



# Giving CCAS Contribution Feedback

DoD Civilian Acquisition Workforce Personnel  
Demonstration Project (AcqDemo)

*Presented by Rouse Consulting for  
the AcqDemo Program Management Office*





## Topics of Discussion

- CCAS Required Conversations
- Constructive Feedback
- Difficult Conversations
- Communicating Appraisal Results



## *CCAS Required Conversations*



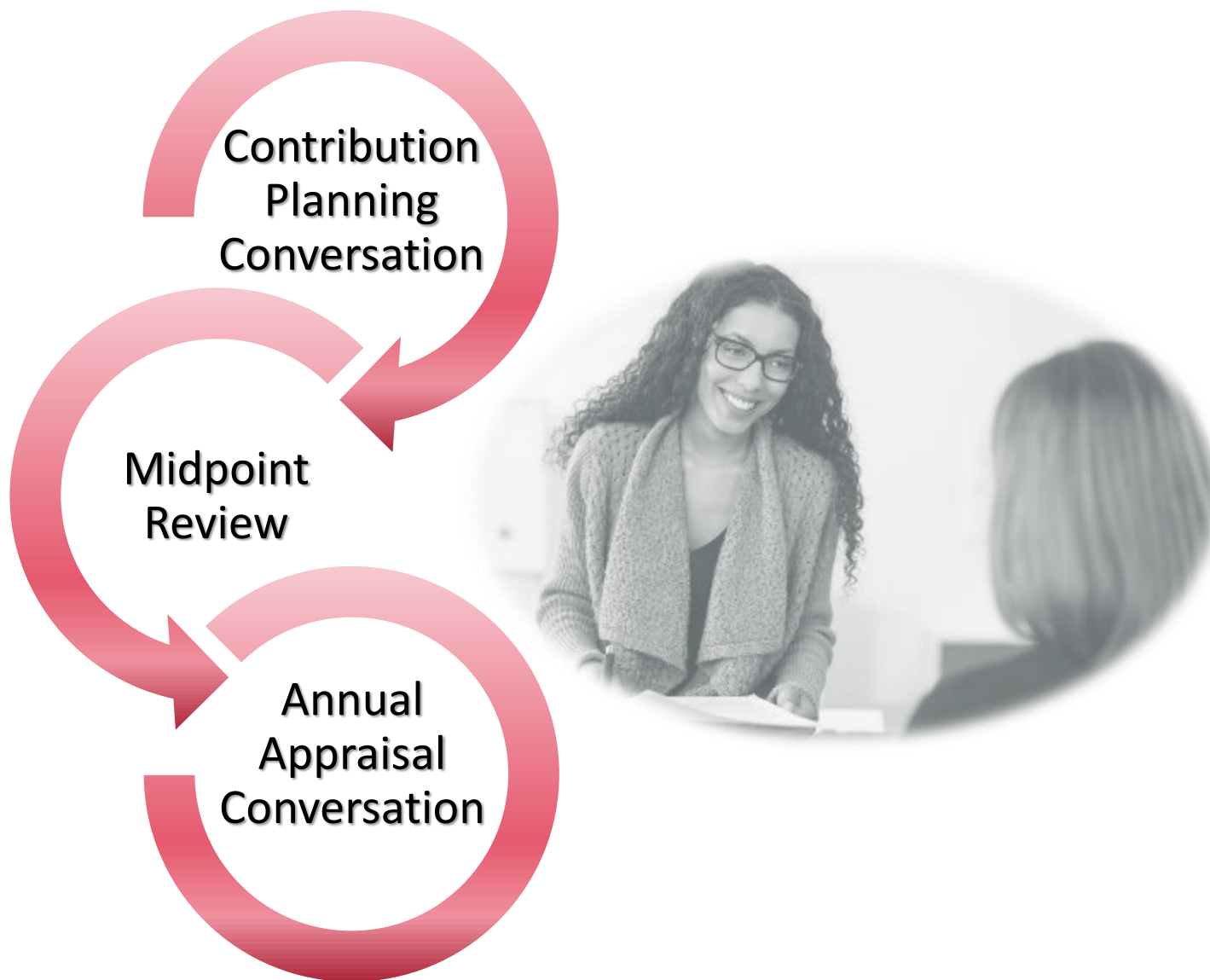
# Topics of Discussion

- The 3 required conversations
- Participants' roles and responsibilities for each conversation
- Contribution planning video





# Three Required CCAS Conversations





## *The Importance of a Contribution Plan*



# Contribution Planning Conversation

- **Contribution Planning Conversation** should include the following topics:
  - Previous cycle review
  - Contribution expectations for new cycle and how they tie into the organization's annual goals
  - Career path broadband level factor descriptors applicable to employee's current salary
  - Expected contribution range and expected categorical score (broadband level and low/med/high) corresponding to current salary
  - Quality of performance expectations (1 – 3 – 5)



**Contribution Plan** must be completed within 30 days of October 1<sup>st</sup> each year, within 30 days of starting a new position, and may need to be modified throughout the appraisal period as priorities change.



# Contribution Planning Discussion Roles and Responsibilities



## Employees

- Understand organization mission/goals
- Be prepared to discuss expected contribution
- Assess training and development needs
- Ask questions

## Supervisors

- Schedule meeting
- Review mission, goals, plans, priorities
- Establish contribution expectations
- Establish Quality of Performance expectations
- Ensure employee understands your expectations
- Document the discussion

It is imperative a well-constructed Contribution Plan be set in motion so the employee can effectively contribute to the organization's mission at a level consistent with their pay.





