

CAREER PATH: Technical Management Support (NJ)

FACTOR 1: Job Achievement and/or Innovation

FACTOR DESCRIPTION: This factor captures qualifications, critical thinking, calculated risks, problem solving, leadership, supervision, and personal accountability aspects appropriate for the positions classified to the broadband levels of the NJ career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Produces desired results, in the needed timeframe, with the appropriate level of supervision through the use of appropriate knowledge, skills, abilities and understanding of the technical requirements of the job. Achieves, demonstrates and maintains the appropriate qualifications necessary to assume and execute key acquisition and/or support requirements. Demonstrates skilled critical thinking in identifying, analyzing and solving complex issues, as appropriate. Takes and displays personal accountability in leading, overseeing, guiding, and/or managing programs and projects within assigned areas of responsibility.</p> <p>Work is timely, efficient and of acceptable quality. Completed work meets project/program objectives. Leadership and/or supervision effectively promotes commitment to organization goals. Flexibility, adaptability, and decisiveness are exercised appropriately.</p> <p>For Supervisors (as appropriate): Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit System 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.</p>	<p>NJ Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> Proactively seeks opportunities to contribute to assigned tasks. Asks for assistance as appropriate. Seeks and takes advantage of developmental opportunities. Takes initiative to pursue completion of qualification requirements. Effectively accepts feedback on assigned and accomplished work, and incorporates it to create a better end product. Resolves routine problems within established guidelines. Takes initiative in selecting and implementing appropriate procedures. Performs activities on a task; assists supervisor or other appropriate personnel. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact
	<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> Actively contributes as team member; takes initiative to accomplish assigned projects. Identifies and pursues individual/team developmental opportunities. Consults and coordinates with others to complete projects within established guidelines, assuming ownership of personal processes and products. Identifies and resolves non-routine technical problems utilizing established patterns or methods. Adapts existing plans and techniques to fit new situations. Plans and conducts technical activities for projects. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability / Complexity Difficulty Creativity Scope/Impact
	<p>NJ Level III (Score Range 43 – 66)</p> <ul style="list-style-type: none"> Actively contributes as team member or leader. Recognized for functional/technical expertise. Promotes developmental opportunities for self and team. Advises others to seek specific training. Guides, motivates, and oversees others in accomplishing projects/programs. Assumes ownership of processes and products, as appropriate. Develops, integrates, and implements solutions to complex problems on projects/programs. Develops plans and techniques to fit new situations. Plans and conducts challenging and difficult technical activities for projects/programs. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact
	<p>NJ Level IV (Score Range 61 – 83)</p> <ul style="list-style-type: none"> Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert. Directs assignments to encourage employee development and cross-technical/functional growth to meet organizational needs. Pursues self-development. Guides, motivates, and oversees multiple complex projects/programs. Assumes and assigns ownership of processes and products, as appropriate. Develops, integrates/implements solutions to diverse, complex problems which may cross multiple projects/programs or functional/technical areas. Develops concepts and techniques to address new situations or challenges, and/or to address issues that cross technical/ functional areas. Identifies and resolves complex problems that may cross 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact

VERY HIGH SCORE (Mid-level Descriptors)

(Three scores available—87, 91, or 95. Select only one score.)

- In addition to fully meeting the expected contribution criteria:
 - Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level IV accomplishments;
 - Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations;
 - Contributions to successful organizational performance are well beyond what is expected; and/or
 - Demonstrated the highest standards of professionalism establishing the model for others to follow.

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FACTOR 2: Communication and/or Teamwork

FACTOR DESCRIPTION: This factor captures communication, both verbal and written; interactions with customers, coworkers, and groups; and assignments crossing functional boundaries appropriate for the positions classified to the broadband levels of the NJ career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Effectively communicates, verbally and in writing, as needed to coordinate work and keep chain-of-command, coworkers and customers informed of work-related issues, developments and statuses. Actively seeks and promotes diverse ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements.</p> <p>Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at the appropriate level. Personal and organizational interactions exhibit and foster teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NJ Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> Explains status/results of assigned tasks. Provides data and accurate draft documentation of assigned tasks for input to reports or documents. 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"> Oral Written Contribution to Team Effectiveness
	<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> Communicates individual and group/team results. Writes segments of management/technical reports or documents. 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. 	<ul style="list-style-type: none"> Oral Written Contribution to Team Effectiveness
	<p>NJ Level III (Score Range 43 – 66)</p> <ul style="list-style-type: none"> Presents projects/programs briefings. Consolidates input and writes management/technical reports/documents for 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. 	<ul style="list-style-type: none"> Oral Written Contribution to Team Effectiveness
	<p>NJ Level IV (Score Range 61 – 83)</p> <ul style="list-style-type: none"> Presents projects/programs briefings to obtain consensus/approval. Represents the organization as technical subject matter expert. Prepares, reviews, and approves management/technical reports for internal and external distribution. 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. 	<ul style="list-style-type: none"> Oral Written Contribution to Team Effectiveness
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available—87, 91, or 95. Select one of these scores.)</p> <ul style="list-style-type: none"> In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level IV accomplishments; Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; Contributions to successful organizational performance are well beyond what is expected; and/or Demonstrated the highest standards of professionalism establishing the model for others to follow. 	

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FACTOR 3: Mission Support

FACTOR DESCRIPTION: This factor captures understanding and execution of organizational goals and priorities; working with customers to develop a mutual understanding of their requirements; monitoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the positions classified to the broadband levels of the NJ career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Possesses an operational understanding of organizational goals and priorities and fully complies with administrative policies, regulations and procedures when performing job operations.</p> <p>Works with customers to develop a mutual understanding of their requirements. Probes for detail, as appropriate, and pays attention to crucial details of needs or requests. Monitors and influences cost parameters of work, tasks and projects, ensuring an optimum balance between cost and value. Establishes priorities that reflect mission and organizational needs.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NJ Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Works with others in solving problems with appropriate guidance. • Participates as a team member in meeting customer needs. • Plans individual time to accomplish tasks. • Effectively accomplishes assigned tasks with appropriate guidance. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> • Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance. • Interacts with customers to respond to customer needs/expectations. • Plans resources to achieve task schedules. • Accomplishes assigned tasks. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NJ Level III (Score Range 43 – 66)</p> <ul style="list-style-type: none"> • Identifies problems; develops solutions and action plans with minimal guidance. • Initiates meetings and interactions with customers to understand customer needs/expectations. • Optimizes resources to accomplish projects within established milestones. • Effectively accomplishes projects/programs within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NJ Level IV (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Resolves and coordinates technical problems involving multiple projects/programs. • Establishes customer alliances; anticipates and fulfills customer needs and translates customer needs to projects/programs. Organizes and leads customer interactions. • Identifies and optimizes resources to accomplish multiple projects/programs goals. • Effectively accomplishes multiple projects’/programs’ goals within established thresholds. Develops innovative approaches to attain goals and minimize resource expenditures. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--87, 91, or 95. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level IV accomplishments; ▪ Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; ▪ Contributions to successful organizational performance are well beyond what is expected; and/or ▪ Demonstrated the highest standards of professionalism establishing the model for others to follow. 	