropriate data collection techniques
9. Ability to communicate orally and in writing
10. Ability to advise others
11. Knowledge of logistics management principles, concepts, policies, and regulations.
12. Ability to review, analyze, and manage Contingency, Mobilization Planning, and/or War Reserves

Programs

13. Ability to stratify resources against approved programs; to plan, present, and execute budgets; to analyze budget impacts on programs; and to forecast long-term funding requirements
14. Ability to execute projects and/or studies within established financial and time constraints
15. Knowledge of DoD acquisition and life cycle management policies, procedures, and practices
16. Knowledge of cost and economic analyses principles, techniques, and practices
17. Ability to plan, conduct and record surveys and inspections

IV. FACTORS:

Factor: 1. - Problem Solving Level II.

Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Flexibility, adaptability, and decisiveness are exercised appropriately. Plans and conducts functional technical activities for projects/programs. Identifies, analyzes, and resolves complex/difficult problems. Independently identifies and resolves conventional problems which may require deviations from accepted policies or instructions. Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes.

Factor: 2. - Teamwork/Cooperation Level II.

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately. Works with others to accomplish projects/programs. Uses varied approaches to resolve or collaborate on project/program issues. Facilitates cooperative interactions with others. Guides/supports others in executing team assignments. Proactively functions as an integral part of the team.

Factor: 3. - Customer Relations Level II.

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately. Guides the technical/functional efforts of individuals or team members as they interact with customers. Initiates meetings and interactions with customers to understand customer needs/expectations.

Factor: 4. - Leadership/Supervision Level II.

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. 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. Recruits, develops, motivates and retains quality team members in accordance with EEO/AA and Merit Principles.

Factor: 5. - Communication Level II.

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately. Communicates team or group tasking

results, internally and externally, at peer levels. Writes, or is a major contributor to, management/technical reports or contractual documents. Presents informational briefings.

Factor: 6. - Resource Management Level II.

Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately. Plans and utilizes appropriate resources to accomplish project goals. Optimizes resources to accomplish projects/programs within established schedules. Effectively accomplishes project/program goals within established resource guidelines.

V. CLASSIFICATION SUMMARY

In this position:

Duty A. 10% NH-0343-II Program Analyst
Program Readiness and Contingency Planning

Duty B. 20% NH-0343-II Program Analyst
Program Resource Analysis

Duty C. 16% NH-0343-II Management Analyst
Records Management/Documents Control

Duty D. 22% NH-0343-II Management Analyst
Workforce Measurement

Duty E. 17% NH-0343-II Program Analyst
Program Effectiveness Surveys

Duty F. 15% NH-0343-II Management Analyst
Organizational Efficiency Studies

Army Supplement to Appendix H

SAMPLE FASCLASS POSITION REQUIREMENT DOCUMENT (PRD)

Under the demonstration project's classification system, a new Position Requirements Document (PRD) replaces the current agency developed position description. All employees of the Army who actively develop Position Requirements Documents (PRD) for AcqDemo positions will do using **FASCLASS**.

FASCLASS is both a restricted and non-restricted site accessible through Army CPOL. Any Army employee may access FASCLASS to review or retrieve a PRD. Those that submit for content and format verification must have been granted access by their local CPAC using the **SYSTEM ACCESS NOMINATION AND AUTHORIZATION REQUEST (SANAR)** Form (SAMR-CP-PS Form 1 (Rev 22 Jun 2001))

The following is an example of a completed PRD for the Business Management and Technical Management Professional career path, broadband level III, Management and Program Analyst occupational series 0301.

Position Description

PD#: ASXXXXXX

Replaces PD#:

Sequence#: VARIES

PROGRAM MANAGEMENT ANALYST

NH-0301-03

Servicing CPAC: FORT BELVOIR VA

Agency: VARIES

Army Command:
VARIES

Command Code: VARIES

Region: NORTH CENTRAL

Citation 1: OPM PCS MISC ADMIN & PROGRAM SERIES, GS-301, JAN 79

Citation 2: ACQUISITION DEMO POSITION REQUIREMENTS DOCUMENT

PD Library PD: NO

PD: NO

Classified By: DEMO TEAM

Classified Date: 07/07/2003

FLSA: EXEMPT	Drug Test Required: VARIES	DCIPS PD: NO
Career Program: 10	Financial Disclosure Required: NO	Acquisition Position: YES ***
Functional Code: 00	Requires Access to Firearms: VARIES	Interdisciplinary: NO
Competitive Area: VARIES	Position Sensitivity: VARIES	Security Access: VARIES
Competitive Level: VARIES	Target Grade/FPL: 03	Career Ladder PD: NO
Emergency Essential:	Bus Code: VARIES	Personnel Reliability Position: VARIES
Information Assurance:	Influenza Vaccination: NO	
PD Status: VERIFIED		

Serves as Program Management Analyst in the Joint Program Executive Office for Chemical and Biological Defense (JPEO-CBD) organization. Provides direction, advice and support for all human resource/manpower activities of the JPEO, to include all Project/Product Managers and offices worldwide. Coordinates a variety of projects and taskings. Incumbent must possess analytical and managerial skills and abilities in evaluating a multitude of human resource management, manpower and administrative initiatives under the domain of the JPEO. The JPEO-CBD is a complex organization, comprised of professional, technical and administrative personnel under the direction of Project and Product Management Offices and intensive management offices in diverse geographic locations. The JPEO mission involves development, engineering, product improvement, procurement, production, integrated logistics support, fielding and allocation and execution of all financial/personnel/materiel resources for its assigned systems acquisition programs. The varied and geographically dispersed elements of the JPEO require extensive coordination with management, administrative staff, several Civilian Personnel Advisory Centers (CPACs) and Civilian Personnel Operating Centers (CPOCs).

Position Duties:

1. Works under the general supervision of the Director, Human Resources serving as advisor to the JPEO/DJPEO on human resource/manpower issues. Assists management in achieving sound position structures. Prepares position descriptions (PDs) and/or advises managers in preparation of PDs, assuring that PDs are adequate for classification purposes. Provides expert advice on staffing matters, including management options, automation and alternatives with regard to recruitment, reorganizations, realignments and reshape/downsizing actions. Evaluates and makes recommendations to the JPEO on job accretion requests. Acts as liaison between JPEO and servicing Civilian Personnel Advisory Centers (CPACs) on personnel issues. Investigates and assists management in resolving grievances, EEO complaints and other sensitive issues related to management-employee relations. Provides technical advice on Army Acquisition Workforce programs and issues, to

include the Acquisition Positions List (APL), Acquisition Certification Requirements, and the Acquisition Demonstration Project. Serve on the JPEO Acquisition Demo Personnel Policy Board. **(Approx. 60%)**

2. Works closely with JPEO budget/finance staff to project and forecast salary costs and to provide analysis of trends, statistical data, and distribution of resources. Serves as the PEO Action Officer for Manpower related projects, such as, Civilian Execution Plan, Defense Reform Initiatives, QDR, MEA studies, Outsourcing and Privatization. **(Approx. 20%)**

3. Initiates, develops, revises policy and procedures related to JPEO human resources or administrative issues. Writes and interprets implementing instructions to higher echelon regulations. Writes and presents status on special studies/reports. Prepares and gives briefings to higher-level management. **(Approx. 20%)**

IV. Factors:

Factor: 1. - Problem Solving Level III.

Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Flexibility, adaptability, and decisiveness are exercised appropriately.

Independently defines, directs, or leads highly challenging projects/programs. Identifies and resolves highly complex problems not susceptible to treatment by accepted methods. Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines. Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment. Develops plans and techniques to fit new situations to improve overall program and policies. Establishes precedents in application of problem-solving techniques to enhance existing processes.

Factor: 2. - Teamwork/Cooperation Level III.

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately. Works with others to accomplish complex projects/programs. Applies innovative approaches to resolve unusual/difficult issues significantly impacting important policies or programs. Promotes and maintains environment for cooperation and teamwork. Leads and guides others in formulating and executing team plans. Peers seek expertise.

Factor: 3. - Customer Relations Level III.

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately. Guides and integrates functional efforts of individuals or teams in support of customer interaction. Seeks innovative approaches to satisfy customers. Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to program/projects. Interacts independently and proactively with customers to identify and define complex/difficult problems and to develop and implement strategies or techniques for resolving problems (e.g., determining priorities and resolving conflict among customers' requirements).

Factor: 4. - Leadership/Supervision Level III.

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. 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.

Factor: 5. - Communication Level III.

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately. Communicates project or program results to all levels, internally and externally. Reviews and approves, or is a major contributor to/lead author of, management reports or contractual documents for external distribution. Provides inputs to policies. Presents briefings to obtain consensus/approval.

Factor: 6. - Resource Management Level III.

Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately. Plans and allocates resources to accomplish multiple project/programs. Identifies and optimizes resources to accomplish multiple project/program goals. Effectively accomplishes multiple project/program goals within established guidelines.

V. KSAs:

Comprehensive knowledge of civilian and military personnel rules and regulations from a managerial perspective, and expert knowledge of theories, concepts and principles of human resource management, in order to apply this knowledge to JPEO human resources issues.

Knowledge of the principles of position classification, to include knowledge of delegated classification authority principles and requirements.

Expert knowledge in applying analytical and evaluative methods and techniques, and the ability to plan, conduct and document a variety of studies, analyses and reports, including findings, recommendations, and follow-up.

Comprehensive knowledge of the mission and functions, and organizational structure of the JPEO in order to provide sound advice on human resources and administrative issues unique to a JPEO/JPM environment.

Expert knowledge in applying analytical and evaluative methods and techniques, and the ability to plan, conduct and document a variety of studies, analyses and reports, including findings, recommendations, and follow-up.

Ability to coordinate, evaluate and integrate the work of others into a cohesive final product that accurately reflects the JPEO's position on a wide variety of management issues.

Ability to serve on or lead the efforts of various committees, meetings, work groups and process action teams.

Ability to interact one-on-one with managers peers and subordinates effectively.

Skill in oral written communication in order to write, interpret and develop implementing instructions to higher echelon regulations; write policies and procedures; write and present status on special reports; prepare and/or give briefings to higher level management.

FLSA EVALUATION OUTLINE**FASCLASS JOB NUMBER: AS150851****CPOC REGION: NC**

MACOM:

- ☐ Foreign Exemption
- ☐ Executive Exemption
- ☐ Exercises appropriate supervisory responsibility (primary duty)
- ☐ Customarily and regularly exercises independent judgment
- ☐ 80% test, if applicable (GS-5/6; Sit 1 & 2 WS supervisors; law enforcement & firefighter supervisors thru GS-9)
- ☐ Professional Exemption
- ☐ Professional work (primary duty)
- ☐ Intellectual and varied work (more than dealing with procedures/precedents)

☐ Discretion & independent judgment
☐ 80% test, if applicable (This virtually never applies since GS-5/6 positions are trainees and other eligible employees are not professional)
YES ☐ Administrative Exemption
☒ Primary duty
☐ Policy or
☒ Management or general business or supporting services or
☐ Participation in the executive/administrative functions of a management official
☒ Non-manual work test
☒ intellectual and significant (more than dealing with procedures/precedents), or
☐ specialized & technical in nature requiring considerable training/experience
☒ Discretion & independent judgment
☐ 80% test, if applicable

Comments/Explanations (State which major duties/job functions are Exempt):

CONCLUSION: EXEMPT

Classification Comments:

*** This is an Army Acquisition and Technology Workforce position.
The employee must meet DoD 5000.52-M requirements applicable to the duties of the position.

This is an Acquisition Position and requires Level II certification in Acquisition Career Field A.