# Contribution Planning Video





# Midpoint Review Conversation

- **Midpoint Review Conversation** should include the following topics:
  - Employee strengths and contributions to date
  - Changes in mission and goals
  - Contribution expectations and modifications, if needed
  - Quality of Performance expectations and modifications, if needed
  - Clarification of expectations as needed
  - Review of factor descriptors and discriminators
  - Areas of improvement, if needed



**Midpoint Review Assessment** completed  
each cycle between March and May



# Midpoint Review

## Roles and Responsibilities

### Employees

- Review contribution expectations
- Prepare Midpoint Review Self-Assessment in CAS2Net (optional)
- Prepare to discuss accomplishments and contributions to date
- Prepare to discuss potential changes needed or obstacles to success
- Ask questions

### Supervisors

- Schedule meeting
- Review mission, goals, plans, priorities, PRD
- Prepare Midpoint Review in CAS2Net
- Modify contribution expectations, if needed
- Modify performance expectations, if needed
- Discuss areas of success and ways to improve, if required
- Expectations for continued success



# Annual Appraisal Conversation

- **Annual Appraisal Conversation** covers:
  - Final Annual Appraisal, factor scores and Overall Contribution Score (OCS)
  - Performance Appraisal Quality Level Rating
  - Contribution Rating Increase (CRI)
  - Contribution Award (CA)
  - Areas of success and opportunities for greater contribution
  - Areas for improvement



Review and deliver **Annual Appraisal, Ratings and Payout Results** in January



# Annual Appraisal Conversation Roles and Responsibilities



## Employees

- Review the appraisal
- Understand the ratings
- Ask questions
- Discuss any adjustments to current Contribution Plan and expected contributions, if needed

## Supervisors

- Schedule meeting
- Review the Annual Appraisal
- Communicate final outcomes of the Pay Pool process
- Discuss Performance Appraisal Quality Level rating
- Discuss areas of success and ways to improve, if needed
- Discuss options to request reconsideration, if needed



Questions? – Concerns? – Thoughts?





## *Constructive Feedback*



# Topics of Discussion



- How feedback shapes performance
  - Feedback opportunities
  - Feedback guidelines
- 
- Defining constructive feedback
  - Giving and accepting corrective feedback





# How Feedback Shapes Performance and Contribution

- Builds understanding of goals
- Facilitates employee and supervisor engagement
- Increases communication
- Contributes to a more complete and accurately documented appraisal
- Encourages supervisors to recognize accomplishments in a timely manner
- Encourages continuous improvement and learning





# Feedback Opportunities



- Communicating contribution expectations and employee progress
  - Recognizing and praising success
    - Day-to-day, publicly, verbally or written
  - Addressing contributions not being met
- Building trust and respect



# Feedback Guidelines

- Plan ahead and be prepared
- Open, pleasant atmosphere
- Avoid interruptions or distractions
- Give specific examples
- Ask open-ended questions
- Invite questions
- Listen—giving full attention
- Summarize and reiterate the key message
- Highlight progress and express confidence
- Thank the person





# Mapping Constructive Feedback

- Identify solutions and improvements
- Recognize major strengths and significant contributions





# Questions? – Concerns? – Thoughts?





## *Difficult Conversations*



# Difficult Conversations



- Addressing inadequate contributions
- Planning for difficult conversations
- Giving and accepting corrective feedback
- Difficult conversation video







# Inadequate Contribution

**Goal of System: Appropriate compensation for contribution to mission effectiveness**

- Contribution Improvement Plans (CIPs) must be considered when...
  - ➔ Contributions to mission accomplishment are inadequate

## Inadequate contribution occurs...

- ➔ When employee's OCS plots in the Overcompensated Region
- ➔ Unacceptable performance in any contribution factor
  - PAQL of 1 (Unacceptable) in any factor

## Inadequate contribution could result in...

- ➔ Reassignment
- ➔ Reduction in pay
- ➔ Removal from Federal service





# Planning for Difficult Conversations

- Prepare the conversation
- Anticipate reactions
- Stay on point



- Get to the point early
- Don't play judge or make assumptions
- Summarize what has been said and heard
- Manage toward the desired outcome
- Collaborate to identify the real problems



# Difficult Conversation Video



Questions? – Concerns? – Thoughts?





## *Communicating Appraisal Results*



## Topics of Discussion

- Communicating CCAS Results
- Salary Appraisal Form Review
- Talking About Pay
- Opportunities for Increased Contributions



A faint, stylized illustration of two people sitting at a desk. One person is on the left, looking at a laptop. The other person is on the right, looking at a computer monitor. There is a potted plant on the desk and a bookshelf in the background.

## *Communicating CCAS Results*



# Communicating CCAS Results

- Use the Salary Appraisal, Part I form to guide the conversation
- Convey the relationships between and among...
  - Final factor OCSs, contribution expectations, and factor level descriptors
  - EOCS, OCS range, final OCS, and payout distribution
  - Contribution and performance results



# Communicating CCAS Results

- Arm yourself with a good understanding of the pay pool process, especially...
  - Pay pool funding levels
  - How payouts are computed
  - The organization's business rules as they apply to...
    - Compensation strategy and policies
    - The relative value among positions in the organization
    - How control points (if applicable) are established and applied and their impact on payout distribution decisions
    - What this all means to the employee





# Sub-Panel and Pay Pool Panel Deliberations



Action	Questions
Sub- and Pay Pool Panel	
<ul style="list-style-type: none"><li>✓ Review the recommended contribution and PAQL scores given</li><li>✓ Review the appraisals to justify the recommended scores</li><li>✓ Decide how the <b>value</b> of the contribution impacts the categorical score (i.e., a High versus a Medium)</li><li>✓ Discuss and reach consensus on approved scores</li></ul>	<ul style="list-style-type: none"><li>☞ Are there any inconsistencies between narratives and recommended ratings?</li><li>☞ What categorical score is appropriate when not all the bullets in the factor descriptor have been met, but the <b>value</b> of the contribution has made a significant impact?</li></ul>
<ul style="list-style-type: none"><li>✓ Review and resolve inconsistencies between the categorical and numerical scores</li><li>✓ Resolve inconsistencies between the contribution and PAQL scores</li></ul>	<ul style="list-style-type: none"><li>☞ Are there any inconsistencies within and/or between the contribution rating, PAQL rating and narratives?</li></ul>
Pay Pool Panel	
<ul style="list-style-type: none"><li>✓ Review compensation adjustments resulting from the ratings</li></ul>	<ul style="list-style-type: none"><li>☞ Any issues?</li><li>☞ Is the distribution fair and equitable across the Pay Pool?</li></ul>



## Salary Appraisal Form

**Organization:** AMC/LHBB  
**Career Path:** NH  
**Series:** 0801  
**Broadband Level:** III  
**Retained Pay:** No  
**Presumptive:** None

**Appraisal Period:**  
 From: 1-Oct-20  
 To: 30-Sep-21

**Approved By:** Bob Arnold, PayPool Manager  
 Discuss evaluation with employee and obtains signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal

