

Supervising AcqDemo Employees

January 2026



Mission Forward Training



Introductions



Course Timing / Breaks



Mute Phone / Computer



Interact via Chat or “Raise Hand”



Course Modules

01

Introduction

02

Classification
(Reference Only, not taught
as part of this class)

03

Recruitment &
Staffing
(Reference Only, not
taught as part of this class)

04

Pay Administration

05

CCAS

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Course Summary
and Program
Support



01

Introduction



Disclaimer

AcqDemo has been implemented in many ways since 1999;
we'll be sharing best practices today.

Organizations may use different flexibilities.
Always follow your AcqDemo Business Rules.



Suggested AcqDemo Curriculum Order

It is best to take your AcqDemo training courses in the following order:

- AcqDemo New Employee/Supervisor
- Supervising AcqDemo Employees (if applicable)
- Writing Effective Contribution Statements
- Pay Pool Panel (if applicable)
- Pay Pool Administrator Spreadsheets (if applicable)



Documents/Info You Will Need

- Your Organization's:
(consult your supervisor or Pay Pool Administrator)
 - AcqDemo Business Rules
 - Strategic Plan and/or Pay Pool's Annual Goals
- AcqDemo Specific Information:
(www.dau.edu/acqdemo)
 - AcqDemo Factors (Classification and Appraisal Criteria)
 - An Employee Guide to CCAS

02

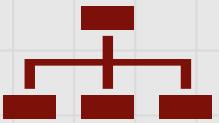
Classification

Topics of Discussion



- Classification Authority
- Classification Procedures
- Position Requirements
- Document
- Classification Appeals

Classification Authority



**Classification authority
delegated to Heads of
Participating Organizations
(or equivalent)**

- Heads of Participating Organizations may re-delegate authority to subordinate management levels
- Re-delegated classification approval must be exercised at least one management level above the first-line supervisor



**Personnel specialists
provide on-going
consultation and guidance to
supervisors**

AcqDemo Operating Guide
3 Nov 2025:
Chapter 3.3, page 45



Classification Procedures



Use OPM classification standards to identify Title and Series

Use Operating Guide Chapter 3, Appendix B (pp 68-78) to determine career path:

- NH - Business Management and Technical Management Professional
- NJ - Technical Management Support
- NK - Administrative Support

Apply appropriate Factor broadband level descriptors to the duties and responsibilities to determine broadband level classification

AcqDemo Operating Guide 3 Nov 2025:
Chapter 3.6, pages 46-50



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



Broadband-Specific Descriptors

Factor 3: Mission Support

NH - Business Management & Technical Management Professional

Level III Descriptors
<ul style="list-style-type: none">Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment.Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to programs/projects.Identifies and optimizes resources to accomplish multiple projects'/programs' goals.Effectively accomplishes multiple projects'/programs' goals within established guidelines
Level IV Descriptors
<ul style="list-style-type: none">Defines, integrates, and implements 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.Assess and promulgate, 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).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.



Position Requirements Document (PRD)

AcqDemo Position Requirements Document
NH Business and Technical Management Professional Career Path
(See instructions for Assistance)

Part A. Position and Organization Information

1. Position Number 2. Career Path: NH 3. Broadband Level

4. Position Title and Occupational Series

5. Reason for Selection

- For
- Replacement
- Reassignment
- Reclassification
- Other: AcqDemo PRD

6. Employee Name (Last, First, Middle) / Position Title

7. Name and Location of Position's Organization

8. Duty Station

9. Purpose of the Position

10. Acquisition Workforce Position? 11a. Acquisition Functional Area 11b. Acquisition Category

- Yes
- No

11. If your answer was "Yes" to question 10, mark N/A. For all others, identify if the non-AW position directly supports the AW FLS 50% of the time or more?

- Yes
- No
- N/A

Version 1.5

- AcqDemo uses a Position Requirements Document (PRD) in place of the traditional position description
- Generic PRD written at top of the broadband level
- Candidates qualify (at a minimum) at bottom of broadband level
- Find fillable template forms at: dau.edu/acqdemo/prd-forms

AcqDemo Operating Guide 3 Nov 2025:
Chapter 3.5, pages 45-46

Classification Appeals

- DoD is the final appellate level for AcqDemo employee appeals
 - Only occupational series, title, or broadband level can be appealed
- DoD final AcqDemo appellate decisions are binding on all administrative, certifying, payroll, disbursing, and accounting offices within DoD



AcqDemo Operating Guide 3 Nov 2025:
Chapter 3.12, pages 54-55



03

Recruitment and Staffing

Topics of Discussion



- Vacancy Announcements
- Targeted Recruitment and Outreach
- Applicant Qualification & Eligibility
- Veteran's Preference
- Direct Hire Authorities
- Selecting Candidates
- Types of Appointments
- Probationary Periods
- Competitive and Non-Competitive Actions
- Internal Placements
- Expanded Detail & Temp Promotions



Vacancy Announcements

- Areas of considerations and length of open periods determined by...
 - Nature of positions covered by examination
 - Career potential
 - Characteristics of the local labor market
- Positions must be advertised representing lowest GS grade, Step 1 through highest GS grade, Step 10 of the broadband
- Management sets pay upon selection of applicant and expected contribution of position

Targeted Recruitment and Outreach

- Hiring managers may make on-the-spot tentative job offers at job fairs and other recruiting events and websites
 - Must use AcqDemo noncompetitive or direct hiring authority
 - Managers make offers in consultation with their Human Resources Office
- Offers are contingent upon meeting appropriate requirements
 - Examples include clearing local priorities, security clearances, and/or certifications



Applicant Qualification & Eligibility

- Minimum eligibility requirements are those corresponding to lowest GS grade in AcqDemo broadband level of position being filled
- Qualifying experience
 - One year at the next lower broadband level in AcqDemo OR equivalent in another pay-banded system; OR
 - One GS grade lower than the lowest GS grade in AcqDemo broadband level of position being filled; OR
 - Combination of AcqDemo and GS experience
 - Base pay is not a qualifying factor



Veteran's Preference

- Treated as a “positive factor”
- Should be considered for appointments if found to be best qualified to meet mission requirements
- Non-selection of a veteran found to be best qualified to meet mission requirements
 - Must be documented in writing
 - Made part of permanent selection record



Direct Hire Authorities

❑ AcqDemo Direct Hire

- Directly hired to positions in NH career path
- Applies to DAWIA-covered positions and/or NH positions providing 51% support

❑ Veterans

- Directly hired to positions in either NH or NJ career path
- Applies to DAWIA-covered positions and/or NH/NJ positions providing 51% support

❑ Student Interns

- Enrolled in degree program required to qualify for DAWIA-covered position
- Enrolled in degree program providing competencies required to qualify for DAWIA-covered position