Position Evaluation:

Not Listed

APPENDIX J

GRIVENANCES AND APPEALS

These Notes apply to the table on page 2 of this Appendix.

^[1] The statutory basis for negotiated grievance procedures may be found at 5 U.S.C. Chapter 71, Subchapter III, Grievances, Appeals, and Review. There is no corresponding Part in the Code of Federal Regulations. The foundational authority for the administrative grievance procedures is 5 CFR Part 771, Administrative Grievance Systems.

^[2] The statutory basis for appeals to the Merit Systems Protection Board is 5 U.S.C. Chapter 77, Appeals. The Board has issued regulations governing appeals at 5 CFR Part 1201, Practices and Procedures.

Additional Information:

The administrative grievance system (AGS) covers bargaining unit employees when a matter covered by the AGS cannot be grieved under a negotiated grievance procedure (NGP) either because (1) no NGP was in effect at the relevant time, or (2) the NGP specifically excludes the matter being grieved.

Bargaining unit employees can elect to use the negotiated grievance procedure instead of an appeal to the MSPB.

If the Contribution-Based Action Is--	And the Employee Is a--	Then the Grievance Procedure^[1] Is--	Appeal Rights to Merit Systems Protection Board (MSPB)^[2] Are--
Reassignment without reduction in pay	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Not applicable
Directed change to lower broadband level without reduction in pay	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Not applicable
Reassignment with reduction in pay	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Applicable ²
Change to lower broadband level with reduction in pay	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Applicable ²
Removal	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Applicable ²
Reduction or denial of the general pay increase	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Not applicable
Contribution rating increase	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Not applicable
Contribution award	Bargaining unit member	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Not applicable
Overall Contribution Score	Bargaining unit	The negotiated grievance procedures (unless the matter is excluded from coverage) ¹	Not applicable
Reassignment without reduction in pay	Non-bargaining unit member	In accordance with Component's administrative grievance system	Not applicable
Reassignment with reduction in pay	Non-bargaining unit member	Not applicable	Applicable
Directed change to lower broadband level with reduction in pay	Non-bargaining unit member	Not applicable	Applicable
Removal	Non-bargaining unit member	Not applicable	Applicable
Reduction or denial of the general pay increase	Non-bargaining unit member	In accordance with Component's administrative grievance system	Not applicable
Contribution rating increase	Non-bargaining unit member	The administrative grievance system	Not applicable
Contribution award	Bargaining unit	The negotiated grievance procedure (unless the matter is excluded from coverage) ¹	Not applicable
Overall Contribution Score	Non-bargaining unit members	The administrative grievance system	Not applicable

APPENDIX K

TRAINING PLAN

Training Overview

The DoD Civilian Acquisition Workforce Personnel Demonstration Project is an initiative designed to further enhance the quality, professionalism, and management of the DoD civilian acquisition workforce through improvements in the efficiency and effectiveness of the Human Resources Management System. An essential and critical step in this demonstration is the training on the new system which is provided to supervisors and managers, human resources personnel, labor personnel, and all other employees involved in the demonstration project.

Terminal Learning Objectives

The following terminal learning objectives⁵ are general statements of the desired training outcomes for each target audience. During the design phase, one or more enabling learning objectives was created for each terminal learning objective. (Note: The sequence of TLOs does not imply that the training will necessarily be presented in this sequence.)

All *employees* should be able to:

- TLO 1 - Explain the goals and objectives of the Demonstration Project and the potential benefits to the individual participant.
- TLO 2 - List the resources and references available to learn more about the Acquisition Demonstration Project.
- TLO 3 - Describe the major interventions of the Demonstration Project, to include: broad banding, simplified classification system, Contribution-based Compensation and Appraisal System (CCAS), hiring, Priority Placement Program modifications, critical skills training, appointment authority, sabbaticals, voluntary emeritus program, and conversion from, and determining broadband equivalency to the GS system.
- TLO 4 - State how he or she (the individual employee) will be affected by the Acquisition Demonstration Project, especially in regard to pay, promotion, contribution appraisal, and other personnel actions.
- TLO 5 - Explain his or her individual responsibilities in the Contribution-based Compensation and Appraisal System.

⁵ Learning objectives are normally stated in task (behavior)/condition/standards format. However, in that no testing is envisioned in the demonstration project training program, conditions and standards have been omitted.

In addition to TLOs 1-4, *supervisors and managers* should be able to (labor personnel should be provided the same training as supervisors and managers):

- TLO 6 - Articulate the major interventions and benefits of the Demonstration Project to subordinates.
- TLO 7 - Develop plans and procedures to implement the Acquisition Demonstration Project within their organizations.
- TLO 8 - Describe managers' and employees' responsibilities in the Contribution-based Compensation and Appraisal System.

In addition to TLOs 1-2, *administrative support/human resources personnel* should be able to:

- TLO 9 - Describe in detail and implement the major interventions of the Demonstration Project: broad banding, simplified classification system, Contribution-based Compensation and Appraisal System, hiring, Priority Placement Program modifications, critical skills training, workforce shaping, sabbaticals, voluntary emeritus program, and conversion back to the former system.
- TLO 10 - Develop personnel plans and procedures to implement the Demonstration Project within their organizations.

Training Phases

Effective training is critical to any organization's successful participation in the AcqDemo project. Therefore, to assist all organizations in understanding the various aspects of the AcqDemo project, the Project Office has developed a three-phase training concept designed to provide entry-level through sustained project information.

A. Phase I - AcqDemo Overview

The AcqDemo overview consists of a web-based tutorial, three introductory videos and a PMO briefing that provides a broad introduction to the eleven demonstration interventions, with a special emphasis on the Contribution-based Compensation and Appraisal System (CCAS). This set of training is designed primarily for new organizations, however it may also be used as a refresher, or to familiarize new personnel (within an existing pay pool) on the demonstration.

B. Phase II – Implementation Training

To be provided primarily through local instruction (Train-the-Trainer Program).

C. Phase III - CCAS Sustainment

To be provided primarily through contractor instruction.

Train-the-Trainer Program

The Project Office has also instituted a Train-the-Trainer program designed to multiply the reach of the course materials. Therefore, the Project Office will continue training employee representatives at local sites to train others within their organizations.

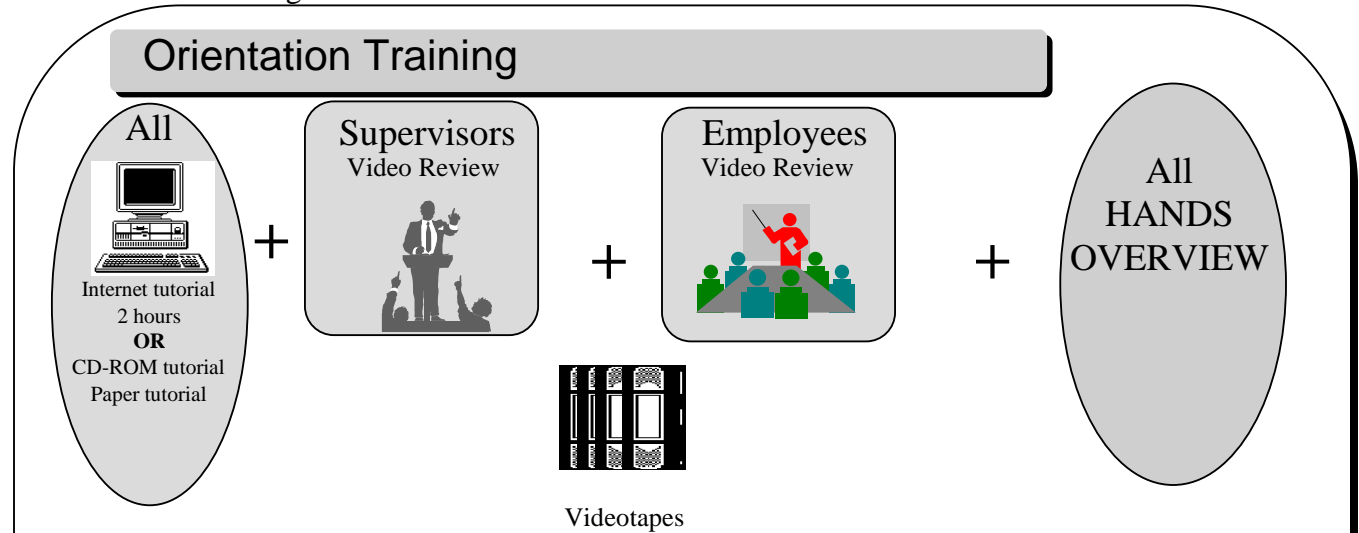
The DoD Civilian Acquisition Workforce Demonstration Project Program Office training staff has the responsibility for development and delivery of all initial training materials and presentation of information to the organizational-level trainers. Additionally, the training staff will take the lead in coordinating the schedule for regional training. Service representatives and/or the joining organization's Implementation Team will propose and coordinate the schedule for individual organizations with the Program Office training staff.

The T3 instruction will be divided into three areas: classroom-based instruction, student observations, and formal class presentations. Class materials supporting the classroom training will be distributed at the training site. These training materials will include the following: an AcqDemo Trainers' Guidebook, and copies of the AcqDemo-governing Federal Register and operating procedures. Additional tutorial material is located at the Program Office web site: <http://www.acqdemo.com>.

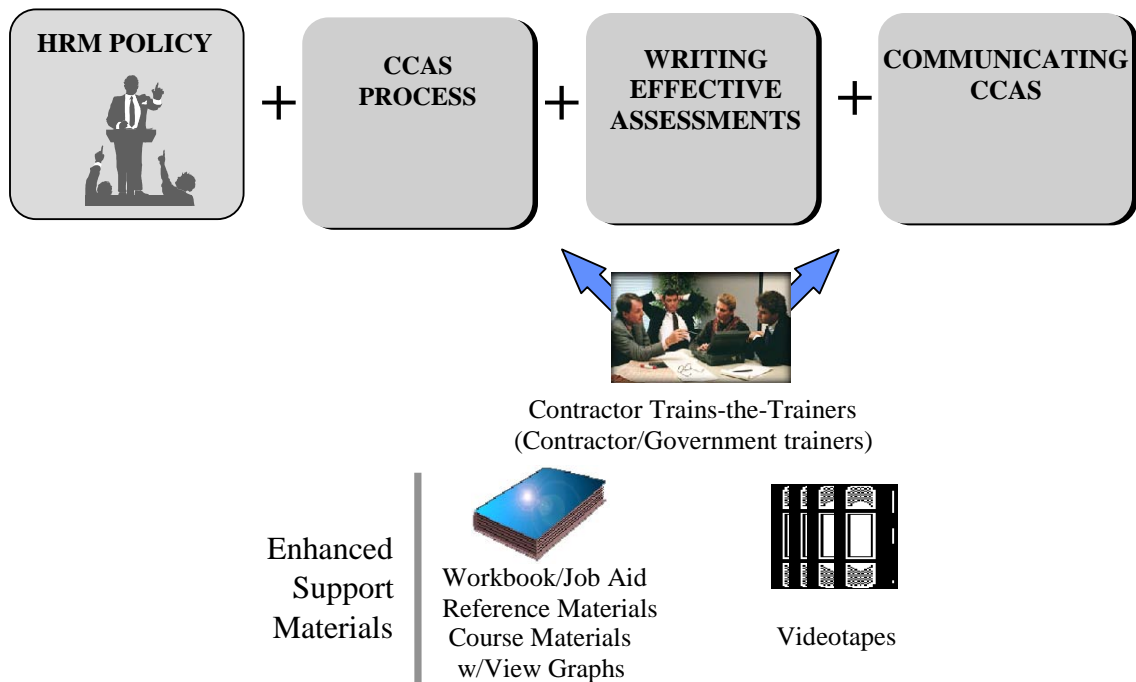
Training Phases Flow appears in the illustration below:

Selected Overall Approach

2 Orientation Training



Implementation Training



Sustainment



Employees:

The principal method for providing orientation training is through web-based tutorials. The AcqDemo Project Office has provided a detailed and extensive tutorial that requires no more than two hours for the average employee to complete. The tutorial is posted on the AcqDemo web site for easy access by the majority of participants in the Demonstration Project. The web site address is <http://www.acqdemo.com>. Those participants who have access to a computer with a CD-ROM drive but no Internet access may receive a copy of the same tutorial on CD-ROM for use in a stand-alone mode. Additionally, instructional video tapes are available and can be attained by contacting the Training section of the AcqDemo Project Office.