**Effective Date of Appraisal:** January 1, 2019

**Supervisor Print/Sign** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
**Supervisor Print / Sign** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
**Employee Print / Sign** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

### 2021 Performance Details

Factors	PAQL
Job Achievement and/or Innovation	5
Communication and/or Team work	3
Mission Support	3
Average Raw Score	3
Performance Rating of Record	3.7
	3

### 2021 Contribution Details

Factors	Cat Score	Num Score
Job Achievement and/or Innovation	3H	79
Communication and/or Team work	3M	76
Mission Support	3M	77
Overall Contribution Score		72-79
Expected Overall Contribution Score		

### Compensation Detail

\$87,435	Current Rate of Basic Pay
+ \$ 874	General Increase
= \$ 88,309	CRIS (1.0%)
+ \$ 2,566	New Rate of Basic Pay
= \$90,875	Locality Pay
+ \$14,495	New Total Salary
= \$105,370	Contribution Award
\$ 2,872	

**2022 Expected Contribution Level**  
 Expected Overall Contribution Score: 77  
 Expected Contribution Range: 72-81

**Privacy Act Statement (552a of S.U.S.C.)**  
 1. AUTHORITY: Section 552a of S.U.S.C.  
 2. PURPOSE: This form summarizes the annual evaluation of an employee's contribution and performance through the CCAS assessment.  
 3. ROUTINE USE: This form is a computer generated form that is produced for each employee and contains the overall contribution score, performance rating of record and space for the signature of the supervisor, and the employee. The original of this form will be maintained in CAS2Net for no more than 4 years (AW 5 CFR section 293.402 and in accordance with agency procedures).  
 4. DISCLOSURE: The information contained within this form is of a confidential nature and is restricted to those with appropriate access.

**Remarks:**

# Salary Appraisal Form Review





# End-of-Cycle Discussion — Salary Appraisal Form

Identifying  
info

Signatures

Appraisal  
Details

## Part I: CCAS Salary Appraisal Form

<b>Name:</b>	Joe Contributor	<b>Series:</b>	0801	<b>Appraisal Period:</b>	
<b>CAS2Net ID:</b>	31	<b>Broadband Level:</b>	III	<b>From:</b>	10-30-2020
<b>Organization:</b>	AMC/LHBB	<b>Retained Pay:</b>	No	<b>To:</b>	09-30-2021
<b>Career Path:</b>	NH	<b>Presumptive:</b>	None		
<b>Approved By:</b> Bob Arnold, Pay Pool Manager				<b>Effective Date of Appraisal:</b> 01-01-2022	
Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.					
Supervisor Print/Sign			Date		
Supervisor Print / Sign			Date		
Employee Print / Sign			Date		
<b>2021 Performance Details</b>		<b>PAQL</b>	<b>2021 Contribution Details</b>		<b>Cat Score Num Score</b>
<b>Factors</b>	Job Achievement and/or Innovation	5	<b>Factors</b>	Job Achievement and/or Innovation	3H 79
	Communication and/or Teamwork	3		Communication and/or Teamwork	3M 76
	Mission Support	3		Mission Support	3M 78
Average Raw Score		3.7	<b>Overall Contribution Score</b>		<b>78</b>
Performance Rating of Record		3	Expected Overall Contribution Score		76
			Expected Contribution Range		73-80



# End-of-Cycle Discussion — Salary Appraisal Form

Compensation  
Detail

Compensation Detail			
	\$89,359	Current Rate of Base Pay	
+	\$1,966	General Pay Increase	2.2%
+	\$2,647	CRI (Salary Increase)	2.96%
	<b>\$93,972</b>	<b>New Rate of Basic Pay</b>	
+	\$15,223	Locality Pay	16.20%
=	<b>\$109,195</b>	<b>New Total Salary</b>	
	\$3,257	Contribution Award	
(+ \$0		Carryover from CRI)	
(= \$3,257		Total Award)	

2022 Expected Contribution Level	
Expected Overall Contribution Score	78
Expected Contribution Range	75-82

Privacy Act Statement (552a of 5 U.S.C.)

1. AUTHORITY: Section 11D, Federal Register Notice dated November 9, 2017.

2. PURPOSE: This form summarizes the annual evaluation of an employee's contribution and performance through the CCAS assessment.

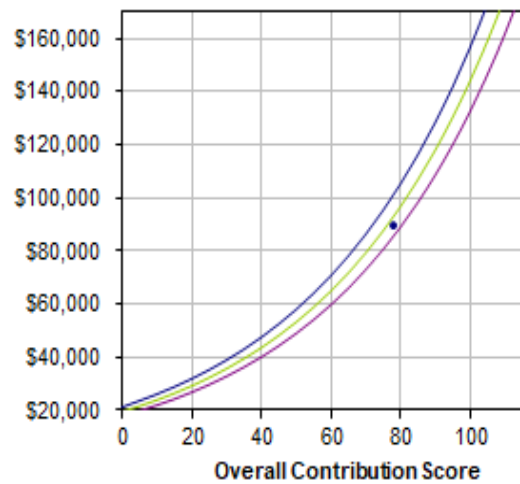
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4. DISCLOSURE: The information contained within this form is personal in nature and is restricted to those with appropriate permissions. Information collected on this form may be used for statistical and impact analysis.

Remarks

## Employee Compensation Region Chart

The graph plots the employee's current basic pay versus the final OCS relative to the rails and standard pay line (SPL); relating contribution to compensation. The top and bottom lines are the Upper and Lower Rails, respectively. The middle line is the SPL. Above the Upper Rail is the Overcompensated Region. Undercompensated Region is below the Lower Rail. Appropriately Compensated Region is on or within the rails. Compensation regions determine the eligibility for basic pay increases and awards. The point on the graph below is the employee's appraisal result.