Appendix D – AcqDemo Appointment & Hiring Authorities

ACQDEMO APPOINTMENT & HIRING AUTHORITIES				
Topic	Direct Hire Authority for Business and Technical Management Career Path (NH)	Veteran Direct Hire for NH Career Path, and Technical Management Support Career Path (NJ)	Acquisition Student Intern Appointments	Scholastic Achievement Appointment
Authority	Federal Register Notice 82 FR 52104-52172 dated November 9, 2017 and 50 U.S.C. 1676. For these authorities, Participating Organizations may appoint qualified candidates without regard to the provisions of 5 U.S.C. Chapter 33, Subchapter 1, other than 3303, 3308, and 3308; and 5 CFR Part 300-320 other than Subpart G of 5 CFR Part 300.			
Applicability	DoD AcqDemo Participating Organizations			
Position Levels	AWF and/or Direct Support (51%) of acquisition positions in the NH Career Path	AWF and/or Direct Support (51%) of acquisition positions in NH or NJ Career path, all broadband levels, filled by Veterans	AWF positions in broadband levels I, II, and III of all three career paths: NH, NJ, and Administrative Support (NK)	AWF positions in broadband levels NH-II and NH-III
Covered Positions	AWF positions in all DAWIA Career Fields and non-AWF positions in direct support (51%) of acquisition positions filled using the direct hire authority for the NH career path or the veteran direct hire authority for positions in the NH and NJ career paths. Only AWF positions filled by Acquisition Student Intern and Scholastic Achievement Appointments.			
Appointment Type	Competitive - Permanent (Career, Career-Conditional), Term & Temporary			
Public Notice	Not required			
Vacancy Announcements	Short-term or long-term job announcements may be posted for one or more positions, multiple vacancies, broadband levels, and/or geographic locations as appropriate based upon the availability of qualified candidates and the type of position being filled. Vacancy announcements are used to attract and assess applicant sources through any legal means such as OPM USAJOBS website, ICETAP, DoD PPP, DoD Component hosted websites, news paper and periodic publications, job fairs or college recruiting activities, employee referral programs, or other means consistent with the merit system principles.			
Administrative Careers with America	Administrative Careers with America procedures must be used when filling positions at the GS-5 and GS-7 level (and equivalent positions) in occupational series identified in Appendix F of the Integrated Training Operations Handbook			
Veterans' Preference	Qualified candidates with veterans' preference should be considered when best meet mission requirements			

AcqDemo Operating Guide 3 Nov 2025:
Chapter 4.5.1, pages 120-122 and
Appendix D, pages 155-156



Types of Appointments

Permanent appointments

- Career
- Career-conditional

Temporary appointments

- Temporary Limited - NTE 1 year, two 1-year extensions
- Modified Term - NTE 5 years, one 1-year extension

Excepted Service

AcqDemo Operating Guide 3 Nov 2025:
Chapter 4.4, pages 116-119

Probationary Periods

One-year initial probationary period mandatory for all newly appointed employees to competitive service permanent positions



AcqDemo Operating Guide 3
Nov 2025:
Chapter 4.12, pages 131

1

Expanded supervisory and/or managerial probationary periods

+1?

New supervisors not having previously completed a supervisory probationary period will be required to complete a 1-year probationary period

Additional supervisory probationary period of 1 year may be required when officially assigned to a different supervisory position constituting a major change in supervisory responsibilities



Competitive and Non-Competitive Actions

Competitive

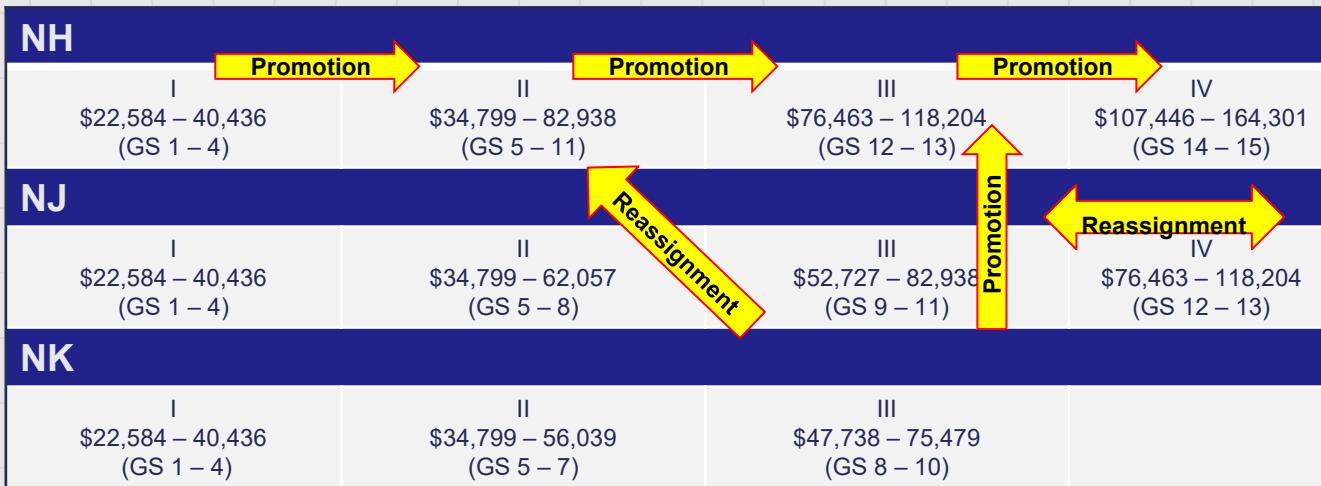
- Promotions - Movement to a higher broadband level within the same career path, or a different career path and broadband level, in which the new broadband level has a *higher maximum pay*
- Temporary Promotions exceeding a cumulative total of 1 year within any consecutive 24-month period

Non-Competitive

- Reassignments
- Re-Promotions
- Change in position having no greater earning potential than current position
- Accretion of Duties/Impact of Person on the Job
- RIF placement
- Maximum Broadband Level Promotions
- Temporary Promotions NOT exceeding a cumulative total of 1 year within any consecutive 24-month period
- Candidates with priority consideration
- Addition of supervisory duties in the same broadband level

Internal Placement

- **Promotion**
 - Movement to higher broadband level within the same career path
 - Movement to a different career path and level with a higher maximum pay rate
- **Reassignment**
 - Change in assignment within career path/broadband level
 - Change to a position in another career path and level with same maximum pay rate





Expanded Detail and Temporary Promotion Authority

- Non-competitive actions to higher broadband level
 - Temporary promotion, detail, or a combination of a detail and a temporary promotion cannot exceed 1 year total within a 24-month period
- Competition required if temporary promotion or detail action is needed beyond 1 year



04

Pay Administration

Topics of Discussion



- Compensation Strategy
- Pay Setting Overview
- Conversion Pay Setting
- Highest Previous Rate
- Retained Pay Employees
- ACDP
- Recruitment, Relocation, and Retention Incentives
- Non-CCAS Awards
- Aggregate Pay Limitations

What is the Purpose of a Compensation Strategy?