The Internet-delivered tutorial and Project Office-provided video tapes should be reviewed prior to the organization receiving the “All Hands” Overview. This Overview can also be scheduled by contacting the Training section of the Project Office.

Supervisors/Managers:

All supervisors and managers involved in the demonstration project are expected to work through the tutorial. Additionally, trainers that have been trained and certified in Train the Trainer sessions will provide on-going training for unit personnel.

Administrative Support Staff/HR Personnel:

Administrative support personnel are expected to work through the web-based tutorial. Additionally, they attend an eight-hour DoD-led workshop focusing on personnel matters. This workshop can be scheduled by contacting the DoD Project Office.

Tutorials

The guidance from the Project Office requires the design and development of a basic tutorial on the Demonstration Project for use by all participating employees. The tutorial is provided in:

- A real-time, Internet-based format which is available to all participants with Internet access to the web site. This is the principal method of delivery of the tutorials; we anticipate that approximately 85% of employees will or have used the Internet tutorial.
- A CD-ROM format for those participants with access to multimedia computers but without Internet access.

Videos

Several videos for use in the training program have been produced and will be provided all organizations entering the AcqDemo. The videos will periodically be updated to ensure timeliness of the information provided.

The “AcqDemo Project Experience” Series provides a yearly update on the AcqDemo Project, to include interviews from Project Office and participating organization personnel, CCAS results. It provides both the supervisor’s and employee’s perspective of the demonstration and offers insight into lessons learned during the first year

“Communicating CCAS”, for use by supervisors, focuses on communicating requirements of the Contribution-Based Compensation and Appraisal System, to include required/suggested feedback periods, counseling techniques for managers, to ensure that the employee understands his or her status and the possible implications, remedial steps, and resources which may be available to assist both supervisors and employees. Professional actors, in office settings, are used to illustrate the teaching points. This video runs 12-15 minutes.

“The Paypool Process” provides information and examples to supervisors and pay pool managers in establishing and managing a pay pool. This video currently runs approximately 10-12 minutes. DoD provides updated and revised (as necessary) printed materials for conducting Train-the-Trainer training sessions, principally workbooks and viewgraphs.

APPENDIX L

GLOSSARY OF TERMS

APPROPRIATELY COMPENSATED – “C” REGION. The appropriately compensated region is the area on or between the upper and lower rails of the normal pay range. Under CCAS, an employee whose salary versus OCS plots within this region must receive the full general pay increase, may receive a contribution rating increase, and may receive a contribution award.

BROADBAND LEVEL. A broadband level is a pay range derived from the General Schedule pay rates.

CAREER PATH. One of three categories that an employee is placed in which corresponds to the employee’s occupational series currently held.

CHANGE TO LOWER BROAD BAND LEVEL. The movement of an employee to a lower broadband level within the same career path or to a different career path and level in which the new broadband level has a lower maximum salary range than the broadband level from which the employee is being moved.

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

CONTRIBUTION AWARD. A lump-sum payment based upon an individual’s contribution to the mission of the organization. This award does not affect base salary.

CONTRIBUTION-BASED COMPENSATION AND APPRAISAL SYSTEM (CCAS). CCAS is a contribution-based assessment system that links salary adjustments to the individual’s overall contribution to the organization’s mission.

CONTRIBUTION IMPROVEMENT PLAN (CIP). The contribution improvement plan is a document issued by the rating official that outlines specific areas in which the employee is inadequately contributing. This document states how the employee’s contribution is inadequate; what improvements are required; recommendations on how to achieve increased contribution; assistance that the agency will offer to the employee in improving inadequate contribution; and the consequence of failure to improve.

CONTRIBUTION RATING INCREASE (CRI). A contribution rating increase is a base salary increase based upon an individual’s contribution to the mission of the organization.

DESCRIPTORS. Descriptors are narrative statements that describe contributions typical for the broadband levels at increasing levels of contribution, and are the basis for contribution assessment. Descriptors are not used individually to assess contributions but taken as a whole to derive a single evaluation for each factor.

DISCRIMINATORS. Various categories in which an employee’s contribution is assessed. Discriminators for each factor are the same for all career paths and all broadband levels.

DISPLACEMENT. For purposes of this demonstration project, displacement means the movement via RIF procedures of a fully qualified employee into a position held by an employee of lower retention standing in the same or lower broadband level. The undue interruption standard of 5 CFR 351.403(a)(1) serves as the criterion to determine if an employee is fully qualified. In addition, to be fully qualified, the employee must meet DAWIA statutory requirements for the position, if applicable. (However, statutory waivers shall continue to apply.)

EXPECTED OCS. The expected OCS represents an employee's expected level of contribution based upon his/her current base pay. It is derived by plotting base salary in relation to the SPL.

FACTORS. Factors are the basis for assessing contributions. The same six factors (problem solving, teamwork/cooperation, customer relations, leadership/supervision, communication, resource management) apply to all career paths.

FACTOR WEIGHTS. Weights are values from 0.5 to 1.0 that may be used to define the relative importance of the factors.

FEEDBACK. Feedback is communication between the rating official and employee about the employee's contribution during the appraisal cycle. Feedback should focus on the employee's strengths and weaknesses in areas of contribution to the organization's mission, professional development, and career development activities.

GENERAL SCHEDULE PAY INCREASE. The General Schedule pay increase allows for a percentage increase to the General Schedule, as authorized by Congress and the President each year.

Army: HIGHER BROADBAND LEVEL. The higher broadband level is one with a higher maximum rate of pay than the employee's current broadband level

INADEQUATE CONTRIBUTION. An employee is considered to be inadequately contributing if his/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). Additionally, when an employee's contribution plots in the area above the upper rail of the normal pay range, the employee is considered to be contributing inadequately.

INAPPROPRIATELY COMPENSATED – "A" REGION. This region is the area above the upper rail of the normal pay range. Under CCAS, an employee whose salary versus OCS plots within this region could be denied part or all of the general pay increase and will receive no contribution rating increase or contribution award.

INAPPROPRIATELY COMPENSATED – "B" REGION. This region is the area below the lower rail of the normal pay range. Under CCAS, an employee whose salary versus OCS plots within this region must receive the general pay increase, may receive a contribution rating increase, and may receive a contribution award.

LATERAL TRANSFER (Federal Employee (Outside of the Demo) Entering the Demo.) Reassignment between Agencies/components without change in basic pay except as provided by any WIGI or career ladder buy-in.

Army LOWER BROADBAND LEVEL. The lower broadband level is one whose maximum rate of pay is less than the maximum rate of pay of the employee's current broadband level.

LOWER RAIL. The curved line that is below the standard pay line (SPL) by an 8 percent difference in salary from the SPL throughout the OCS range. It is used to define the lower bound of the NPR.

MASTER RETENTION LIST (RIF). List of competing employees in descending retention standing order as defined by their tenure, veterans' preference, and length of service as determined by their adjusted service computation date.

NEW HIRE. The first appointment to a position as a civilian employee within the Federal Government.

NORMAL PAY RANGE (NPR). The normal pay range is the region bounded by the upper and lower rails.

OCCUPATIONAL SERIES. Numeric designator that identifies lines of work under the present, Government-wide classification system.

OVERALL CONTRIBUTION SCORE (OCS). The overall contribution score (OCS) is a numerical value which represents the employee's contribution to the mission of the organization. It is computed by averaging the scores of the six contribution factors.

PAY POOL. A group of employees among whom a certain amount of salary increase and award money is distributed. Each participant in the demonstration project is a member of only one pay pool.

PAY POOL PANEL. The pay pool panel, which includes the pay pool manager and rating officials (who normally report directly to the pay pool manager), conducts a final review of the OCSs and the recommended compensation adjustments for the pay pool members.

PAY POOL MANAGER. The manager of the pay pool who has annual pay adjustment authority.

POSITION REQUIREMENTS DOCUMENT (PRD). The position requirements document for each employee provides job-specific information, broadband level descriptors, and other information pertinent to the job, including staffing requirements and contribution expectations. This document replaces the current agency-developed position description.

PROBATIONARY PERIOD. The probationary period is a period of time in which supervisors evaluate a newly hired demonstration project employee's contribution and conduct within the acquisition workplace environment to determine whether the employee should be retained.

PROMOTION (Federal Employee Within the Demo.) The movement of an employee to a higher broadband level within the same career path (e.g. NK I to NK II) or a different career path and level in which the new broadband level has a higher maximum salary rate than the broadband level from which the employee is being moved (NK II to NH II). Salary may be set at 6% to 20% over current salary or the minimum of the broadband level whichever is higher.

PROMOTION (Federal Employee (Outside of the Demo) Entering the Demo.) A current Federal employee selected to an Acquisition Demo position with a higher salary range than currently held or previously held. Salary may be set within the range of the broadband level.

RAILS (UPPER AND LOWER). The rails are lines +/-8.0 percent in salary from the standard pay line and define the normal pay range.

RATING OFFICIAL. The rating official is the individual who formally rates or appraises the employee for the annual rating of record. Normally, this will be the first-level supervisor. The terms “rating official” and “first-level supervisor” are frequently used interchangeably in this document.

RATING OF RECORD. The rating of record is the official rating (Overall Contribution Score) that is entered into the employee’s official personnel file (or database).

REASSIGNMENT (Federal Employee Within the Demo.) The change of an employee from one position to another position within the same broadband level in the same career path or to a position in another career path and level in which the new broadband level has the same maximum salary rate than the broad band level from which the employee is being moved (e.g. NJI to NHI). There is no change in salary for employees within the Demo.

REASSIGNMENT (Federal Employee (Outside of the Demo) Entering the Demo.) Change of an employee from one competitive service position in any other pay system to an Acquisition Demo position without promotion or change to lower broadband. (Buy-in applies, refer to Federal Register Vol. 66, No. 98, 21 May 2001, Amendment to Federal Register Vol. 64, No. 05, 8 Jan 1999, Sec V A.)

RELATIVE SCORE (RS). Relative Score (RS) is the percent difference between an employee’s current base salary and the base salary that would place the employee on the Standard Pay Line (SPL) for his or her Overall Contribution Score (OCS). It is a measure of the degree to which an employee is over- or under-compensated, given their contribution to the organization’s mission. See Appendix F for a detailed explanation of Relative Score.

$$\text{Relative Score} = ((\text{Salary}_{\text{Current Base}} / \text{Salary}_{\text{SPL}}) - 1) * 100$$

Army: SAME BROADBAND LEVEL. The same broadband level is one that has no higher or lower maximum rate of pay than the maximum rate of pay of the employee's current broadband level.

STANDARD PAY LINE (SPL). The standard pay line is a mathematical relationship between contribution and salary. The standard pay line tracks from the lowest pay, GS-1/1, to the highest pay, GS-15/10. It is increased annually in accordance with the General Schedule pay increase.