Remarks



# Salary Appraisal Form Review

- Discuss the PAQL scores and the criteria upon which they are based

<u>2021 Performance Details</u>		<u>PAQL</u>
<b>Factors</b>	Job Achievement and/or Innovation	5
	Communication and/or Teamwork	3
	Mission Support	3
Average Raw Score		3.7
Performance Rating of Record		3

## ***Talking Points:***

- PAQL (pronounced *pay-quil*) scores are used to rate performance and the final score is the official Rating of Record
- It does not impact basic pay or locality pay
- It is used for retention purposes in the event of a Reduction-in-Force (RIF)



# Quality of Performance

- CCAS includes assessment of the quality of **performance** an employee demonstrates in achieving his/her expected contribution results during an appraisal cycle
- Quality of Performance rating assigned to each factor in addition to contribution factor scores
- Average of three performance factor ratings translates to the annual rating of record for awards and RIF purposes



Assign a PAQL rating for EACH factor

- *PAQL rating is the annual Rating of Record*
- *PAQL is NOT used for other contribution-based compensation decisions*
- *Additional Component/Agency criteria may apply*





# Performance Appraisal Quality Level 5

PAQL Level	Examples	Final Rating of Record Computation
<b>Level 5 — Outstanding</b>		
<b>AcqDemo Operating Guide Definition</b>		
An employee's quality of performance exhibited in achieving his/her contribution results substantially and consistently surpasses the factor-specific expected contribution criteria and the employee's contribution plan goals and objectives.	Employee's performance made distinguishable outcomes, set precedent(s), industry-wide recognition, etc.	Average of 3 factor ratings $> 4.3 = 5$

## *Talking Points:*

- A Level 5 score is incredibly hard to achieve
- Your performance must “substantially and consistently” surpass expected contribution criteria
- You (DID or DID NOT) meet this criteria, and here is why...



# Performance Appraisal Quality Level 3

PAQL Level	Examples	Final Rating of Record Computation
<b>Level 3 — Fully Successful</b>		
<b>AcqDemo Operating Guide Definition</b>		
An employee's performance consistently achieves, and sometimes exceeds, the factor-specific expected contribution criteria and his/her contribution plan goals and objectives.	Employee's performance gets the job done and sometimes exceeds expectations.	Average of 3 factor ratings $< 4.3 = 3$

## ***Talking Points:***

- A 3 is a very good score and what most employees should expect to receive
- It means that you consistently met all expected criteria and sometimes exceeded it
- For example, you did well on (give specific examples) and this is where you exceeded our goals (give specific examples)





# Performance Appraisal Quality Level 1

PAQL Level	Examples	Final Rating of Record Computation
<b>Level 1 — Unacceptable</b>	Employee’s performance shows unsatisfactory quality, quantity or timeliness of work, incomplete, etc.	Any single factor score of 1 = Overall Rating of 1
<b>AcqDemo Operating Guide Definition</b>		
An employee’s performance fails to meet the expected contribution criteria and the required results for the goals and objectives set forth in his/her contribution plan for the appraisal cycle.		

## Talking Points:

- As you know from our discussions during the past appraisal cycle, you were experiencing some severe performance issues.
  - Explain what actions were already taken
- The business rules state that those with a score of 1 will be denied the General Pay Increase (GPI). You will keep your current basic pay and locality pay.
- Because of the Level 1 score, you are now being placed on a Contribution Improvement Plan (CIP). This will give you the opportunity to make notable and continuous improvements. The consequence for unsuccessful improvements may lead to reduction in pay, movement to a lower broadband, or removal from federal service.



# Salary Appraisal Form Review

- Discuss Categorical and Numerical scores as compared to their expected Categorical Scores and expected OCS

<u>2021 Contribution Details</u>		<u>Cat Score</u>	<u>Num Score</u>
<b>Factors</b>	Job Achievement and/or Innovation	3H	79
	Communication and/or Teamwork	3M	76
	Mission Support	3M	78
<b>Overall Contribution Score</b>			<b>78</b>
Expected Overall Contribution Score			76
Expected Contribution Range			73-80

## *Talking Points:*

- Based on your current basic pay of \$\_\_\_\_, your expected Overall OCS was \_\_\_\_\_. This means your expected Categorical Score was \_\_\_\_\_.
- The Expected Contribution Range simply means scores that relate to 8% less and 8% more than your current salary. They do not indicate scores that you were or were not expected to achieve.



# Contribution Appraisal Criteria – The Factors

## Job Achievement and/or Innovation

- Qualifications
- Critical Thinking
- Calculated Risks
- Problem Solving
- Leadership
- Supervision
- Personal Accountability

## Communication and/or Teamwork

- Communication (verbal and written)
- Interactions with customers, coworkers, and groups
- Assignments crossing functional boundaries

## Mission Support

- 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
- Establishing priorities that reflect mission and organizational goals

Determine a categorical and numerical contribution score for EACH factor

- ↳ *Must score contributions to mission and quality of performance separately*
- ↳ *Average 3 factor scores to get the Overall Contribution Score (OCS)*



# Determining Categorical Scores

- Review the factors, descriptors and discriminators for the employee's broadband level. Compare employee contributions to the expectations listed and assign a preliminary categorical score.
  - **Very High:** Employee has made exemplary contributions the results of which are substantially beyond what was expected and warrant a score exceeding the top score for the highest broadband level in the employee's career path
  - **High:** Employee consistently and independently meets the full intent of all the factor descriptors during the appraisal cycle
  - **Medium:** Employee normally meets most of the factor descriptors during the appraisal cycle with minimal guidance
  - **Low:** Employee consistently meets portions the factor descriptors during the appraisal cycle or needs greater than expected assistance in meeting them

***NOTE: This is NOT the only possible criteria for rating, but can be used as a starting point to recommend categorical scores***



# Using Factor Descriptors and Discriminators



## Factor 1: Job Achievement and/or Innovation for NH-III

LEVEL DESCRIPTORS	DISCRIMINATORS
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance.</li><li>• Pursues or creates certification, qualification, and/or developmental programs and opportunities for self and others.</li><li>• Guides, motivates, and oversees the activities of individuals and teams with focus on project/ program issues. Assumes ownership of processes and products, as appropriate.</li><li>• Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines.</li><li>• 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.</li><li>• Defines, directs, or leads highly challenging projects/programs</li></ul>	<ul style="list-style-type: none"><li>• Leadership Role</li><li>• Mentoring/Employee Development</li><li>• Accountability</li><li>• Complexity/Difficulty</li><li>• Creativity</li><li>• Scope/Impact</li></ul>

*Use Descriptors for  
Categorical Scores*

*Use Discriminators for  
Numerical Scores*



# Categorical Scoring Talking Points

- Start with position value and expected contribution categorical score as identified in the contribution plan
- Discuss which descriptors were met — provide an example for each
- Discuss which descriptors were not met and explain why not if the employee believes some or all were met
- Wrap up with how this corresponds to what was expected based on the employee's salary