Mission Forward Training



Reflects your organization's strategic objectives

Maintain mission excellence
Retain and motivate existing employees
Attract new talent



Seeks to provide the right rewards for the level of employee contributions

Internal pay equity for like contributions
Link rewards to contributions/impact



Sets the general policies and procedures for compensation and benefits within an organization

Consistent with pay budgets
Used to derive rules for rewarding contributions



Broadbands

Business and Technical Management Professional (NH)

I
\$22,584 - \$40,436
(GS-1 - GS-4)

II
\$34,799 - \$82,938
(GS-5 - GS-11)

III
\$76,463 - \$118,204
(GS-12 - GS-13)

IV
\$107,446 - \$164,301
(GS-14 - GS-15)

Technical Management Support (NJ)

I
\$22,584 - \$40,436
(GS-1 - GS-4)

II
\$34,799 - \$62,057
(GS-5 - GS-8)

III
\$52,727 - \$82,938
(GS-9 - GS-11)

IV
\$76,463 - \$118,204
(GS-12 - GS-13)

Administrative Support (NK)

I
\$22,584 - \$40,436
(GS-1 - GS-4)

II
\$34,799 - \$56,039
(GS-5 - GS-7)

III
\$47,738 - \$75,479
(GS-8 - GS-10)

2026 AcqDemo
Broadband Basic
Pay Table
(w/o Locality Pay)



Compensation Strategy

- AcqDemo's pay flexibility, matching contribution to compensation, is a dramatic departure from the rigidity of the General Schedule - a longevity-based pay system - and focuses on complexity, breadth and impact of a position.
- Positions within a broadband may differ substantially in terms of scope; therefore, not all positions will progress to the top of the broadband. All positions should have assigned position values.
- Consideration must be given to available labor market relative to special qualification requirement, scarcity of qualified applicants, programmatic urgency, value of the position and like positions and education/experience. All pay decisions will be fiscally responsible.

Value of Positions

NH-I		NH-II		NH-III		NH-IV	
OCS	SPL	OCS	SPL	OCS	SPL	OCS	SPL
0	\$ 21,986	22	\$ 34,017	61	\$ 73,754	79	\$105,419
1	\$ 22,427	23	\$ 34,699	62	\$ 75,232	80	\$107,532
2	\$ 22,876	24	\$ 35,394	63	\$ 76,740	81	\$109,687
3	\$ 23,334	25	\$ 36,103	64	\$ 78,278	82	\$111,885
4	\$ 23,802	26	\$ 36,827	65	\$ 79,847	83	\$114,127
5	\$ 24,279	27	\$ 37,565	66	\$ 81,447	84	\$116,414
6	\$ 24,766	28	\$ 38,318	67	\$ 83,079	85	\$118,747
7	\$ 25,262	29	\$ 39,086	68	\$ 84,744	86	\$121,127
8	\$ 25,768	30	\$ 39,869	69	\$ 86,443	87	\$123,555
9	\$ 26,284	31	\$ 40,668	70	\$ 88,176	88	\$126,031
10	\$ 26,811	32	\$ 41,483	71	\$ 89,943	89	\$128,551
11	\$ 27,348	33	\$ 42,314	72	\$ 91,746	90	\$131,071
12	\$ 27,896	34	\$ 43,162	73	\$ 93,585	91	\$133,762
13	\$ 28,455	35	\$ 44,027	74	\$ 95,461	92	\$136,443
14	\$ 29,025	36	\$ 44,909	75	\$ 97,374	93	\$139,178
15	\$ 29,607	37	\$ 45,809	76	\$ 99,326	94	\$141,968
16	\$ 30,200	38	\$ 46,727	77	\$101,317	95	\$144,813
17	\$ 30,805	39	\$ 47,664	78	\$103,348	96	\$147,715
18	\$ 31,422	40	\$ 48,619	79	\$105,419	97	\$150,676
19	\$ 32,052	41	\$ 49,593	80	\$107,532	98	\$153,696
20	\$ 32,694	42	\$ 50,587	81	\$109,687	99	\$156,776
21	\$ 33,349	43	\$ 51,601	82	\$111,885	100	\$159,918
22	\$ 34,017	44	\$ 52,635	83	\$114,127	GS-15/10	
23	\$ 34,699	45	\$ 53,690				
24	\$ 35,394	46	\$ 54,766				
25	\$ 36,103	47	\$ 55,864				
26	\$ 36,827	48	\$ 56,984				
27	\$ 37,565	49	\$ 58,126				
28	\$ 38,318	50	\$ 59,291				
29	\$ 39,086	51	\$ 60,479				
		52	\$ 61,691				
		53	\$ 62,927				
		54	\$ 64,188				
		55	\$ 65,475				
		56	\$ 66,787				
		57	\$ 68,126				
		58	\$ 69,491				
		59	\$ 70,884				
		60	\$ 72,305				
		61	\$ 73,754				
		62	\$ 75,232				
		63	\$ 76,740				
		64	\$ 78,278				
		65	\$ 79,847				
		66	\$ 81,447				

- Each employee's salary equals an Overall Contribution Score (OCS)
- Each position has a value of position
- Supervisors, managers and the pay pool integrate the employee's value of position in comparison to their salary



AcqDemo Pay Setting Overview

New hires from outside Federal Government and reinstatement eligibles

- Basic pay set within the applicable broadband level

Federal employees in alternate personnel systems

- Not eligible for WGI Buy-in unless WGI eligibility exists under current pay system
- Not eligible for Career Ladder Promotion Buy-in
- Basic pay may be set within the applicable broadband level for promotion

Non-AcqDemo Federal Employees

- *WGI/Career Ladder Promotion Buy-in if lateral transfer, reassignment or realignment
- Basic pay set within the applicable broadband level for promotion

*WGI Buy-In Calculation

Conversion Basic Pay =
(Time in Step ÷ Time Between Steps) × Step Increase + Current Base Pay

AcqDemo Operating Guide 3 Nov 2025:
Chapter 5.16 - 5.18, pages 179-188



Accelerated Compensation for Developmental Positions (ACDP)

Eligible employees...