SUPERVISOR. The first-level supervisor is usually the individual who formally rates or appraises the employee for the annual contribution assessment (rating of record). The terms “rating official” and “first-level supervisor” are frequently used interchangeably in this document.

TRANSFER (Federal Employee (Outside of the Demo) Entering the Demo.) Movement of an employee from one Agency or Component to another by reassignment, promotion or change to lower broadband.

UPPER RAIL. The curved line that is above the SPL by an 8 percent difference in salary from the SPL throughout the OCS range. It is used to define the upper bound of the NPR.

APPENDIX M

SAMPLE LETTERS, FORMS AND AGREEMENTS

1. Sample Letter of Notification of Transition into the Project
2. Sample Letter of Extension of Probationary Period
3. Sample Letter of Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)
4. **Sample Memo for Post Cycle Contribution Award Distribution**
5. Sample Sabbatical Application Form; Employee Request Form
6. Sample Sabbatical Application Form; Supervisory, Department Head, Executive Director/Commanding Officer Recommendation Form
7. Sample Voluntary Emeritus Work Agreement

Sample Letter of Notification of Transition into the Project

Office Symbol

Date

MEMORANDUM FOR ALL (insert ORGANIZATION/ACTIVITY) EMPLOYEES

SUBJECT: Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project Federal Register Notice of Approval

1. It is with great satisfaction that I forward the Department of Defense (DoD) Civilian Acquisition Workforce Personnel Demonstration Project Final Federal Register Notice, dated January XX, 1999. The revised notice incorporates many changes based on public comments, as well as many refinements and clarifications. This publication, coupled with the Office of Personnel Management's (OPM) approval to implement brings to the final stages the preparation to begin our project on (insert organization/activity's implementation date), 1999.
2. (Optional) I plan to host a/an command-/activity-wide town hall meeting on (insert date), at (insert time) in the (insert location). This is an important meeting as we will discuss the "who, what, where, when and how" of operating under the new Personnel Demonstration Project. We will also describe some of the critical actions that will take place as we convert from the old system to the new one.
3. One of the most important steps in a smooth transition to the Personnel Demonstration Project will be the extensive training scheduled for February and March of this year (or insert date or dates). Specifics addressing our training plan and scheduling will be announced through your respective chain of supervision, as well as through other means. Because the demonstration project changes some of the basic conditions of employment, including pay and annual evaluation, I have decided that these half-day training sessions should be attended by both supervisory and non-supervisory personnel and should be considered mandatory for all.
4. The Civilian Acquisition Workforce Personnel Demonstration Project provides a tremendous opportunity to improve the effectiveness of our command/activity through a simplified and more responsive personnel management system. While there will be undoubtedly be some problems as we gain experience with the procedures we have put in place, I am counting on your cooperation to fully demonstrate the numerous innovative civilian personnel management initiatives, on which this project was founded.
5. Questions pertaining to the Final Federal Register Notice or our training plan should be addressed to (insert name of point of contact, phone number, and email address).

Signature Block

SAMPLE EXTENSION OF PROBATIONARY PERIOD

(Date)

MEMORANDUM

To: (employee name)

From: (supervisor's name)

Subject: Extension of Probationary Period

Because you have not yet completed your one year probationary period and are scheduled for an extended educational/training assignment, it will be necessary to extend your probationary period. This extended period will give me time to properly, objectively and completely evaluate your contribution and conduct within the acquisition workplace environment upon your return.

Your training/education assignment(s) is scheduled to be held from (date) through (date). Accordingly, your probationary period will be extended until (date). Congratulations on your educational/training assignment(s).

SUPERVISOR'S SIGNATURE

Receipt Acknowledgment
(employee's signature)

Date

Copy to: Servicing Human Resource Office

Sample Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

MEMORANDUM FOR: (employee)

From: (supervisor)

Subj: Notice of Inadequate Contribution and Contribution Improvement Plan (CIP)

Ref: (a) Federal Register, Vol. 64, No. 5, January 8, 1999

1. Under the provisions of reference (a), when an employee's contribution in any factor is at or less than the midpoint of the next lower broadband level (*adjust for employee plotting above the upper rail*) the employee is considered to be contributing inadequately. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for initiation of reduction in pay or removal from Federal service. The factors on which you were rated were communicated to you on (*insert date*) and are outlined in the attached Position Requirements Document (PRD).

2. This is to notify you that as a (*insert title, career path, broad band level*) employee your contribution in critical factor (*list factor(s)*) is rated less than the midpoint of the next lower broad band level. Consequently, your contribution to this organization is considered inadequate and you are being placed on a Contribution Improvement Plan (CIP). Although you received an overall contribution score of (*insert score*), which is between the rails, you received a score of (*insert score in the mid-point of the next lower broad band level*) in the critical factor (*insert factor*). This CIP gives you (*60 calendar days or more*) to increase your contribution to a score above the midpoint of the next lower broadband level and sustain it at that level. The CIP period will commence the day after you receive this letter. The following outlines specific areas in which you are inadequately contributing, including standards for adequate contribution, actions required of you and the time they must be accomplished.

The attached PRD outlines the specific descriptors, discriminators and expected performance/contribution criteria for the factor (*insert critical factor*).

3. The reasons your score was below the adequate level are as follows:

(Describe specific examples in which the employee is inadequately contributing (e.g. assignment/ task/project, include dates assigned or dates due, result. Why or how was it inadequate?)

4. In order to increase your contribution to the adequate level you must accomplish the following:

(Provide specific expected tasks/accomplishments as well as outcomes; include completion dates for each (i.e. what needs to be done? What do you expect as an end product? When is it due?))

5. To assist you in achieving an adequate level of contribution:

(Describe what the agency will do to assist the employee (e.g. send to training, meet with the employee on a weekly basis for status and provide in-put as needed, OJT)

6. We will meet (*weekly or bi-weekly*) to discuss your progress. I will notify you in advance of the time and date for these meetings and will take into account your personal needs. Should you have any questions or encounter difficulties at any time see me immediately so that I may assist you. (*Supervisor must document these sessions, status or progress of assignments, outcomes, make a copy of the product, if necessary*)

7. I have no reason to believe your contribution deficiencies are related to any personal or Medical problems. However, if you have a medical condition you wish to be considered, you may provide medical documentation of this condition. The costs of any medical evaluation would be your responsibility. Medical documentation may not be simply conclusive in nature but must fully explain the nature of the medical condition, the evidence on which the diagnosis is based and clearly indicate how the condition impacted your ability to contribute adequately. Additionally, if you are experiencing any personal problems which may impact your ability to contribute adequately, you may contact Employee Assistance for guidance and assistance. You can contact them directly at telephone (*insert number*) or I can set up an appointment for you.

8. It is my desire for you to succeed in your position. I believe this situation can be eliminated by positive action on your part, providing you understand the seriousness of your failure to contribute at an acceptable level and providing you have the desire to make improvements. If your contribution remains at an inadequate level following this CIP period you may be reduced in pay (which may include a change to a lower broadband level and/or reassignment) or removed from Federal service.

9. This is to notify you of inadequacies in your contribution and that you have an opportunity to improve and meet the requirements of your position. My goal is to assist you to improve to an acceptable level within the next (*period given*).

Supervisor's Signature

Receipt acknowledgement:

Employee Signature

Date

Sample Memo for Post Cycle Contribution Award Distribution

Subject: Contribution Award for Rating Period October 1, 201X_ to September 30, 201X_.

Title VI of the Civil Service Reform Act, title 5 U.S.C. 4703, authorizes the Office of Personnel Management (OPM) to conduct demonstration projects that experiment with new and different personnel management concepts to determine whether such changes in personnel policy or procedures would result in improved Federal personnel management. Section 4308 of the National Defense Authorization Act for Fiscal Year 1996 (Pub.L. 104-106; 10 U.S.C.A. § 1701 note), as amended by section 845 of the National Defense Authorization Act for Fiscal Year 1998 (Pub.L. 105-85), permits the Department of Defense (DoD), with the approval of OPM, to conduct a personnel demonstration project within the Department's civilian acquisition workforce and those supporting personnel assigned to work directly with the acquisition workforce.

On January 8, 1999, the Office of Personnel Management approved the Department of Defense to implement the Civilian Acquisition Workforce Personnel Demonstration Project and its new personnel management system - the Contribution-based Compensation and Appraisal System (CCAS).

As a result of the Contribution-based Compensation and Appraisal System, Mr./Mrs./Ms. _____ was approved for an award for his/her contribution for the rating period October 1, 201X_ to September 30, 201X_. The award could not be given until the effective date, which was after his/her reassignment to you. It is requested that you process this award. We have attached the Part I CCAS Salary Appraisal Form and a Military Interdepartmental Purchase Request (MIPR) to assist in processing this award as a Special ACT or Service Award.

If you have any questions, please call _____.

SAMPLE SABBATICAL APPLICATION FORM

(Another sample is at Army Appendix T)

EMPLOYEE REQUEST FORM

To: Executive Director/Commanding Officer

Via: Department Head (Name)
Immediate Supervisor (Name)

From: Employee

Employee Name: _____

Title, Series, Career Path and Broadband Level _____

Employee Office Telephone: _____

Organizational Department/Division _____

Supervisor's Name: _____

Telephone Number: _____

Department Head's Name: _____

Telephone Number: _____

Member (Check): Acquisition Corps _____

Acquisition Workforce _____

Service Computation Date: _____

Years with Current Organization: _____

Type and Purpose of Sabbatical Request (e.g. study or work experience):

Location of Sabbatical:

Address of organization/school _____

Telephone number of organization/school _____

Dates of Sabbatical: From _____ to _____

(Page 1 of 2, Application)

Employee Sabbatical Request Form (Cont'd)

Describe the benefit of Sabbatical for employee and how it will contribute to his/her effectiveness or development (use additional paper, if necessary).

Describe the product, service, report or study that will result from this Sabbatical and explain how it will benefit the acquisition community and the organization's mission.

Estimated costs: Salary _____
Other: (describe) _____

Upon completion and/or during this Sabbatical, I agree to the following terms: (insert organizational requirements):

Home Address: _____

Home Telephone Number: _____

Employee's Signature: _____ Date: _____

SAMPLE SABBATICAL APPLICATION REQUEST
(Another sample is at Army Appendix T)

SUPERVISORY RECOMMENDATION

To: Executive Director/Commanding Officer

Via: Department Head (Name)

From: Immediate Supervisor (Name)

I recommend approval of the Sabbatical Requested by _____.
____ Yes ____ No

Describe below the benefits the employee should receive from this Sabbatical

Describe below the benefits the organization and particularly the Acquisition community will receive from completion of this Sabbatical.

As the immediate supervisor, are you aware of any budgetary constraints which may impact approval of this request? ____ Yes ____ No

If yes, explain:

What is the impact on the Command's mission as the result of losing this employee for the period requested?

Immediate Supervisor's Signature

Date

SAMPLE SABBATICAL APPLICATION FORM

(Another sample is at Army Appendix T)

DEPARTMENT HEAD'S RECOMMENDATION

As Department Head, I recommend this request be: _____ Approved _____ Disapproved

My Department/Directorate can fund payment of estimated costs.

Department Head's Signature Date

**SABBATICAL REQUEST
EXECUTIVE DIRECTOR/COMMANDING OFFICER
APPROVAL/DISAPPROVAL**

To: Department Head (Name)

From: Executive Director/Commanding Officer

Having reviewed the application and the recommendations of the Supervisor and Department Head, this request for sabbatical is:

_____ Approved

_____ Disapproved

Describe any modifications/stipulations to request

Executive Director/CO Date

HUMAN RESOURCES OFFICE

Forward copy to: Human Resources Office
NOA 480, Public Law 104-106

Employees Full Name: _____ S.S. # _____

Department/Division: _____

Sabbatical Dates: From _____ NTE _____

Department Head's Signature Date

SAMPLE VOLUNTARY EMERITUS WORK AGREEMENT

Work agreement between (Activity/Department/Division name), and (Volunteer's Name).