# Determining Numerical Scores

- Review the factor discriminators to establish a rank order

## Job Achievement and/or Innovation

- Leadership role
- Mentoring/Employee Development
- Accountability
- Complexity/Difficulty
- Creativity
- Scope/Impact

## Communication and/or Teamwork

- Oral
- Written
- Contribution to Team
- Effectiveness

## Mission Support

- Independence
- Customer Needs
- Planning/Budgeting
- Execution/Efficiency

- Same for all broadbands and career paths
- Help establish relative value of contributions
  - ↳ *Places degree of impact into context*



# Determining Numerical Scores

- Review the factor discriminators and knowledge of employee's contributions to rank order the results to determine the Numerical Score
- Numerical Score range must be associated with the respective Categorical Score

Factor 1: Discriminators
• Leadership Role
• Mentoring/Employee Development
• Accountability
• Complexity/Difficulty
• Creativity
• Scope/Impact

NH Career Path  
Job Achievement and/or Innovation Factor

3 High (3H)	79-83
John, Susan	83
Dan	82
Bruce, Rick	81
James	80
Rose, Joe	79

*Apply logic to your thought process and judgment when recommending numerical scores.*





# Numerical Scoring Talking Points

- Discuss how Factor scores compared to expected scores
- Explain how discriminators were used to determine appropriate numerical scores (especially if they resulted in the employee receiving a higher or lower than expected score)
- In what areas can employee still do better?



# General CCAS Results Talking Points

- Supervisors provide ***recommended*** categorical and numerical scores ***only***
- Supervisory recommendations are vetted through the sub-panel and pay pool panel process
  - Sub-panels evaluate recommended scores relative to all employee contribution levels (rank order)
  - Sub-panel results (recommendations) are forwarded to the pay panel for final vetting and payout decisions in consideration of...
    - Relative value of individual level of contribution, impact of results and position value
    - Available pay pool funding levels



# General CCAS Results Talking Points

- The time to voice disagreement with pay pool decisions is prior to final approval
  - NEVER disclose supervisory disagreement with pay pool decisions
  - If results differ from recommendations and the pay pool panel did not provide the rationale for the change with the supervisor, the sub-panel manager or Pay Pool Administrator may be able to provide the rationale supporting the panel's decision

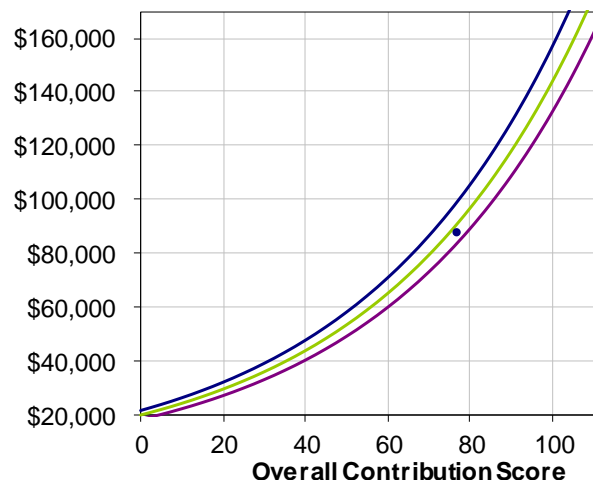


# Salary Appraisal Form Review

- Explain the significance of the scatterplot
  - Relationship to the target pay line
  - Significance of rail placement
  - Relationship between contribution and compensation

## Employee Compensation Region Chart

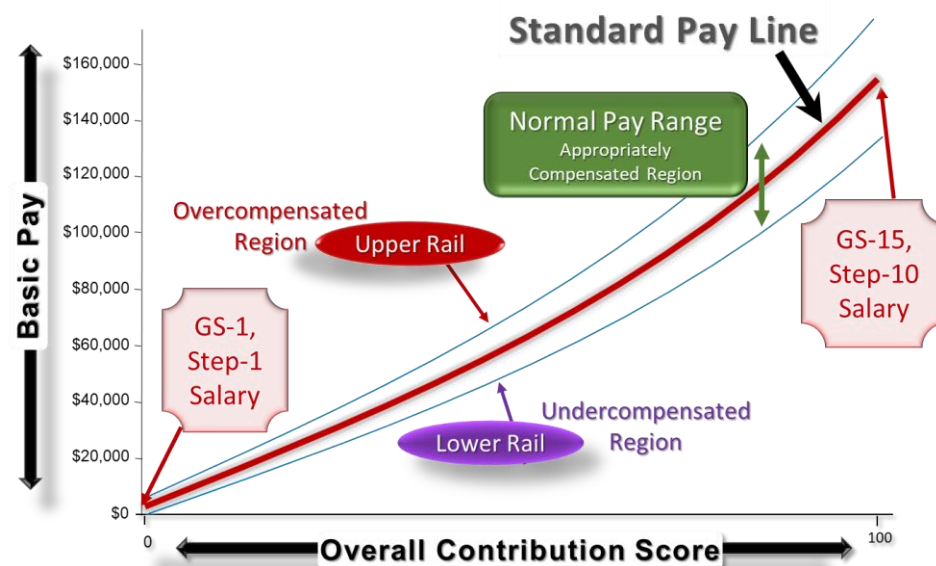
The graph plots the employee's current basic pay versus the final OCS relative to the rails and standard pay line (SPL); relating contribution to compensation. The top and bottom lines are the Upper and Lower Rails, respectively. The middle line is the SPL. Above the Upper Rail is the Overcompensated (Zone A). Undercompensated (Zone B) is below the Lower Rail. Appropriately Compensated (Zone C) is on or within the rails. Compensation regions determine the eligibility for basic pay increases and awards. The point on the graph below is the employee's appraisal result.