- Are in acquisition positions OR non-acquisition positions supporting DAWIA-covered positions at least 51% of the time
(Classified to NH I, II, and III broadband levels)
- Participate in formal training programs, internships, or other developmental capacities
- Demonstrate successful or better growth and development in job-related competencies
- Exceed contribution expectations associated with their Expected Overall Contribution Score (EOCS)



ACDP

- Provides opportunity to increase basic pay twice per CCAS appraisal cycle
 - Each basic pay increase may not exceed 10%
 - Increase in basic pay will trigger an increase in employee's EOCS
 - Employee is eligible for additional rating increase through the CCAS process

ACDPs are not be funded by pay pool allocations



Supervisor/Team Lead Differentials

- Classification of supervisory or team leader positions follow OPM Rules
- Intended to incentivize and compensate supervisors and team leaders
- A cash differential is NOT included as part of basic pay
- Can be effectively applied when:
 - Inequities exist between supervisory and non-supervisory subordinate pay
 - Positions are extremely difficult to fill
 - Organizational level and scope, difficulty, and value of position warrants additional compensation
- Supervisory differential - 0% to 10% of basic pay
- Team leader differential - 0% to 5% of basic pay
- Reviewed annually with CCAS assessment to validate continuing need



Aggregate Limitation on Pay

- ❑ Aggregate Limitation on pay caps total amount of allowances, differentials, bonuses, awards, or other payments combined with employee's basic pay in any calendar year
 - **Level 1 of the Executive Schedule**
Total compensation (*Basic Pay, Locality Pay, incentive awards, recruitment/retention/relocation incentives*)
 - **Level 4 of the Executive Schedule**
Total Adjusted Pay (*Basic Pay and Locality Pay*)



05

CCAS

Topics of Discussion



- Design Overview
- Contribution vs Performance
- Responsibilities of Supervisors
- CCAS Cycle
- Required Conversations
- Constructive Feedback/Difficult Conversations
- Supervisor Assessments
- Scoring Overview
- Special Situations
- Inadequate Contributions



Design Overview

Another approach to performance management
...two key differences:

1. **Designed to align compensation with level of contribution**
 - Basic pay level translates to expected contribution level
 - Assessed contribution level compared to the expected contribution level to determine compensation eligibility
 - AcqDemo software applications facilitate equitable distribution of pay pool funds

Design Overview

Another approach to performance management...

...with two key differences:

2. Designed to focus employees on creating impact

- Acquisition is a knowledge-based business—we depend on people to use their knowledge to advance mission performance
- Discussing employee expectations will focus on contribution planning vs. performance objectives
- Shapes professional acquisition workforce by using three standard factors to score employee contributions





Contribution vs Performance

Contribution

Links pay and awards to contribution to the mission and value of the position rather than longevity

Descriptors/Discriminators

Narrative statements that are written at increasing levels of complexity, scope and value of the position and employee expected contribution

Categorical/Numeric Scores

Determined by comparing employee's contribution results to the set of descriptors and discriminators for a particular factor and broadband level

Performance

Quality of performance an employee demonstrates in achieving his/her expected contribution results under each of the three contribution factors

Expected Contribution Criteria

Quality of performance an employee demonstrates; further explain in the contribution plan for each individual if necessary

PAQL Scores

Employee's level of performance during the appraisal cycle.
Employee's contribution and the impact of the quality of contributions on the organization



Responsibilities of Supervisors

- Review organizational goals and priorities at start of appraisal cycle
- Conduct annual contribution planning and explain Expected Contribution Range (ECR)
- Monitor and provide contribution and performance feedback
- Appraise contribution and performance to include a closeout assessment when required
- Address contribution and/or performance issues immediately upon identification
- Provide mentoring for career development
- Conduct a formal Midpoint Review
- Write a Closeout Assessment if applicable
- Request Annual Employee Self-Assessment
- Use factor descriptors to determine recommended categorical scores, use Factor Discriminators to determine Numerical Scores, and Expected Contribution Criteria to determine recommended Performance Appraisal Quality Levels
- Participate in pay pool process as required
- Conduct Annual Appraisal conversation

The CCAS Cycle: 01 Oct – 30 Sept (Fiscal Year)

Sept. – Oct.

Employee
Self-Assessment

March-April

Mid-Point Review

January

End-of-Cycle Discussion
and **Payout**

October

- ◆ Start CCAS Cycle
- ◆ Contribution Planning
- ◆ Supervisor Annual Appraisal

November -
December

Pay Pool Panels





What is each deliverable used for?

Contribution Plans

- Planned contributions, results, and impacts to contribute appropriately for your current pay

Midpoint Reviews

- **An update to the Contribution Plan written in the same format**
- Assesses progress toward goals and sets focus for the second half of the cycle
- Opportunity to stay on track or revise contribution statements as needed

Annual Employee Self-Assessments

- **An update to the Midpoint Review written in the same format**
- Highlights important contributions that helped your organization move forward

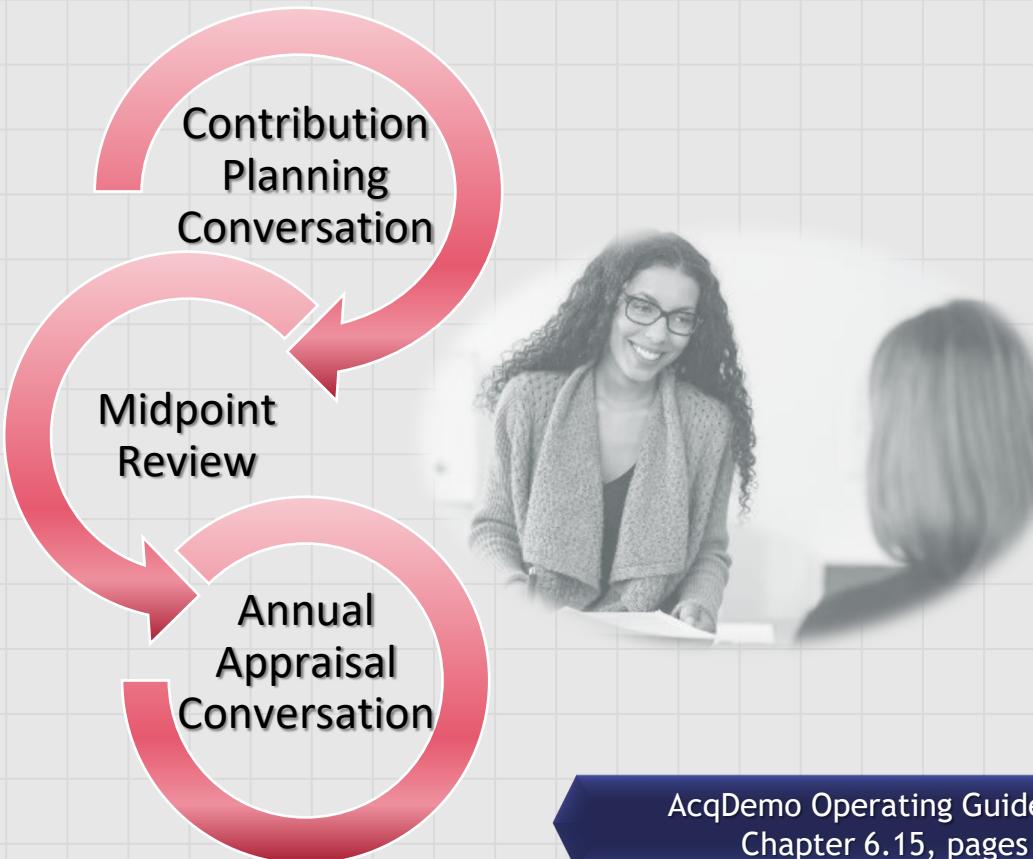
Annual Supervisor Assessments

- **A supplement to the employee's self-assessment**
- Reviews the employee's self-assessment for accuracy and provides justification for recommended performance and contribution scores to the pay pool



CCAS Required Conversations

Three Required CCAS Conversations



AcqDemo Operating Guide 3 Nov 2025:
Chapter 6.15, pages 244-245



Contribution Planning Conversation

- ❑ **Contribution Planning Conversation** should include the following topics:
 - Previous cycle review
 - Contribution expectations and how they tie into the organization's annual goals
 - Expected OCS and range and expected Categorical Score (broadband level and low/med/high)
 - Factor descriptors applicable to employee's current basic pay
 - Quality of performance expectations (1, 3, and 5)

Contribution Plan must be completed within 30 days of 1 October each year or within 30 days of starting a new position.