STATEMENT OF UNDERSTANDING:

Voluntary assignment does not constitute an appointment in the civil service.

Volunteer service is to be uncompensated and gratuitous and unconditionally given.

Volunteer waives any and all claims against the Government because of the voluntary assignment except for purposes of:

- (i) Subchapter I of Chapter 81 of title 5, U.S.C. (using the formula established in 10 U.S.C. 1588 for determination of compensation) (work-related injury compensation);
- (ii) Chapter 171 of title 28, U.S.C. (tort claims procedures);
- (iii) Section 552a of title 5, U.S.C. (records maintained on individuals); and
- (iv) Chapter 11 of title 18, U.S.C. (conflict of interest).

Volunteer may be required to submit a financial disclosure form annually.

Volunteer's federal retirement pay (whether military or civilian) will not be affected while serving in this voluntary capacity.

Volunteer will receive no retirement, severance pay, or leave credit as a result of being a designated Volunteer Emeritus.

Volunteer will not be permitted to monitor contracts on behalf of the government.

Volunteer will not be permitted to participate on any contracts or solicitations where a conflict of interest exists.

Volunteer service will end on _____ (defined by weeks or months)

Support provided by the activity will consist of: (List all space, equipment, administrative services, travel, etc. which will be provided to volunteer)

Level of Security Clearance is _____.

A statement of duties and experience is attached.

THE VOLUNTEER AGREES TO:

Be responsible for _____ (number) of site hours per _____ (period).

The volunteer's work schedule will be: _____;

The volunteer will be responsible to the site supervisor for the duration of the volunteer service; and comply with regulations governing the site.

The volunteer is obligated to protect trade secrets and other proprietary information from unauthorized disclosure and may be required to sign nondisclosure agreements as a condition of the voluntary assignment.

EITHER PARTY MAY VOID THIS AGREEMENT WITHIN 10 WORKING DAYS OF WRITTEN NOTICE.

_____	_____	_____	_____
(Volunteer)	(Date)	(Commander/Director)	(Date)

_____	_____
(Human Resources)	(Date)

APPENDIX N

Reduction In Force (RIF) Displacement Entitlements

1. RIF Displacement Entitlements for Business Management and Technical Management Professional.
2. RIF Displacement for Technical Management Support.
3. RIF Displacement for Administrative Support.

RIF Displacement Entitlements (1)			
If employee is in	Then employee may displace another employee (2)		Remarks
Career Path	BBL	Career Path	BBL
Business Mgmt. and	I	Prof	I
Technical Mgmt. Professional			
		Tech	I
		Admin	I
	II	Prof	II and I
		Tech	III, II, and I
		Admin	III, II, and I
	III	Prof	III and II
		Tech	IV and III
		Admin	III
	IV	Prof	IV and III
		Tech	IV

Career Path and 1999 Pay Schedule (Base Salary w/o Locality Pay)

Bus. Mgmt & Tech Mgmt Professional	BBL I (GS 1-4) \$13,362-23,918	BBL II (GS 5-11) \$20,588-49,066	BBL III (GS 12-13) \$45,236-69,930	BBL IV (GS 14-15) \$61,567-97,201
Technical Mgmt Support	BBL I (GS 1-4) \$13,362-23,918	BBL II (GS 5-8) \$20,588-49,066	BBL III (GS 9-11) \$31,195-49,066	BBL IV (GS 12-13) \$45,236-69,930
Administrative Support	BBL I (GS 1-4) \$13,362-23,918	BBL II (GS 5-7) \$20,588-33,151	BBL III (GS 8-10) \$28,242-44,658	

Career Path and GS Grades

Bus. Mgmt & Tech Prof	BBL I (GS 1-4)	BBL II (GS 5-11)	BBL III (GS 12-13)	BBL IV (GS 14-15)
Technical Mgmt Support	BBL I (GS 1-4)	BBL II (GS 5-8)	BBL III (GS 9-11)	BBL IV (GS 12-13)
Administrative Support	BBL I (GS 1-4)	BBL II (GS 5-7)	BBL III (GS 8-10)	

(1) Entitlements are based on the range of GS grades encompassed by each Career Path BBL. Employees have no displacement entitlement to a BBL in another career path that would result in greater GS grade/pay potential than the employee's current Career Path and BBL confers (see Chapter 5). Employees also have no displacement entitlement to a BBL in another career path that encompasses a lower GS grade/pay rate than the next lower BBL in the employee's current career path.

(2) Preference-eligible (Veteran) employee with a compensable service-connected disability of 30 percent or more may displace up to two BBLs below the employee's present BBL (equivalent of five GS grades.)

RIF Displacement Entitlements (1)			
If employee is in	Then employee may displace		Remarks
	another employee (2)		
Career Path	BBL	Career Path	BBL
Technical Management	I	Tech	I
Support			
		Prof	I
		Admin	I
	II	Tech	II and I
		Prof	I
		Admin	II and I
			Current and lower Tech BBLs
			Encompasses lower Tech BBL
			grades-No Current Tech BBL Equivalent
			Encompasses lower Tech BBL grades-
			No Current Tech BBL grades
			Current and Lower Tech BBLs
	III	Tech	III and II
		Prof	II
		Admin	III and II
			Tech BBL grades
	IV	Tech	IV and III
		Prof	III and II
		Admin	III

Career Path and 1999 Pay Schedule (Base Salary w/o Locality Pay)

Bus. Mgmt & Tech	BBL I (GS 1-4)	BBL II (GS 5-11)	BBL III (GS 12-13)	BBL IV (GS 14-15)
Mgmt Professional	\$13,362-23,918	\$20,588-49,066	\$45,236-69,930	\$61,567-97,201
Technical Mgmt Support	BBL I (GS 1-4)	BBL II (GS 5-8)	BBL III (GS 9-11)	BBL IV (GS 12-13)
	\$13,362-23,918	\$20,588-49,066	\$31,195-49,066	\$45,236-69,930
Administrative Support	BBL I (GS 1-4)	BBL II (GS 5-7)	BBL III (GS 8-10)	
	\$13,362-23,918	\$20,588-33,151	\$28,242-44,658	

Career Path and GS Grades

Bus. Mgmt & Tech Prof	BBL I (GS 1-4)	BBL II (GS 5-11)	BBL III (GS 12-13)	BBL IV (GS 14-15)
Technical Mgmt Support	BBL I (GS 1-4)	BBL II (GS 5-8)	BBL III (GS 9-11)	BBL IV (GS 12-13)
Administrative Support	BBL I (GS 1-4)	BBL II (GS 5-7)	BBL III (GS 8-10)	

(1) Entitlements are based on the range of GS grades encompassed by each Career Path BBL. Employees have no displacement entitlement to a BBL in another career path that would result in greater GS grade/pay potential than the employee's current Career Path and BBL confers (see Chapter 5). Employees also have no displacement entitlement to a BBL in another career path that encompasses a lower GS grade/pay rate than the next lower BBL in the employee's current career path.

(2) Preference-eligible (Veteran) employee with a compensable service-connected disability of 30 percent or more may displace up to two BBLs below the employee's present BBL (equivalent of five GS grades).

ARMY APPENDIX O (WAS ARMY APPENDIX N)

Normal Pay Range and Standard Pay Line for 2010 (Based on 1.5% Increase)									
	OCS	SPL	*0.92 Lower Rail	*1.08 Upper Rail		OCS	SPL	*0.92 Lower Rail	*1.08 Upper Rail
GS01/1	0	17803	16379	19227					
	1	18160	16707	19613		51	48981	45063	52900
	2	18524	17042	20006		52	49963	45966	53960
	3	18895	17383	20407		53	50964	46887	55041
	4	19274	17732	20816		54	51986	47827	56145
	5	19660	18087	21233		55	53028	48785	57270
	6	20054	18450	21658		56	54090	49763	58418
	7	20456	18820	22093		57	55175	50761	59589
	8	20866	19197	22535		58	56280	51778	60783
	9	21284	19582	22987		59	57408	52816	62001
	10	21711	19974	23448		60	58559	53874	63244
	11	22146	20374	23918		61	59733	54954	64511
	12	22590	20783	24397		62	60930	56056	65804
	13	23043	21199	24886		63	62151	57179	67123
	14	23504	21624	25385		64	63397	58325	68469
	15	23976	22058	25894		65	64668	59494	69841
	16	24456	22500	26413		66	65964	60687	71241
	17	24946	22951	26942		67	67286	61903	72669
	18	25446	23411	27482		68	68634	63144	74125
	19	25956	23880	28033		69	70010	64409	75611
	20	26476	24358	28595		70	71413	65700	77126
	21	27007	24847	29168		71	72844	67017	78672
	22	27548	25345	29752		72	74304	68360	80249
	23	28101	25853	30349		73	75794	69730	81857
	24	28664	26371	30957		74	77313	71128	83498
	25	29238	26899	31577		75	78862	72553	85171
	26	29824	27438	32210		76	80443	74008	86878
	27	30422	27988	32856		77	82055	75491	88620
	28	31032	28549	33514		78	83700	77004	90396
	29	31654	29121	34186		79	85377	78547	92208
	30	32288	29705	34871		80	87089	80122	94056
	31	32935	30301	35570		81	88834	81727	95941
	32	33595	30908	36283		82	90615	83365	97864
	33	34269	31527	37010		83	92431	85036	99825
	34	34956	32159	37752		84	94283	86741	101826
	35	35656	32804	38509		85	96173	88479	103867
	36	36371	33461	39281		86	98101	90253	105949
	37	37100	34132	40068		87	100067	92061	108072
	38	37843	34816	40871		88	102072	93907	110238
	39	38602	35514	41690		89	104118	95789	112448
	40	39376	36226	42526		90	106205	97709	114701
	41	40165	36952	43378		91	108334	99667	117000
	42	40970	37692	44247		92	110505	101665	119345
	43	41791	38448	45134		93	112720	103702	121737
	44	42629	39218	46039		94	114979	105781	124177
	45	43483	40004	46962		95	117283	107901	126666
	46	44354	40806	47903		96	119634	110063	129205
	47	45243	41624	48863		97	122032	112269	131794
	48	46150	42458	49842		98	124478	114520	134436
	49	47075	43309	50841		99	126973	116815	137130
	50	48019	44177	51860	GS15/10	100	129517	119156	139879

CONTRIBUTION MATRIX
Business Management & Technical Management Professional
and Technical Management Support

Contribution Matrix Business Management & Technical Management Professional			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication	Resource Management
Level	IV	Very High						
		High						
		Medium						
		Low						
	III	High						
		Medium						
		Low						
	II	High						
		Medium High						
		Medium						
		Medium Low						
		Low						
	I	High						
		Medium						
		Low						

		<i>Business Management and Technical Management Professional</i>	
L E V E L			Point Range
	IV	Very High	115
		High	96-100
		Medium	84-95
		Low	79-83
	III	High	79-83
		Medium	67-78
		Low	61-66
	II	High	62-66
		Medium High	51-61
		Medium	41-50
		Medium Low	30-40
		Low	22-29
	I	High	24-29
		Med	6-23
		Low	0-5

CONTRIBUTION MATRIX

Technical Management Support

Contribution Matrix Technical Management Support			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication	Resource Management
Level	IV	Very High						
		High						
		Medium						
		Low						
	III	High						
		Medium						
		Low						
	II	High						
		Medium High						
		Medium						
		Medium Low						
		Low						
	I	High						
		Medium						
		Low						