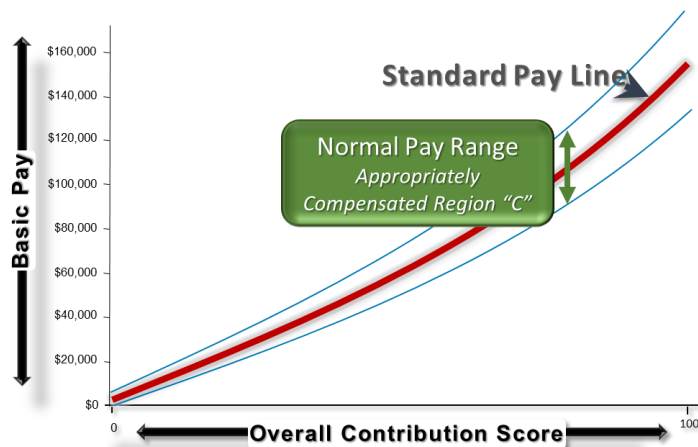
# The Scatterplot and Compensation Regions

- All salaries and OCSs can be plotted on a graph
  - Visual representation of employee OCS and corresponding pay in relation to target pay rails
  - The “X” axis represents the OCS from 0 to 100
  - The “Y” axis represents all salaries from GS-1, step 1 through GS-15, step 10
- Individual employee “dot” on the scatterplot is the intersection of OCS and pay





# The Scatterplot and Compensation Regions



- Region “C” is that region between the Upper Rail and Lower Rail
- Individual salary and OCS coordinates plotting in this

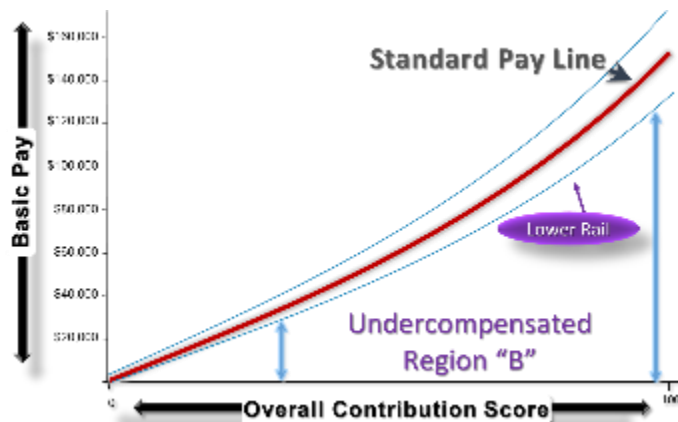
region are considered to be appropriately compensated

## *Talking Points:*

- The goal of AcqDemo is to pay appropriately and the system is designed to move each employee in the “C” region as close to the Standard Pay Line as possible
- You are currently positioned (where), which means (what)



# The Scatterplot and Compensation Regions



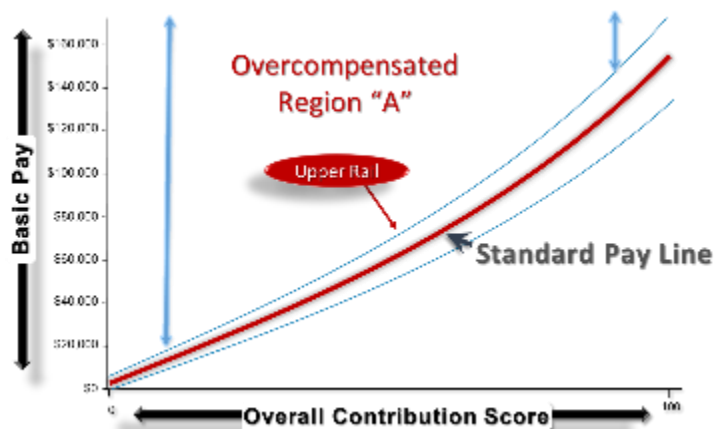
- Region “B” is the area below the lower rail and contains all OCS and salary coordinates plotting below that rail

## Talking Points:

- You have had an exceptional year contributing to the success of our organization
- You are considered to be *undercompensated* since the level of contribution exceeds the rate of pay
- Accordingly, the pay pool has awarded you a high score, salary increase and bonus
- Expect that next year, while your score may be close to the same if your contributions have similar impact, your payout may be less due to this cycle’s salary increase. This means you are being more appropriately paid all year long.



# The Scatterplot and Compensation Regions



- Region “A” is the plot area above the upper rail and contains all OCS and salary coordinates plotting above that rail

## Talking Points:

- You are considered to be *overcompensated* since your current pay exceeds your level of contribution
  - As you know from our discussions during the past appraisal cycle, you were experiencing some severe contribution issues
  - Explain what actions were already taken
  - Because of your scores, you are now being placed on a CIP...





# Salary Appraisal Form Review

- Review payout results and how they were determined (computed)

Compensation Detail			
	\$89,359	Current Rate of Base Pay	
+	\$1,966	General Pay Increase	2.2%
+	\$2,647	CRI (Salary Increase)	2.96%
<hr/>			
	<b>\$93,972</b>	<b>New Rate of Basic Pay</b>	
+	\$15,223	Locality Pay	16.20%
<hr/>			
=	<b>\$109,195</b>	<b>New Total Salary</b>	
	\$3,257	Contribution Award	
(+)	\$0	Carryover from CRI	
(=)	\$3,257	Total Award	
<hr/>			
2022 Expected Contribution Level			
	Expected Overall Contribution Score	78	
	Expected Contribution Range	75-82	



# Salary Appraisal Form Review

- Current rate of basic pay is basic pay before CCAS adjustments
- General pay increase is annually approved GS pay scale adjustment
- CRI (contribution rating increase) is basic pay increase earned from rated individual contribution throughout the CCAS Cycle
- New rate of basic pay = current pay + GPI + CRI
- Added locality pay = New Total Salary
- Contribution Award (CA) is a lump sum payout and includes any carryover CRI

Compensation Detail			
	\$89,359	Current Rate of Base Pay	
+	\$1,966	General Pay Increase	2.2%
+	\$2,647	CRI (Salary Increase)	2.96%
	<b>\$93,972</b>	<b>New Rate of Basic Pay</b>	
+	\$15,223	Locality Pay	16.20%
=	<b>\$109,195</b>	<b>New Total Salary</b>	
	\$3,257	Contribution Award	
(+)	\$0	Carryover from CRI	
(=)	\$3,257	Total Award	



# Payout Results Talking Points

- CRIs are the result of a multi-part computation that begins with the sum of all basic pay amounts of all employees in the pay pool at cycle's close
  - Product of all employee basic pay multiplied by organization's funding percentage (normally around 2%)
  - Resulting pot of money is divided by the product of all *target* salaries after OCSs are approved
  - Result is a percentage that is then applied to each undercompensated employee's pay gap, the product of which becomes the CRI earned
  - Same process applies to CA computations except total *adjusted* pay (basic pay + locality) is used in the first step