Contribution Planning Discussion

Roles and Responsibilities

Supervisors

- Schedule meeting
- Review mission, goals, plans, priorities
- Establish contribution expectations
- Establish Quality of Performance expectations
- Ensure employee understands your expectations
- Document the discussion in CAS2Net

Employees

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

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.



Midpoint Review Conversation

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

Midpoint Review Discussion

Roles and Responsibilities

Supervisors

- Schedule meeting
- Review mission, goals, plans, and priorities
- 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

Employees

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



Annual Appraisal Conversation

□ Annual Appraisal Conversation covers:

- Final Annual Appraisal, factor scores and Overall Contribution Score (OCS)
- Performance Appraisal Quality Level (PAQL) and Rating of Record (RoR)
- Contribution Rating Increase (CRI)
- Carryover Award, if applicable
- Contribution Award (CA)
- Areas of success and opportunities for greater contribution
- Areas for improvement

Review and electronically sign **Annual Appraisals, Ratings and Payout Results** in January

Annual Assessment Discussion

Roles and Responsibilities

Supervisors

- Schedule meeting
- Communicate final outcomes of the pay pool process
- Discuss Performance Appraisal Quality Level rating and RoR
- Discuss areas of success and ways to improve, if needed
- Discuss options to request reconsideration, if needed
- CAS2Net - enter date and method of communication, sign, and release

Employees

- Review the appraisal
- Understand the ratings
- Ask questions
- Discuss any adjustments to current Contribution Plan and expected contributions, if needed
- Upon release in CAS2Net, sign the Salary Appraisal Form



Constructive Feedback

How Feedback Shapes Performance and Contribution

- Clarifies expectations and priorities
- Reinforces alignment with mission and organizational goals
- Identifies barriers early
- Strengthens trust and working relationships
- Supports professional growth and career developments
- Reduces end-of-cycle surprises
- Drives accountability - on both sides



Feedback Opportunities



Mission Forward Training



❑ Timing and Opportunities

- During key project milestones and deliverables
- When priorities shift
- Observing behaviors - positive or negative
- When barriers or challenges emerge

❑ Location and Style

- Choose a setting that fits the employee (public, private, one-on-one)
- Build trust by adapting feedback style to individual

Feedback Guidelines

- Prepare and plan ahead
- Create a comfortable atmosphere
- Avoid interruptions or distractions
- Give clear, specific examples
- Ask open-ended questions and invite dialogue
- Encourage questions
- Listen fully and attentively
- Summarize key points and next steps
- Highlight progress and express confidence
- Thank the person



Mapping Constructive Feedback

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





Difficult Conversations

Difficult Conversations



☐ When issues persist despite prior feedback:

- Address recurring contribution or performance problems
- Resetting expectations and required changes
- Discussing consequences if improvement doesn't occur
- Document the discussion, agreed upon expectations, and next steps

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 and possible solutions



QUESTIONS?



Annual Supervisor Appraisal



Supervisor Annual Assessments:

Supervisor Appraisals should, for each factor, include:

1. Factually validate employee's self-assessment by use one of these opening statements:
 - “I concur with the employee's self-assessment”
 - “I partially concur with the employee's self-assessment” and state the reasons why you differ
 - “I do not concur with the employee's self assessment” and state the reasons why
2. Provide any additional contributions omitted by the employee to provide a complete and objective picture of the employee's contributions, if applicable
3. Using **Factor Discriminators**, characterize the resulting impact to mission to support recommended numerical scores
4. Using **Expected Contribution Criteria**, supporting your PAQL recommendation (extra written documentation suggested if recommending a 5 or a 1)



Supervisor Annual Assessment Example

1102 - NH III – OCS 81 Supervisory Contract Specialist

Factor Descriptor:

Job Achievement and/or Innovation

Factor 1: Discriminators

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

Note: Supervisor is adding credit for J2 and summarizing the value of all contributions

I partially concur with the employee's self-assessment.

J2- Additionally, Jane's mentorship led to an exceptionally high performing team with excellent morale, which is particularly impressive because 3 of her people sit in a different office 2 time zones away. Also acquired personal 40 CLPs.

Scope/Impact: The FOHR tool developed through Jane's guidance will be able to be replicated across the entire Agency providing even greater value.

Leadership: Took on a strong leadership role in the multifunctional Past-FDD Working Group, which resulted in a total reduction of 284 contracts, from 1,255 to 971, within four months' time: this is the first time that this metric has improved in several years.

Complexity/Difficulty: Jane made great strides in performing remote surveillance, working with a team to perform remote reviews of contractor business systems. For the first time, cybersecurity requirements flow down securely!

Jane's technical knowledge of computer systems and AI technology goes well beyond that expected for her position. Her critical thinking was used to successfully lead the FDD Working Group. As a result of her efforts, Jane was recognized as our department's Employee of the Quarter in the fourth quarter.



Scoring Overview



CCAS Scoring Overview

**Job Achievement
and/or Innovation**

**Communication
and/or
Teamwork**

Mission Support

- Each Factor is scored individually
- The three scores are averaged
- The result is the approved Overall Contribution Score (OCS)

Sample Employee



- Joe Contributor
- NH-0801-III, General Engineer
- Basic Pay = \$99,050

Factors	Cat Score	Num Score	PAQL
Job Achievement and/or Innovation	3H	79	5
Communication and/or Teamwork	3M	76	3
Mission Support	3M	77	3
Overall Contribution Score	77	3.7	Raw Avg Rating
Expected Contribution Score	75	3	Rating of Record
Expected Contribution Range	72-79		



Sample Factor Structure

CAREER PATH: Business Management and Technical Management (NH)