		Technical Management Support	
			Point Range
LEVEL	IV	Very High	95
		High	79-83
		Medium	67-78
		Low	61-66
	III	High	62-66
		Medium	52-61
		Low	43-51
	II	High	47-51
		Medium High	41-46
		Medium	36-40
		Medium Low	30-35
		Low	22-29
	I	High	24-29
		Med	6-23
		Low	0-5

CONTRIBUTION MATRIX

Administrative Support

Contribution Matrix Administrative Support			FACTORS					
			Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Communication	Resource Management
Level	III	Very High						
		High						
		Medium						
		Low						
	II	High						
		Medium						
		Low						
	I	High						
		Medium						
		Low						

L E V E L			Administrative Support
			Point Range
	III	Very High	70
		High	57-61
		Med	47-56
		Low	38-46
	II	High	42-46
		Med	30-41
		Low	22-29
	I	High	24-29
		Med	6-23
		Low	0-5

ARMY APPENDIX Q (WAS APPENDIX R)

Sample Resumix Vacancy Announcement



The Department of the Army

Job Opportunity Announcement

**Vacancy
Announcement No.:** **NCAS03103217**

Opening Date: April 1, 2003

Closing Date: April 22, 2003

**Position Title
(Pay Plan-Series):** Supv Writer-Editor(Communications Dir/Editor-In-Chief) (NH-1082)

Grade: IV

**Full Performance
Grade:** IV

Comments: We use an automated recruitment and referral system for filling our jobs. Use our resume builder to complete your resume and place it in our system for consideration under this announcement and for you to use to apply for other Army jobs. Go to the Army Resume Builder

WANT TO CHECK YOUR STATUS:

To check the status of your resume and self-nominations go to <http://cpol.army.mil> (Army Civilian Personnel Online), click on Employment, click on ANSWER.

Resumes and documentation requested in this announcement will be the source of initial qualifications eligibility determinations. Official Personnel Folders will not be used during the rating/evaluation process.

If you are not in the Area of Consideration listed below, you may apply under AS-DEU-03-3444. You may view this announcement with application procedures at <http://www.usajobs.opm.gov>.

This position is covered under an alternative personnel system known

at the Civilian Acquisition Workforce Personnel Demonstration Project which became effective on March 28,1999. The Demonstration Project replaces grade levels with occupational families and paybands. The salary range of the position being filled, has not been decreased with the change to paybands. In keeping with Demonstration pay fixing policies, employees already in this band will not receive a pay increase (promotion) if appointed to this position. Future pay increases within the payband will be accomplished through the pay for performance system.

NOTE: Permanent change of station (PCS) will not be authorized

NOTE: Relocation cost is not authorized

NOTE: TDY may be 20 percent

NOTE: Must be able to obtain and maintain a Secret Clearance

Number of vacancies to be filled by this announcement **One**.

This position is included in a DoD Civilian Personnel Demonstration Project.

Salary:	\$80,690 - \$123,388 PA
Region:	North Central
Organization:	AAESA ACQUISITION CAREER MANAGEMENT OFFICE ALT MAGAZINE

Duty Station:	FORT BELVOIR, VA
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Area of Consideration: <u>Expanded Definitions</u>	Department of Defense employees serving on a Career or Career Conditional Appointment. Interagency Career Transition Assistance Plan (ICTAP) eligibles: Current or former employees displaced from non-DOD agencies. Individuals seeking ICTAP eligibility must submit a copy of their Reduction in Force (RIF) separation notice (Notification Letter of SF 50) and a copy of their most recent performance rating. Veterans Employment Opportunities Act of 1998: Veterans who are preference eligible or who have been separated from the armed forces under honorable conditions after 3 years or more of continuous active service may apply. Transfer eligibles: current permanent, competitive non Army Federal employee. Reinstatement eligibles: Attained Career status on a permanent, competitive Federal appointment; or Career-Conditional with reinstatement eligibility, generally within 3 years of separation, exceptions 5 CFR 315.201(b)(3).
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Duties:

Serves as the Acquisition Support Center (ASC) Communications Director and Editor-in-Chief of the Army AL and T magazine. Is the primary individual responsible for providing direction and oversight for establishing, implementing/executing, maintaining and measuring an effective, efficient, consistent and comprehensive approach to communicating the vision and mission of the Army Acquisition Corps (AAC) within the acquisition community and across the entire Army. As such, also serves as the Army AL and T magazine Editor-in-Chief and is the primary individual responsible for defining, developing, and implementing the necessary strategies to carry out the mission of the magazine, which is articulated by the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT). Provides senior level oversight to develop and manage the communication of the AACs impact, inter-connectivity and relationship to other Army elements to include programs, products, Program Management Offices, Program Executive Offices and ultimately all operational units and the individual soldier/warfighter. Provides the senior administration of a plan that creates, establishes and communicates a branding experience off/for the AAC and Acquisition and Technology Workforce (A and TWF) and the ASC both in the acquisition community and the United States Army. Responsible for various methods of implementation of the AAC/A and TWF/ASC brand and outreach to include consistency of message via the Army AL and T Magazine.

In the capacity of Editor-in-Chief, provides semi-annual briefs to the Army ALand T Editorial Advisory Board and works directly with Board members in developing the strategic focus of the magazine. The Editorial Board is composed of the ASAALT (chairman); the ASAALT's Military Deputy (3-star rank); Army Chief Information Officer/G-6; (3-star rank); AMC DCG (3-star rank); Deputy Assistant Secretary (DAS) for Policy and Procurement; Assistant Deputy Chief of Staff, G-1; DAS for Plans, Programs, and Resources; DAS for Research and Technology; Director of Rand D, Corps of Engineers; Commander, Army Medical Research and Materiel Command; and the DAS for Integrated Logistics Support. Ensures that the desired philosophy and operational goals of the Board are carried out in consonance with official Army policy as well as the AAC brand. Initiates, develops, and prepares information products such as interviews with key members of the Defense, Army, and industry leadership, and writes, edits, and coordinates official Army statements and articles from high-level personnel that help inform every level of the Defense industry (Congress to the soldier) about the Army, Acquisition Corp and its role, Aand TWF issues and overall Army transformation goals and modernization policies and programs. Regularly participates with ASC leadership in meetings with senior staff and principals in the ASA(ALT) to brief them about the AAC/ASC brand and magazine and foster dialogue and exchange of ideas and issues to develop a strategy to carry out their directives. Determines and communicates organizational positions on major projects/policies to senior members of the acquisition leadership. Plans, organizes, and directs the workload of the magazine staff, and is the key individual responsible for reviewing, approving, and rejecting all manuscripts submitted for publication.

Qualification Requirements: One year of specialized experience at or equivalent to the highest level of the next lower broadband level (equivalent to GS-11).

Specialized experienced is that which equipped the applicant with the particular knowledge, skills, and abilities to perform successfully the duties of the position, and that is typically in or related to the work of the position to be filled.

Selective Placement Factors/Knowledge Skills and Abilities (KSA's): NONE

Standard/Other Requirements/Instructions on How to Apply:

1. Failure to provide all of the required information as stated in the announcement may result in an ineligible rating or may affect the overall rating.
2. This position is designated noncritical sensitive, as defined in DoD 5200.2-R, therefore, requires that a personnel security investigation be adjudicated for security eligibility on a preappointment basis. This requirement may take up to 90 days or longer to process.
3. A one-year supervisory probationary period is required if the selectee has not previously met this requirement.
4. Temporary Duty (TDY) is required.
5. Permanent change of station (PCS) funds will not be authorized.
6. Selection for this position is contingent upon proof of U.S. citizenship.
7. Direct Deposit is REQUIRED : As a condition of employment, candidates appointed, competitively promoted or reassigned are required to enroll and participate in Direct Deposit/Electronic Funds Transfer within 60 days following the effective date of that action.
8. Application/Resume deadline: Application/Resume must be received by the Closing Date of the Vacancy Announcement.
9. Male applicants born after December 31, 1959, are required to complete a Pre-Employment Certification Statement for Selective Service registration prior to appointment. Failure to comply may be grounds for withdrawal of an offer of employment, or dismissal after appointment.

RESUMES AND DOCUMENTATION REQUESTED IN THIS ANNOUNCEMENT WILL BE THE SOURCE OF INITIAL QUALIFICATIONS AND ELIGIBILITY DETERMINATIONS. OFFICIAL PERSONNEL FOLDERS WILL NOT BE USED DURING THE RATING/EVALUATION PROCESS.

This advertisement is using the Army's automated merit promotion

process known as RESUMIX. To receive consideration interested candidates within the area of consideration need to "self-nominate" for the positions. The preferred method of self-nomination is through the vacancy announcement.

APPLICANTS MUST HAVE A RESUME IN THE SYSTEM AT THE TIME THEY SELF-NOMINATE. SELF-NOMINATION MUST BE DONE DURING THE OPEN PERIOD OF THE ANNOUNCEMENT.

A REPLACEMENT RESUME SUBMITTED BEFORE THE RATING IS FINALIZED WILL OVERWRITE ANY EXISTING RESUME AND BECOME THE RESUME OF RECORD.

If you do not presently have a resume on file, and wish consideration, applicants must submit a resume. The preferred method of submitting a resume is through the Army's Resume Builder located at <http://cpol.army.mil>, click on Employment, click on Army's Resume Builder. Using Army's Resume Builder will give you immediate access to review your resume on line through ANSWER.

Resumes should be completed in accordance with the North Central Region Civilian Personnel Operations Center "Job Application Kit" which may be obtained by contacting your servicing Civilian Personnel Advisory Center or by accessing the World Wide Web at <http://cpol.army.mil/index.html> and select Links, then Regional Homepages, choose North Central, select Employment Information; and Resume Kit for Employees.

Should you need to submit a hard copy resume, you may do so by sending it through the U.S. Postal System to:

DEPARTMENT OF THE ARMY
ATTN: DAPE-CP-NC (Resumix)
ODCS, G-1, NCCPOC
1 ROCK ISLAND ARSENAL
ROCK ISLAND IL 61299-7650

THE FOLLOWING INFORMATION MUST BE SUBMITTED ALONG WITH YOUR RESUME BY ALL APPLICANTS NOT SERVICED BY THE NORTH CENTRAL CIVILIAN PERSONNEL OPERATIONS CENTER. FAILURE TO PROVIDE THIS INFORMATION MAY BE A BASIS FOR REJECTION OF YOUR RESUME. THE SUPPLEMENTAL DATA IS NOT CONSIDERED PART OF YOUR THREE PAGE RESUME.

An asterisk (*) denotes a required field. This required information must be submitted with your resume.