# Payout Results Talking Points

- Remember, the purpose of AcqDemo's pay system is to ensure all employees are paid fairly based on their contributions
  - Goal is to maintain every employee's pay within the Normal Pay Range and as close to the Standard Pay Line (or other target pay line set by the organization) as possible
- Sometimes the full CRI cannot be awarded because of position salary range limitations
  - In this case, the remaining dollars after the maximum CRI is reached will rollover into the employee's CA



# Salary Appraisal Form Review



- Next cycle's Expected Overall Contribution Score (EOCS) is the EOCS matching the new basic pay

## 2022 Expected Contribution Level

Expected Overall Contribution Score	78
Expected Contribution Range	75-82

- If next cycle's EOCS is higher than the current year's EOCS *range*, the contribution plan should be reviewed for possible revision since a higher EOCS may indicate a higher level of contribution expectation
  - Exception would be if current cycle's OCS is based on a uniquely significant contribution beyond established expectations
  - Set a future meeting to review and modify contribution plan if appropriate for current cycle CCAS expectations



# Concluding the Salary Appraisal Form Review

- Answer any other questions the employee may have and if the answer is unknown,
  - Do the research and get back with the employee or
  - Recommend the best source for an answer
    - E.g., Labor Relations, Classification, etc.
- Have the employee digitally sign the Salary Appraisal Form in CAS2Net