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 NH 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, demonstrating knowledge of the job, achievement, application, and requirements. Demonstrates 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>NH Level I (Score Range 0-29)</p> <ul style="list-style-type: none">Proactively seeks opportunities to contribute to assigned task.Seeks and takes advantage of development opportunities. Takes initiative to pursue completion of qualification requirements.Effectively accepts feedback on assigned and accomplished tasks; incorporates it to create a better end product.Resolves routine problems within established guidelines. Seeks guidance as required.Takes initiative in determining and implementing appropriate procedures.Conducts activities on a collective task; assists supervisor, or other appropriate personnel, as needed. <p>NH Level II (Score Range 22-66)</p> <ul style="list-style-type: none">Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems.Identifies and pursues individual/team development opportunities. Achieves and maintains qualification and certification requirements.Proactively guides, coordinates, and consults with others to accomplish projects, assuming ownership of personal processes and products.Identifies, analyzes, and resolves complex/difficult problems.Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes.Plans and conducts functional technical activities for projects/programs.	<ul style="list-style-type: none">Leadership RoleCreativityScope/Impact
		<p>Used for Contribution Scores</p>



Determining Categorical Scores

14 overall Factor Descriptors are used to determine a Categorical Score:

- High:** Employee consistently and independently meets full intent of **ALL** factor descriptors during the appraisal cycle
 - e.g., Meet all 14 descriptors - 6 for Job Achievement and/or Innovation, and 4 for the other two factors
- Medium:** Employee meets **MOST** (defined as more than half) factor descriptors during the appraisal cycle with minimal guidance
 - E.g., Meet 4-5 descriptors for Job Achievement and/or Innovation, and 3 for the other two factors
- Low:** Employee consistently meets **LESS THAN MOST** factor descriptors during the appraisal cycle or needs greater than expected assistance in meeting them
 - e.g., Meet at least 1 descriptor per factor

Descriptors to Meet by Categorical Score



Mission Forward Training

Category	Job Achievement and/or Innovation	Communication and/or Teamwork	Mission Support	Total
High	6	4	4	14
Medium High	5	3	3	11
Medium	4	3	3	10
Medium Low	2 (or 3)	2	2	6 (or 7)
Low	1	1	1	3



When to Deviate from the Suggested Method

- The Value of the contribution is significant or it's of lesser relative value**
 - Example - only 3 of the 4 bullets listed have been met, however the value of the employee's contribution is such that a "High" categorical score is appropriate
 - Example - 4 out 4 of the bullets are met, however the value of the work is not at a level consistent with employees at the top of the broadband
- Employee has not been given the opportunity to meet the appropriate factor descriptors.**
 - Example - Employee is classified as an NH-IV; however, the assignments provided to that employee align better with Level 3 descriptors. Assume the employee has done everything that has been asked of him/her in the desired manner. Should the employee be penalized for not being assigned Level 4 work or should a score within the Expected Contribution Range be rendered?



Recommended Categorical Scores

NH Contribution Matrix		Factors		
		Job Achievement and/or Innovation	Communication and/or Teamwork	Mission Support
Very High	High			
	Med			
	Low			
Level IV	High			
	Med			
	Low			
Level III	High (79 – 83)	3H		
	Med (67 – 78)		3M	3M
	Low (61 – 66)			
Level II	High			
	M/H			
	Med			
	M/L			
	Low			

Note: *In no case will the supervisor's assessment include any reference to a particular categorical, numerical or PAQL score for an employee in the body of the narrative nor should anyone discuss with the employee what was "recommended" vs. what was "approved."*



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.



Recommended Numerical Scores

NH Contribution Matrix		Factors		
		Job Achievement and/or Innovation	Communication and/or Teamwork	Mission Support
Very High	High			
	Med			
	Low			
Level IV	High			
	Med			
	Low			
Level III	High (79 - 83)	3H (79)		
	Med (67 - 78)		3M (76)	3M (77)
	Low (61 - 66)			
Level II	High			
	M/H			
	Med			
	M/L			
	Low			

As a final sanity check, you may want to compare these preliminary numerical scores with the employee's Expected OCS to confirm that your assessed scores are consistent with the employee's original expected level of contribution at the beginning of the appraisal cycle.

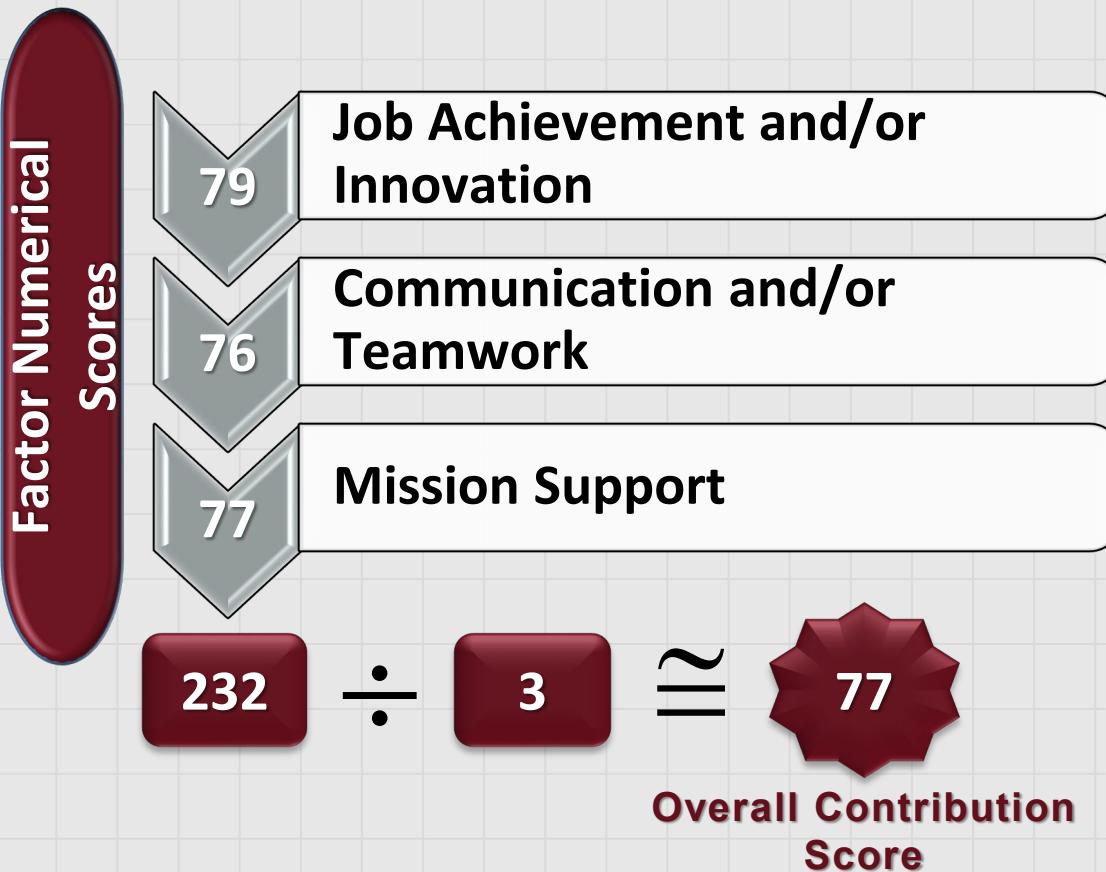


If Over paid or Underpaid, by how much?