BEGIN SUPPLEMENTAL DATA (The words "Begin Supplemental Data" must appear before the following):

*Name

*Social Security Number:

*1. Citizenship:

U.S Citizen

Local National

Non U.S. Citizen

*2. Are you a current permanent Federal civil service employee?
(Yes/No)

*3. Are you a current permanent civil service employee of the
Department of the Army? Yes/No

4. If you responded yes to 3 above, please indicate the Civilian Personnel Operations Center (CPOC) that services your position
Northeast CPOC
North Central CPOC
Southcentral CPOC
Southwest CPOC
West CPOC
Pacific CPOC
Europe CPOC
Korea CPOC

5. Highest Federal civilian grade held on a permanent appointment:
Pay Plan and Grade
Number of months you held this grade:
Dates highest grade held: (format: MM/DD/YYYY):
From: To:

6. If you are currently a Federal civilian employee, please give the date of your last appraisal (format: MM/DD/YYYY):
From: To:
Was this appraisal fully satisfactory or better? (Yes/No)

7. Period of Military Service (format: MM/DD/YYYY)
From: To:
From: To:

*8. Retired Military? (Yes/No)
If Yes, date of retirement:

*9. Claiming veteran preference? (Yes/No)
Preference Type:
None
5-Point
10-Point Disability
10-Point/Compensable
10-Point/Other
10-Point/Compensable/30 Percent

10. List all special appointing authorities that apply:
In-service Army eligible
30 percent Disabled Veteran
VRA eligible
VEOA eligible
EO 12721 eligible
Transfer eligible
Reinstatement eligible
ICTAP eligible
Person with Disabilities eligible
DCIPS/CIPMS Interchange eligible
NAF Interchange eligible
Other Interchange Agreement
specify: _____
Outstanding Scholar eligible
Non Status eligible
DCIPS employee applying for DCIPS
Student Employment
Summer Employment

Military spouse pref eligible
Family member pref eligible
Family member no pref eligible
Reemployment Annuitant

*11. Date of Birth: format: MM/DD/YYYY

12. Gender (optional): (Male/Female)

13. Race and National Origin (optional):

American Indian or Alaskan Native
Asian or Pacific Islander
Black, Not of Hispanic origin
Hispanic
White, not of Hispanic origin
Asian Indian
Chinese
Filipino
Guamanian
Hawaiian
Japanese
Korean
Samoan
Vietnamese
All Other Asian or Pacific Islanders
Not Hispanic in Puerto Rico

*14. Work schedule(s) you are willing to accept:

Full-Time
Intermittent
Part-Time
Shift Work

*15. Indicate all the types of employment you are willing to accept:

Permanent
Temporary, 7-12 months
Temporary, 1-6 months
Term, 1-4 years
Competitive detail
Temp promotion up to 5 years

COMPLETE THE INFORMATION BELOW IF YOU ARE INTERESTED IN OVERSEAS POSITIONS

16. Complete both entries:

a. Sponsor:

Active Duty Military
DOD Civilian USA Hire
DOD Civilian Local Hire
Contractor Employed U.S. Citizen
Self - I am the sponsor

No affiliation with U.S. Forces Europe

b. Specify Relationship to Sponsor e.g., self, spouse, child.

17. Sponsor's Date Estimated Return from Overseas (DEROS)

(format: MM/DD/YYYY):

18. Do you hold dual nationality with any country outside the USA?

If yes, which country?

19. Do you currently hold a work permit for any countries outside the USA?

(Yes/No)

If yes, please list those countries for which you hold a work permit:

20. Date of arrival in Host country, if applicable? (format: MM/DD/YYYY)

21. Are you presently living in host country without affiliation with U.S. forces or civilian component? (Yes/No)

22. Are you currently on Leave Without Pay? (Yes/No)

If yes, please enter expiration date --

Information may be obtained by contacting commercial 703-704-3009 DSN 654-3009.

Selectees will be required to provide any requested supplemental documentation within 3 days of a tentative job offer.

INSTRUCTIONS FOR ICTAP ELIGIBLES IF APPLICABLE:

INSTRUCTIONS FOR DISPLACED EMPLOYEES REQUESTING SPECIAL SELECTION PRIORITY CONSIDERATION UNDER THE INTERAGENCY CAREER TRANSITION ASSISTANCE PROGRAM (ICTAP):

Upon request, Federal employees seeking ICTAP eligibility must be able to provide a copy of the agency notice, a copy of their most recent Performance Rating, and a copy of their most recent SF-50 noting current position, grade level, and duty location as proof that they meet the requirements of 5 CFR 330.704. Individuals who have special priority selection rights under the Interagency Career Transition Assistance Program (ICTAP) must be well-qualified for the position to receive consideration for special priority selection. If you are applying as an ICTAP candidate, please indicate your eligibility on the Supplemental Data Form below.

[CLICK HERE FOR INSTRUCTIONS ON HOW TO APPLY](#)

If you would like to be considered, then you are required to submit all necessary materials applicable to this vacancy announcement.

If you would like to apply for this position, and you already have a resume on file with the North Central CPOC, please click:

[SELF NOM](#)

If you do not have a resume on file, go to the Army Resume Builder to create, update and email your resume to this CPOC.

Please Click: [Army Resume Builder](#)

THE DEPARTMENT OF THE ARMY IS AN EQUAL OPPORTUNITY EMPLOYER.

Applicants will receive appropriate consideration without regard to non-merit factors such as race, color, religion, sex, national origin, marital status, sexual orientation except where specifically authorized by law, age, politics or disability which do not relate to successful performance of the duties of this position. Otherwise qualified applicants with disabilities who need reasonable accommodation may notify the agency Point of Contact on this announcement of their need.

SELECTION FOR THIS POSITION IS SUBJECT TO RESTRICTIONS RESULTING FROM DEPARTMENT OF DEFENSE REFERRAL SYSTEM FOR DISPLACED EMPLOYEES.

[Search For More Announcements](#)

[Army Civilian Personnel Online \(CPOL\)](#)

ARMY APPENDIX R (WAS APPENDIX S)

Protocol / Determining General Schedule Equivalency

This appendix clarifies grade and broadband level representation to organizations outside the Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project.

This procedure applies to all Army civilian employees who are covered by the provisions of this demonstration project.

For purposes of preparing travel orders and other situations involving protocol precedence, an employee may designate as their current grade/level the highest equivalent general schedule grade in his/her broadband level. For example, an engineer in Broadband Level NH-IV may designate GS-15 as his/her grade on travel orders.

The conversion procedures in Chapter 13 will be applied to determine the employee equivalent GS grade when representing themselves on applications for training and non-demonstration employment and any other situations where a general schedule grade designation is required. The grade so determined may be different than the grade used for purposes of travel orders or protocol.

The employee as well as the official approving the travel, training, etc. are responsible for the correct representation of GS equivalency, either by cross-referencing of the demonstration project broadband level designation with the appropriate grade/level assignment in the General Schedule or by applying the conversion procedures.

ARMY APPENDIX S (WAS APPENDIX T)

MEMORANDUM OF AGREEMENT TO CONVERT TO THE ACQUISITION WORKFORCE PERSONNEL DEMONSTRATION PROJECT

1. You are currently assigned by temporary promotion to a position that is part of an organization participating in the Acquisition Workforce Personnel Demonstration Project. Although your position of record is not part of this demonstration project, you may elect to participate in this demonstration project for the duration of the time you are temporarily promoted to (include name of organization to which temporarily promoted).
2. Title VI of the Civil Service Reform Act, 5 USC 4703, authorizes the Office of Personnel Management (OPM) to conduct demonstration projects that experiment with new and different personnel management concepts to determine whether such changes in personnel policy or procedures would result in improved Federal personnel management. Final approval of the Acquisition Workforce Personnel Demonstration Project was announced in the Federal Register notice, volume 64, No. 5 dated January 8, 1999. All waivers of Title 5 are listed in the Federal Register notice and you are highly encouraged to review this document before making a decision on whether or not to elect to participate in the demonstration project for the duration of your temporary promotion. A copy of the Federal Register notice can be obtained by Internet at www.opm.gov/fedregis/1999/64r1425.txt or by requesting one from (include name of organization POC).
3. If, after reviewing the Federal Register notice, you elect to participate in the Acquisition Workforce Personnel Demonstration Project, you will be converted into the demonstration project for the duration of your temporary promotion which is due to expire on _____. Your current position, (include title, pay plan, series, grade and step) will be changed to (include title, demo pay plan, series, broadband level).
4. After you are converted to the changed position, you will not be eligible to receive step increases during the time you participate in the demonstration project. Instead, increases in salary will be based on your contribution to the mission in accordance with the provisions of the demonstration project. These increases will be determined immediately following the annual appraisal period, which ends on September 30th of each year. You will receive a pay adjustment based on your annual appraisal on the first pay period in January. You must have 180 days in the demonstration project to be eligible for the annual appraisal under the demonstration Contribution-Based Compensation and Appraisal System. .
5. Upon completion of your temporary promotion, you will be returned to your position of record and your salary set based on the provision for conversion back to the former system at Section V.B. of the Federal Register notice.
6. Should you elect not to convert to the demonstration project, you will continue to serve in the position on a temporary promotion and no personnel action will be taken to place you in the

demonstration project. However, management has the option to discontinue your temporary promotion and direct your return.

7. If you elect to convert to the demonstration project read the following statement and complete this election by signing and dating this statement.

I elect to participate in the Acquisition Workforce Personnel Demonstration Project for the duration of my temporary promotion to (add name of organization). I understand that by electing to become part of the demonstration project I am subject to all of the terms and conditions of the Acquisition Workforce Personnel Demonstration Project.

NAME/SIGNATURE/DATE

8. If you elect not to convert to the demonstration project read the following statement and complete this election by signing and dating this statement.

I do not elect to participate in the Acquisition Workforce Personnel Demonstration Project for the duration of my temporary promotion to (include name of organization)

NAME/SIGNATURE/DATE

ARMY APPENDIX T

Sample Sabbatical Procedures and Application

OFFICE SYMBOL

DATE

MEMORANDUM FOR ALL DEMO PROJECT PARTICIPANTS AND PAY POOL PANEL
MEMBERS

SUBJECT: Sabbatical Implementation Procedures

1. The Civilian Acquisition Workforce Demonstration Project provides the command/PEO/JPO with the authority to grant sabbaticals to Employees participating in the Acquisition Demonstration Project. Sabbaticals allow participating Employees the opportunity to engage in a study or work experience that will contribute to their individual development and the organization's effectiveness. The sabbatical provides opportunities for an Employee to acquire knowledge and expertise that cannot be acquired in the standard working environment.
2. Potential uses of the sabbatical 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.
3. Approval of a sabbatical application is subject to the following terms and conditions:
 - a. The Employee must have seven or more years of federal service
 - b. The sabbatical must be part of the Employee's IDP.
 - c. The sabbatical must be at least three, but no longer than twelve months in duration.
 - d. The sabbatical must contribute to the mission, must result in a product, service, report, or study that will benefit the acquisition community, and must increase the Employee's individual effectiveness.
 - e. The Employee may only take one sabbatical every five years.
 - f. Funds must be available to cover the costs associated with the sabbatical.
 - g. The Employee must agree to provide a report summarizing the results of the sabbatical.

4. The following procedures will be used for applying for a sabbatical:

a. Interested Employees will complete the application and forward it to his or her Supervisor. The application is a WORD document and can be downloaded from the Personnel Demo section of the HRO page on the Knowledge Center.

b. The Supervisor will complete the Supervisory Recommendation portion of the application and forward the package to HRO for further action.

c. HRO will conduct an initial review the application to ensure the Employee meets the terms and conditions for a sabbatical as described in paragraph 3 above.

(1) If the Employee meets the conditions, the HRO will distribute the application to each of the Pay Pool Panel Members.

(2) If the Employee does not meet the conditions described above, HRO will return the application with a written explanation of why the application is being rejected.

d. After reviewing the Employee's request and the Supervisory recommendation, each Pay Pool Panel Member will complete the Pay Pool Panel Member portion of the application and return it to HRO for further action.

e. HRO will summarize the recommendations of the Supervisor and the Pay Pool Panel Members and forward the request to the Pay Pool Manager for final decision.

f. The Pay Pool Manager will complete his portion and return the application to HRO.

g. HRO will be responsible for notifying the Employee and the Supervisor of the results.

h. Assuming the sabbatical is approved, the Employee will be required to provide a written report summarizing the results of the sabbatical. This report will include what was accomplished and the benefits derived for the Employee, the organization, and the acquisition community.