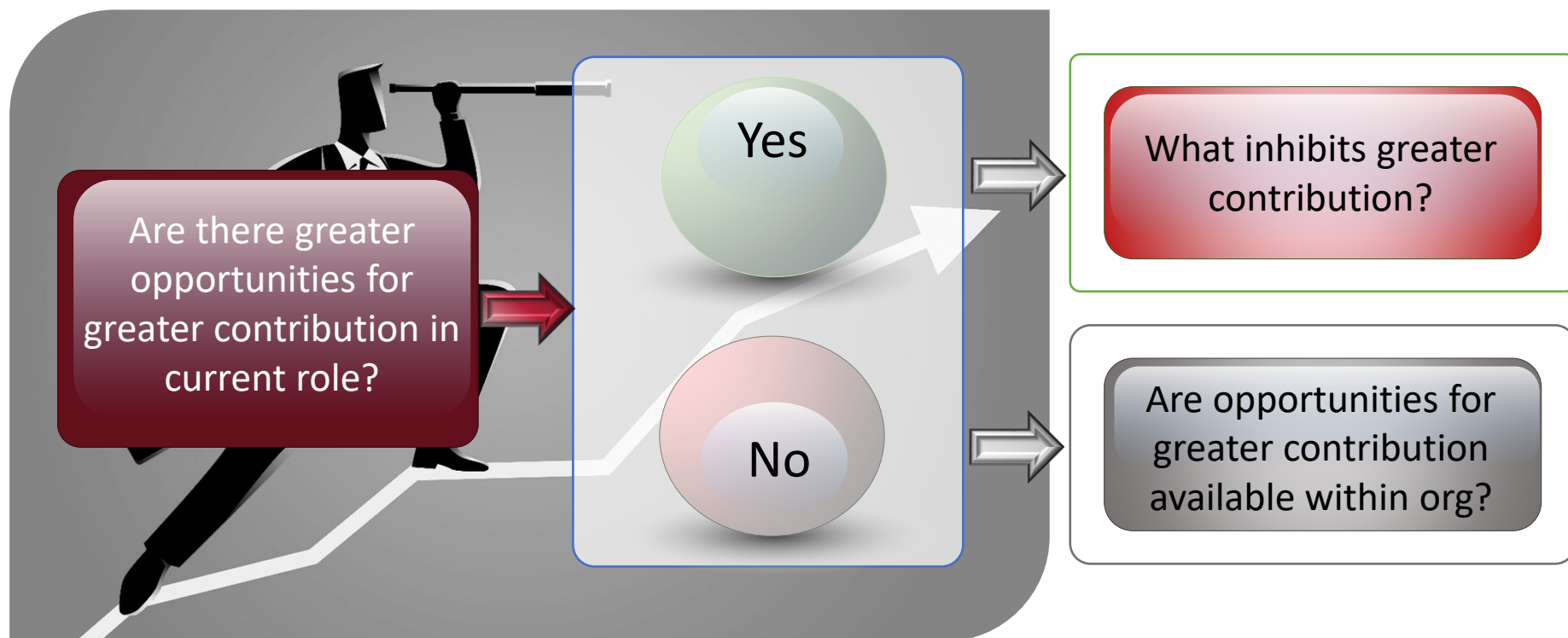


## *Increased Contribution Opportunities*



# Increased Contribution Opportunities

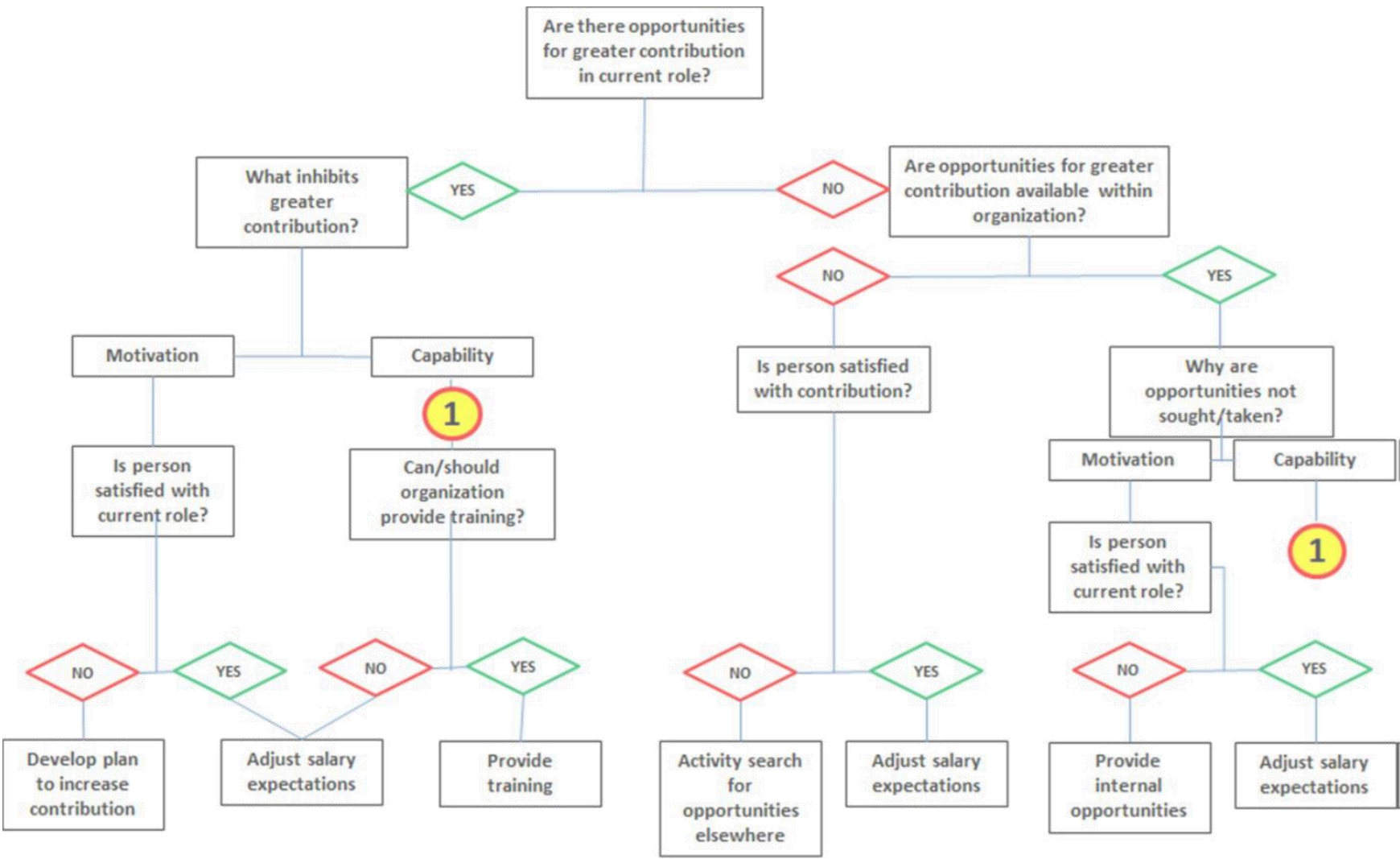
Regardless of results, lead a discussion on how the employee can continue to increase their opportunities to contribute during the next cycle.







# Increased Contribution Opportunities Flowchart\*



\*AcqDemo Operating Guide dated 31 July 2020, Chapter 6, paragraph 6.22, Figure 5, p. 283



## Increased Contribution Opportunities

- **Yes**, there are opportunities for greater contributions *in the employee's current role/position*
  - Explore what circumstances may be inhibiting the employee from achieving them
    - Employee lacks motivation but **is** satisfied with current role/position
      - A discussion about position value, current compensation and expectations may be warranted
    - Employee lacks motivation and is **not** satisfied with current role
      - Work together to develop a plan to increase contribution
        - Adjust Contribution Plan to challenge the employee



## Increased Contribution Opportunities

- **Yes**, there are opportunities for greater contributions *in the employee's current role/position*
  - Employee lacks sufficient knowledge, skill or ability to increase contribution
    - Provide training to enhance capabilities
      - Training is not available or is not appropriate
        - A discussion about compensation and expectations may be warranted
        - Are there mentoring or “shadowing” possibilities?



## Increased Contribution Opportunities

- **No** opportunities exist for greater contribution *in the employee's current role/position*
  - Other positions with higher contribution expectations are available in the organization
    - Discuss possibilities for career enhancement/advancement both within and outside the organization
    - Encourage employee to seek out other increased contribution opportunities
      - Positions with greater contribution expectations within the same broadband or in a higher broadband



# Increased Contribution Opportunities

- **No** opportunities exist for greater contribution *in the employee's current role/position*
  - *Other* positions with higher contribution expectations are available in the organization
    - Employee likes current role/position and is not motivated to move to another position
    - Ensure employee understands contribution and compensation expectations for current role/position



# Increased Contribution Opportunities

- **No** opportunities exist for greater contribution *in the employee's current role/position*
  - Other positions with higher contribution expectations are available in the organization
    - Employee is interested in moving to a position with higher contribution expectations but lacks sufficient knowledge, skill or ability to qualify
      - Provide training to enhance capabilities
      - Training not available or not appropriate
        - Are there mentoring or “shadowing” possibilities?
        - Ensure employee understands contribution and compensation expectations for current role/position



Questions? – Concerns? – Thoughts?











## Summary of Key Topics

- Plan and prepare for each conversation
- Ensure employees have solid and appropriate contribution plans in place
  - Update when needed
- Understand the relationship of the factor level descriptors and discriminators to contribution planning, position value and expected level of contribution
- Be open to feedback
- Know your organization's business rules and how they affect compensation decisions
- Use the Salary Appraisal Form to guide the Annual Appraisal Conversation



# AcqDemo Program Support

## AcqDemo Program Office

- Operating Guide
- AcqDemo Website
  - Reference Material
  - Conversion Tool Calculator
- Training
  - Workforce Overview
  - CCAS for Supervisors
  - HR Training
  - Business Rules Development
- Electronic Contact Information
  - [acqdemo.hci.mil](mailto:acqdemo.hci.mil)
  - [AcqDemo.Contact@dau.mil](mailto:AcqDemo.Contact@dau.mil)
  - *[Insert local contact information here]*

## eLearning

- *AcqDemo 101*
- *Contribution Planning*
- *Giving and Receiving Feedback*
- *CCAS Appraisal Feedback for Supervisors*
- *Writing an Annual Appraisal Self-Assessment*
- *CCAS for Employees*
- *CCAS for Supervisors*
- *HR Flexibilities*
- *Understanding the Pay Pool Process*
- *Spreadsheets Training*
- *CAS2Net 2.0 for Employees and Supervisors*
- *CAS2Net 2.0 for Administrators*



# Giving CCAS Contribution Feedback

**DoD Civilian Acquisition Workforce  
Personnel Demonstration Project (AcqDemo)**

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*Thank you  
for attending!*

*Please complete the Class Evaluation Form  
and return it to your Training Coordinator*