NH-I		NH-II		NH-III		NH-IV	
OCS	SPL	OCS	SPL	OCS	SPL	OCS	SPL
0	\$22,360	GS-01/01	22	\$34,600	GS-05/01	61	\$75,023
1	\$22,808		23	\$35,294		62	\$76,527
2	\$23,265		24	\$36,001		63	\$78,061
3	\$23,732		25	\$36,722		64	\$79,625
4	\$24,207		26	\$37,459		65	\$81,221
5	\$24,692		27	\$38,209		66	\$82,849
6	\$25,187		28	\$38,975		67	\$84,509
7	\$25,692		29	\$39,756		68	\$86,203
8	\$26,207		30	\$40,553		69	\$87,931
9	\$26,732		31	\$41,366		70	\$89,693
10	\$27,268		32	\$42,195		71	\$91,491
11	\$27,815		33	\$43,041		72	\$93,325
12	\$28,372		34	\$43,903		73	\$95,195
13	\$28,941		35	\$44,783		74	\$97,103
14	\$29,521		36	\$45,681		75	\$99,050
15	\$30,113		37	\$46,596		76	\$101,035
16	\$30,716		38	\$47,530		77	\$103,060
17	\$31,332		39	\$48,483		78	\$105,125
18	\$31,960		40	\$49,455		79	\$107,232
19	\$32,600		41	\$50,446		80	\$109,382
20	\$33,254		42	\$51,457		81	\$111,574
21	\$33,920		43	\$52,488		82	\$113,810
22	\$34,600		44	\$53,540		83	\$116,091
23	\$35,294	GS-04/10	45	\$54,614			
24	\$36,001		46	\$55,708			
25	\$36,722		47	\$56,825			
26	\$37,459		48	\$57,964			
27	\$38,209		49	\$59,125			
28	\$38,975		50	\$60,310			
29	\$39,756	GS-04/10	51	\$61,519			
			52	\$62,752			
			53	\$64,010			
			54	\$65,293			
			55	\$66,602			
			56	\$67,936			
			57	\$69,298			
			58	\$70,687			
			59	\$72,104			
			60	\$73,549			
			61	\$75,023			
			62	\$76,527			
			63	\$78,061			
			64	\$79,625			
			65	\$81,221			
			66	\$82,849	GS-11/10		

** All values are basic pay without locality

Overall Contribution Score





Numerical Score Considerations

- A **zero delta OCS** - employee is **appropriately** paid for his or her contribution. *It is not a determination that average work is being done.*
- A **positive delta OCS** - employee is being **underpaid** for his or her contributions. *Additionally, if the employee's contribution level remains the same year-after-year, the delta OCS should decrease each year, as the expectations rise with the increase in salary.*
- A **negative delta OCS** - employee is being **overpaid** for his or her contributions. *It is not necessarily a determination that poor work is being done, unless the OCS is in the “A” overcompensated range.*

Quality of Performance

- Inclusion as the primary basis for RIF
- 5/3/1 Score assigned to each Factor
- Rounded Average = Rating of Record
- Additional Component, Agency, or Business Rules may apply





PAQL Factor Benchmark

CAREER PATH: Business Management and Technical Management (NH)

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 NH career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
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. 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. Classification Level and	<p>NH Level I (Score Range 0-29)</p> <ul style="list-style-type: none">■ Clearly explains status/results of assigned tasks.■ Provides timely data and written analyses for input to management/technical reports or contractual documents.■ Contributes ideas in own area of expertise. Interacts cooperatively with others.■ Routinely completes assignments, as required, in support of team goals.	<ul style="list-style-type: none">■ Oral■ Written■ Contribution to Team■ Effectiveness
	<p>NH Level II (Score Range 22-66)</p> <ul style="list-style-type: none">■ Presents informational briefings.■ Writes, or is a major contributor to, management/technical reports or contractual documents.■ 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">■ Oral■ Written■ Contribution to Team■ Effectiveness

See Business Rules for supplemental scoring criteria.



PAQL Expected Contribution Criteria

Expected Contribution Criteria	
Job Achievement and/or Innovation	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. 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. For Supervisors (as appropriate): Recruits, develops, motivates, and retains quality team members in accordance with EEO 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.
Communication and/or Teamwork	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 ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements. 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.
Mission Support	Possesses an operational understanding of organizational goals and priorities and fully complies with administrative policies, regulations and procedures when performing job operations. 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. 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.

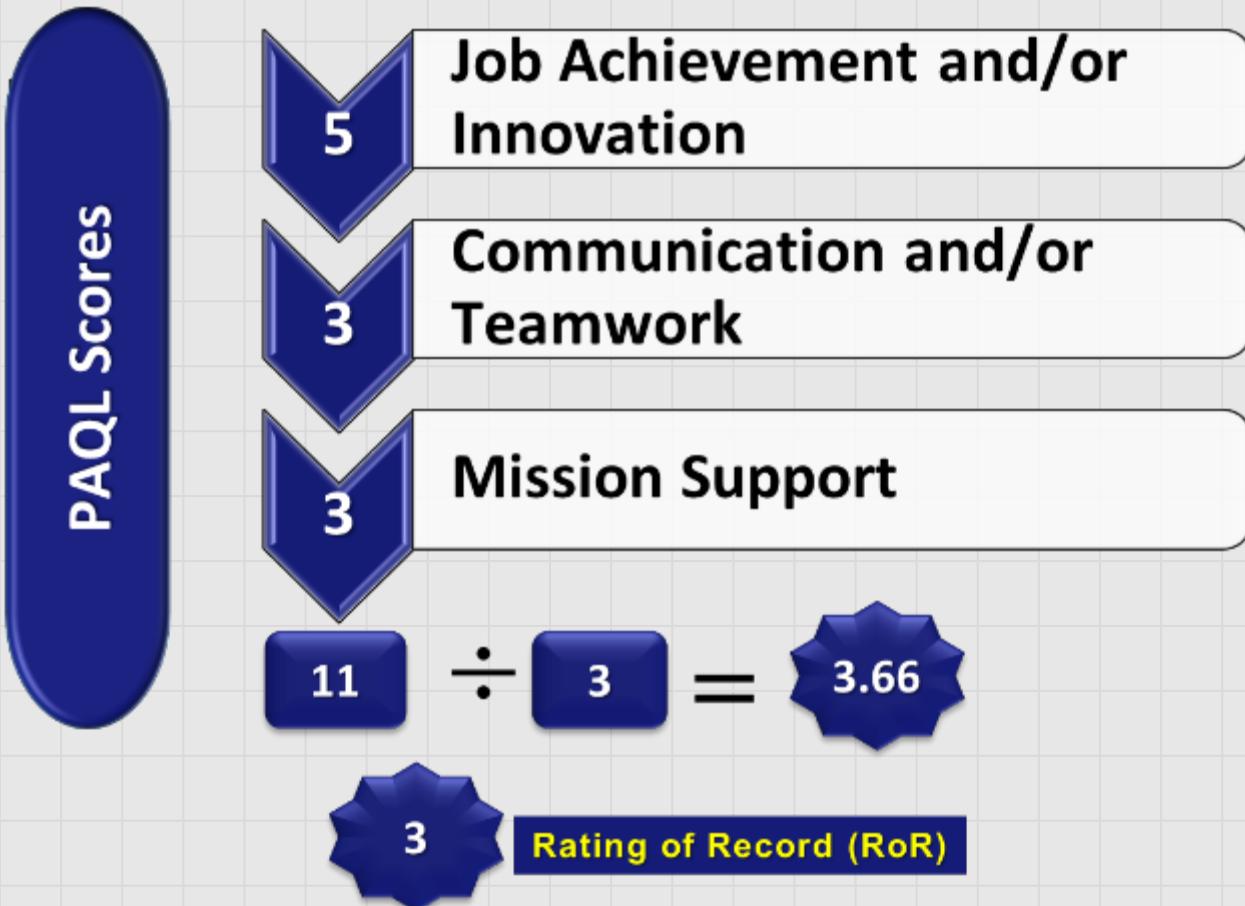
Performance Appraisal Quality Level (PAQL) Definitions