5. Questions concerning this process may be referred to the undersigned at DSN _____, Commercial (____) ____-____ or via email at _____.

SIGNATURE BLOCK

SABBATICAL APPLICATION/APPROVAL

1. NAME: _____

2. SSN: _____

3. POSITION TITLE: _____

4. CAREER PATH: _____

5. BROAD BAND LEVEL: _____

6. POSITION SERIES: _____

7. ORGANIZATION: _____

8. SERVICE COMPUTATION DATE: _____

9. OFFICE TELEPHONE: _____

10. MEMBER (check one): _____ Acquisition Corps
_____ Acquisition Workforce

11. ACQUISITION DOCUMENTATION (attach copies):
_____ ACRB _____ IDP

12. TYPE OF SABBATICAL REQUESTED (check one):
_____ On the Job Work in Public Organization
_____ On the Job Work in Private Organization
_____ On the Job Work in Non-Profit Organization
_____ Training with Industry
_____ Participation in an Academic Environment
_____ Full time Technical Research
_____ Full time Management Research
_____ Other (describe): _____

13. LOCATION (name of organization, address, telephone number): _____

14. SABBATICAL IS PART OF MY IDP (attached a copy):
_____ Yes _____ No

15. DATES OF SABBATICAL: _____ Begin: _____ End: _____

16. DESCRIPTION OF BENEFITS (complete all - additional pages authorized): _____

- a. Describe the Product/Service/Report/Study resulting from this Sabbatical.
- b. Describe the benefits that you will personally gain from this sabbatical.
- c. Describe how the sabbatical will benefit your activity/PM/PEO Staff Office.
- d. Describe how the sabbatical will benefit the command/activity/PM/PEO/JPO.
- e. Describe how the sabbatical will benefit the Acquisition Community.

17. DESCRIPTION OF MISSION CONTRIBUTIONS (complete all - additional pages authorized):

- a. Describe how this sabbatical will contribute to the mission of your PM/Office:
- b. Describe how this sabbatical will contribute to the mission of the command/activity/PM/PEO/JPO:

18. ESTIMATED COSTS:

Salary: _____ Travel: _____ Other (describe): _____

19. Upon completion of this sabbatical, I agree that I will provide a written report describing what I accomplished while on sabbatical, how it benefited me, my organization, my higher headquarters (i.e., command/PEO/JPO), and the Acquisition Community.

SIGNATURE:

DATE:

SUPERVISORY RECOMMENDATION

1. As the supervisor of this employee, I recommend approval of (check all):

The type of sabbatical as requested ☐ Yes ☐ No
If no, state why not:

The location of the Sabbatical ☐ Yes ☐ No
If no, state why not:

The dates and duration of the Sabbatical ☐ Yes ☐ No
If no, state why not:

2. My organization can fund payment of estimated costs.

☐ Yes ☐ No
If no, please state why not:

3. As the supervisor of this employee, please describe below the benefits you feel will result from completion of this sabbatical (complete all - additional pages authorized):

- a. To the Employee:
- b. To your PM/Staff Office:
- c. To command/activity/PM/PEO/JPO:
- d. To the Acquisition Community:

SIGNATURE:

DATE:

Typed Name, Title, BroadbandLevel/Grade/Rank

PAY POOL PANEL MEMBER RECOMMENDATION

As a member of the PEO C3S Pay Pool Panel, I recommend that this request be (check one):

- ☐ Approved as requested
☐ Approved but with the following changes (describe changes):

☐ Disapproved because (describe reasons for disapproval):

SIGNATURE:

DATE:

Typed Name, Title, Grade/Rank

PAY POOL MANAGER RECOMMENDATION

After having reviewed this application and the recommendations of the Supervisor and Pay Pool Panel Members, this request for sabbatical is (check one):

- ☐ Approved as requested.
☐ Approved but with the following changes (describe changes):

☐ Disapproved because (describe reasons for disapproval):

SIGNATURE:

DATE:

STEVEN W. BOUTELLE, Brigadier General, USA
Program Executive Officer
Command, Control, and Communications Systems

HUMAN RESOURCES OFFICE ACTION

Date Application Received:	IDP Received:	ACRB Received:
Length of federal service:	Previous sabbatical:	
Date to Pay Pool Panel Members:	Date to Pay Pool Manager:	
Employee/Supervisor Notified of Results of Application:	Date Sabbatical Ended:	
Date Sabbatical Began:		
After Action Report Received:		
Remarks:		

ARMY APPENDIX U
CCAS SURVEY

Civilian Acquisition Workforce Personnel Demonstration Project
Survey of CCAS Rating Cycle

The Civilian Acquisition Workforce Personnel Demonstration Project has been in place approximately 12 months. All eligible participants have received the results of the first CCAS rating cycle. The purpose of this survey is to gather feedback from you on your understanding and perceptions of the Demo and the CCAS process.

The survey is in two sections. The first section is for employees and the second section is for supervisors. If you are a supervisor and also received a CCAS rating, please complete both sections.

Your answers will remain anonymous. The survey responses will be consolidated and summary information will be given to the _____ (examples: Commander, PEO, PM, Chief of Staff, etc.) and provided to you. Please complete the survey, place the completed survey in an envelope, address the envelope to _____ ATTN: _____, and drop it into distribution. Replies need to be received by _____.

Employee Section

1. What is your career path?

NH _____

NJ _____

NK _____

2. What is your Broadband Level?

I _____

II _____

III _____

IV _____

3. What is your supervisory status?

Non-Supervisory _____

Supervisory _____

4. What is your gender?

Male _____

Female _____

Please indicate how much you agree or disagree with each of the following statements by circling your answer.

- A. Strongly Disagree
- B. Disagree
- C. Neither Agree or Disagree
- D. Agree
- E. Strongly Agree

5. I understand the CCAS appraisal system process.

A B C D E

6. My supervisor gave me feedback on how well I contributed during the 1999 cycle.

A B C D E

7. My CCAS Overall Contribution Score (OCS) represented an accurate picture of my actual contributions.

A B C D E

8. My CCAS 1999 salary payout was fair.

A B C D E

9. I prefer the acquisition demo rating and rewards system to the GS (TAPES) rating and rewards system.

A B C D E

10. My opinion of the acquisition demonstration has changed now that we have completed the first rating cycle.

A B C D E

11. Circle the answer below, if you agreed with question 10. Was the change?

PositiveNegative

12. Comments:

THANKS FOR PARTICIPATING IN THE SURVEY!

Place the completed survey in an envelope, address the envelope to _____ ATTN: _____, and drop it into distribution.

**Civilian Acquisition Workforce Personnel Demonstration Project
Survey of CCAS Rating Cycle**

Supervisory Section

13. I am:

Military ____

Civilian ____

14. Number of employees supervised ____

15. How long did it take you to prepare for the Pay Pool Panel Meeting? (Include paperwork preparation and meeting time with employees, pay pool member, etc.)

1-3 Hours ____

3-6 Hours ____

6-9 hours ____

9+ hours ____

Please indicate how much you agree or disagree with each of the following statements by circling your answer.

A. Strongly Disagree

B. Disagree

C. Neither Agree or Disagree

D. Agree

E. Strongly Agree

16. The preparation time for the CCAS rating and appraisal process is greater than the preparation time for TAPES.

A B C D E

17. The preparation time spent on the CCAS rating and appraisal process is worth the effort.

A B C D E

18. I understand the CCAS appraisal system process.

A B C D E

19. Did you attend the training offered on the Acquisition Workforce Personnel Demonstration Project and on the CCAS process?

Yes No

20. If yes to 19, the training was adequate on the Acquisition Demonstration Project and the CCAS process.

A B C D E

21. The CCAS process is an accurate method to use to rate and reward employees.

A B C D E

22. I prefer the acquisition demo rating and rewards system to the GS (TAPES) rating and rewards system.

A B C D E

23. My opinion of the acquisition demonstration has changed now that we have completed the first rating cycle.

A B C D E

24. Circle the answer below, if you agreed with question 23. Was the change?

PositiveNegative

25. Comments:

Attention Demo Civilian Supervisors! Please complete both sections of the survey—one employee and one supervisory!

THANKS FOR PARTICIPATING IN THE SURVEY!

Place the completed survey in an envelope, address the envelope to _____ ATTN: _____, and drop it into distribution. Replies need to be received by _____.

ARMY APPENDIX V (WAS APPENDIX W)

Senior Civilian Affirmative Outreach and Recruitment Policy (GS-15)

[Source: www.cpol.army.mil/library/armyregs/memos/ses_aorpol.html]

**DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
MANPOWER AND RESERVE AFFAIRS
111 ARMY PENTAGON
WASHINGTON DC 20310-0111**

March 10, 1997

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Senior Civilian Affirmative Outreach and Recruitment Policy (GS-15)

This policy memorandum amends Assistant Secretary of the Army (Manpower and Reserve Affairs) memorandum of September 23, 1988, subj. Senior Executive Service (SES) Affirmative Action Policy; DAPE-CPE message (Oct 88) 261700Z, subj. SES and GS/GM-15 Affirmative Action Policy; and DAPE-CPE memorandum (18 Jan 89), same subject. The following provisions apply to GS-15 competitive selections, to include local merit promotions and centralized career referrals.

Since 1988 the Army has charted an ambitious course to overcome barriers to professionally advancing candidates for senior level appointment. Now, as then, the goal is an "equal employment opportunity (EEO)" environment. Although representational gains have been made, statistics show we must continue to ensure that all qualified candidates are equitably considered for promotions to SES "feeder" grades. With this in mind, I would like to clarify my requirements for GS-15 selections.

Commanders at all levels are ultimately accountable for EEO processes and are obligated to ensure full compliance with affirmative outreach and recruitment policy.

Selecting officials, by their decisions, directly affect the composition of our work force. To ensure a wide applicant pool and meaningful EEO progress, selecting officials must:

- a. Review outreach and referral documents to satisfy themselves that reasonable effort was made to attract a full complement of qualified candidates, to include minorities, women, and individuals with disabilities.
- b. Document fully justifiable reasons for selection on IDA Form 2600, Referral and Selection Register or DA Form 2302-2-R, Civilian Career Program Referral Record.
- c. Report selection statistics according to procedures established by their functional chief (FC) or personnel proponent.

Functional chiefs and personnel proponents must work to foster broad-based employee representation. They are to critically monitor outreach, referral, and selection activities. Most importantly, they are charged with intervening when either the letter or the spirit of EEO policy is in question. As stewards of fairness, they are to:

- a. Advise selecting officials, in writing, to ensure that they understand their accountability for EEO and responsibility for reporting requirements.
- b. Review GS-15 referral lists and supporting recruitment/outreach plans prior to referral of candidates to the selecting official.

c. Participate directly in the selection process by serving on interview or selection panels, when appropriate.

As they execute their mandate, FC and proponents may (1) personally review all documents relating to the hiring process; (2) delegate review authority to the FC representative; or (3) delegate review authority to an SES member/general officer (GO) at either the MACOM level or at local sites of hire. If none is available at a local site documents will be reviewed and forwarded to the FO or personnel proponent by a senior executive or GO in the selecting official's chain of command.

I will review command-specific and Army-wide representational statistics and confer with commanders, activity heads, FC, and personnel proponents as appropriate. Under separate cover you will receive guidance for submission of semiannual referral and selection reports.

Requirements for the SES remain unchanged. Functional officials will continue to review referral lists and proposed selections to ensure that all SES candidates have been fully and fairly considered.

The Army Leadership remains committed to EEO. I encourage all responsible officials to improve our representational standing by taking an active and personal interest in selections for high-grade civilian positions.

Sara E. Lister
Assistant Secretary of the Army
(Manpower and Reserve Affairs)

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