Mission Forward Training

PAQL Score	PAQL Criteria	Rating Criteria
Level 5 – Outstanding	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.	Average of 3 Scores $> 4.3 = 5$
Level 3 – Fully Successful	An employee's performance consistently achieves, and sometimes exceeds , the factor-specific expected contribution criteria and his/her contribution plan goals and objectives.	Average of 3 Scores $< 4.3 = 3$
Level 1 – Unacceptable	An employee's performance fails to meet the expectations for quality of work and the required results for the goals and objectives set forth in his/her contribution plan for the appraisal cycle.	Any Single Score of 1 = Overall 1

PAQL Averaging





Special Situations – Presumptive Ratings

- Used when employee cannot be evaluated due to circumstances that take the individual away from their normal duties or duty station
 - Long-term full-time training
 - Active military duty
 - Extended sick leave
 - Qualified family and medical leave
 - Full time union representation
 - Leave without pay, etc.
- Pay Pool Administrators will assign the appropriate presumptive status in the CAS2Net user profile for use in the CCAS spreadsheet and the employee's Salary Appraisal Form

See AcqDemo Operating Guide for additional information



Rating Official Change or Employee Movement

- When a Rating Official changes positions or an employee changes positions, a tool to assist organizations in making appraisal and compensation decisions has been created. It is called the **“AcqDemo Rating Official Change and Employee Movement Matrix”**
- It can be found online at:
https://www.dau.edu/sites/default/files/2025-03/Employee_Movement_Matrix.pdf

Inadequate Contribution and/or Performance



Mission Forward Training

Goal of System: Appropriate compensation for contribution to mission effectiveness

Contribution Improvement Plans (CIPs) must be considered when contributions to mission accomplishment are inadequate

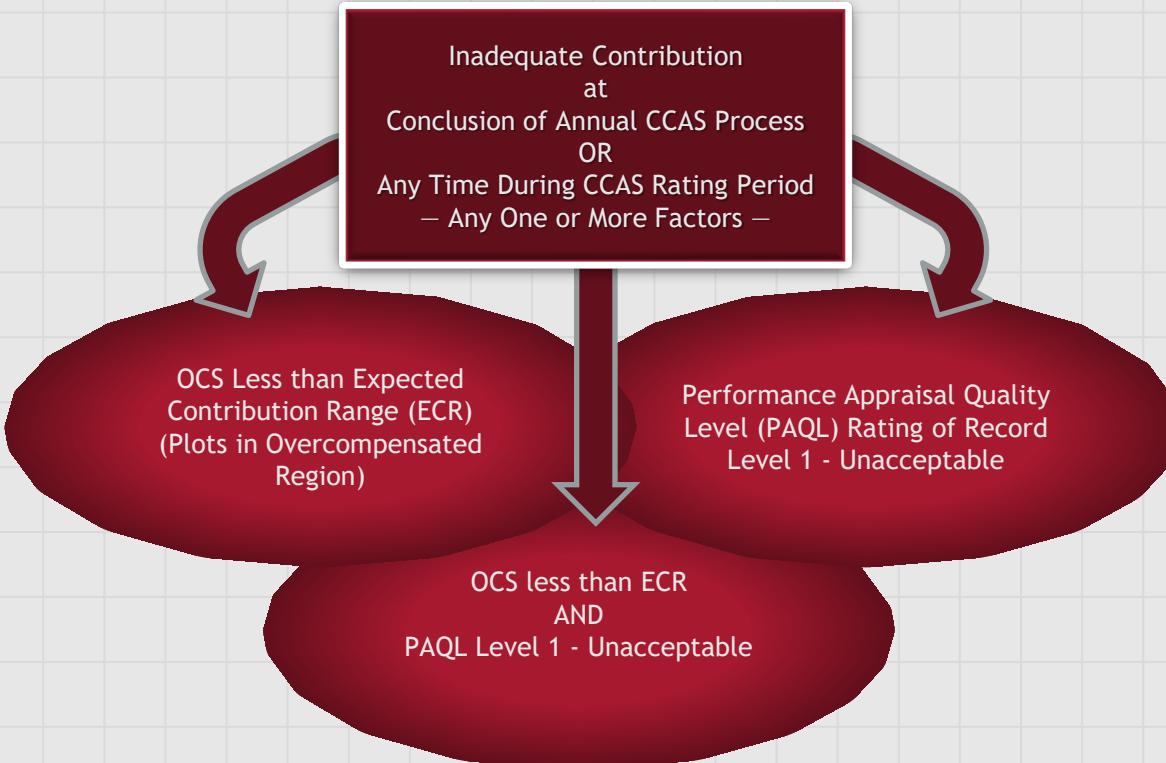
Inadequate contribution occurs...

- Anytime during the appraisal cycle, if determined
- OCS plots in the Overcompensated Region
- Unacceptable performance in any factor
- PAQL of 1 (Unacceptable)

Inadequate contribution could result in

- Reassignment
- Change to Lower broadband
- Reduction in Pay
- Removal from Federal Service

When to Address Inadequate Contribution



06

Course Summary and Program Support



Course Summary

- Understand AcqDemo's structure, flexibilities, and supervisory responsibilities
- Set clear expectations in Contribution Plans
- Provide timely, effective feedback to guide contributions and performance
- Conduct midpoint review and Annual Appraisal conversations appropriately
- Navigate difficult conversations and document performance issues
- Support fair, consistent scoring and paypool processes
- Foster a positive, accountable work environment that strengthens mission execution was designed to focus employees on creating impact and align compensation with level of contribution



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
- **AcqDemo Website:**
<https://www.dau.edu/acqdemo>
- **Army AcqDemo website:**
<https://asc.army.mil/web/acqdemo/>

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*

QUESTIONS?

Thank you for Attending!

Supervising AcqDemo Employees



Mission Forward Training