



An Employee's Guide to CCAS

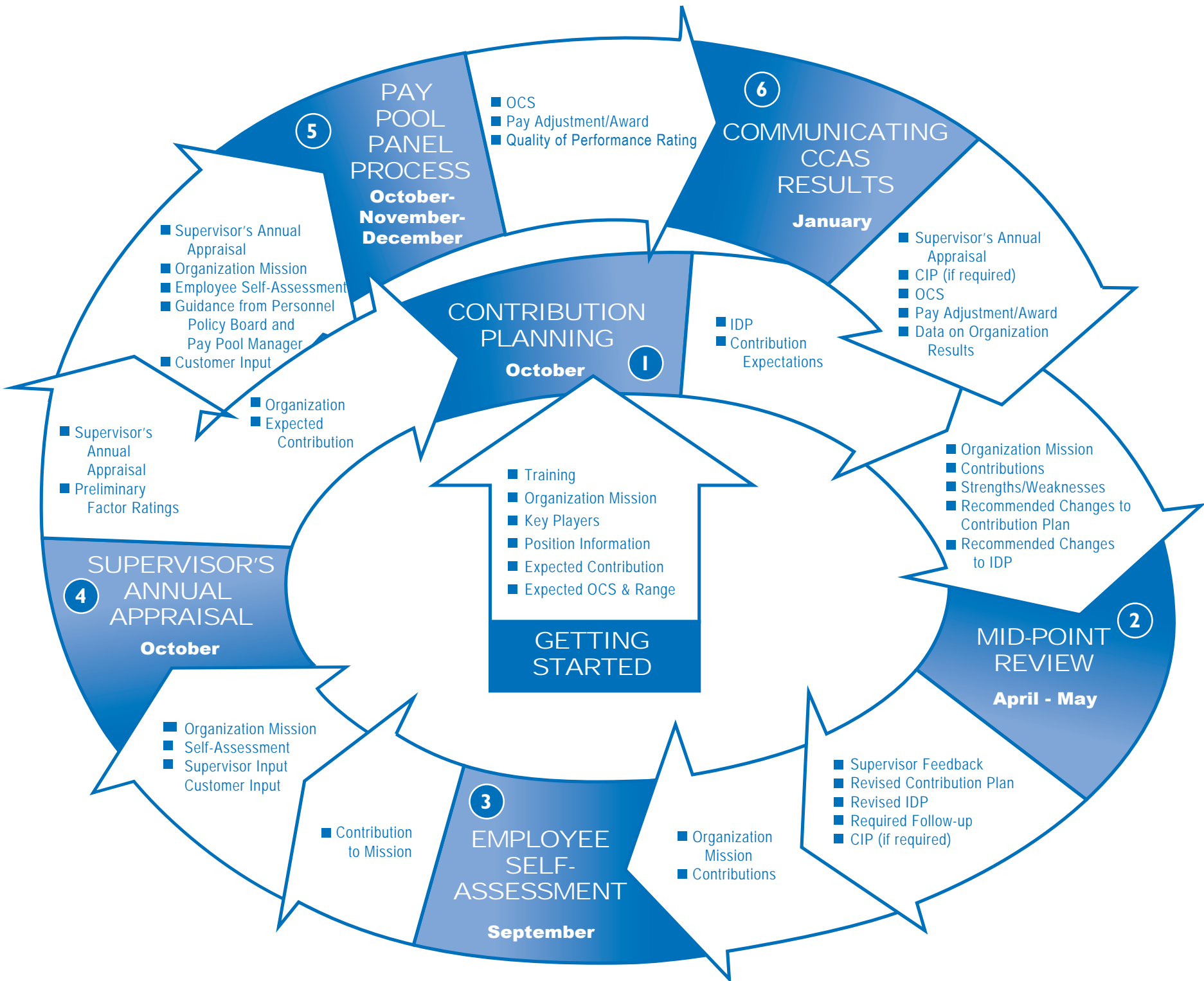
**Understanding the
Contribution-Based
Compensation and
Appraisal System of the**

Acq
Demo

DoD

**Civilian Acquisition Workforce
Personnel Demonstration Project**





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How to Use This Guide

Welcome to the DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo). AcqDemo was implemented in January 1999 to experiment with new and different personnel management concepts and determine whether such changes in personnel policy and procedures would result in improved Federal personnel management. AcqDemo is a flexible and responsive personnel system designed to enhance the DoD's ability to attract, motivate, and retain a high-quality acquisition workforce (AWF) as well as supporting personnel assigned to work directly with the AWF 51% or more of their time.

This employee guide was developed to help employees entering the program succeed in AcqDemo. It describes the steps you should take to ensure the program works for you.

This guide is not designed to cover every detail of the program. Visit the AcqDemo website at <http://acqdemo.hci.mil> to explore a wealth of additional resources such as Federal Register Notices and other policy documents, Operating Guide, training opportunities, online training, appraisal results, and contacts for additional information about AcqDemo.

The employee guide is structured around the annual cycle of AcqDemo's compensation management system – the Contribution-Based Compensation and Appraisal System, commonly referred to as CCAS. CCAS is designed to measure and reward an employee's contribution to the mission and goals of the organization and to assess the quality of performance in achieving the contribution. It will be the central focus of your AcqDemo experience.

Key "events" in the annual CCAS cycle and the actions needed to prepare for each event are highlighted in this guide as well as what you should expect to gain from each one. The CCAS appraisal cycle officially begins on 1 October and ends on 30 September of the following year. It also extends beyond the appraisal period to include the three months immediately following 30 September for the pay pool panel review process. Refer to the chart inside the front cover of this publication for a summary of the key events in the AcqDemo CCAS cycle.



Getting Started

Training

The key to the success of AcqDemo is the training provided for all involved. The AcqDemo Project Office has provided a full course curriculum to address all aspects of the AcqDemo program.

Position Information

When transitioning into AcqDemo, you need to understand how your position of record will be defined. First, depending on your occupational series, your position will be included in one of three separate and distinct career paths:

NH – Business Management and Technical Management Professional

NJ – Technical Management Support

NK – Administrative Support

A table of occupational series and AcqDemo career paths can be found in the AcqDemo Operating Guide, Chapter 3, Appendix B.

Next, you will be assigned to one of the broadband levels in your career path which replace the General Schedule (GS) grades. The GS grades were used to establish the upper- and lower-dollar limits of the broadband levels. The AcqDemo broadband level descriptors are applied to the duties and responsibilities of your position and the qualifications required to perform those duties and responsibilities. This results in a broadband level determination.

The AcqDemo's career paths and broadband levels:

Broadband	NH-Business Management and Technical Management	NJ-Technical Management Support	NK-Administrative Support
I	GS I - 4	GS I - 4	GS I - 4
II	GS 5 - 11	GS 5 - 8	GS 5 - 7
III	GS 12 - 13	GS 9 - 11	GS 8 - 10
IV	GS 14 - 15	GS 12 - 13	

Upon transition into AcqDemo, your position description (PD) will be replaced by a Position Requirements Document (PRD). The PRD combines position information, staffing requirements, and factors into a single document. It includes a description of job-specific information with which you are already familiar (position title and occupational series) in addition to information specific to AcqDemo (career path, broadband level, factors and descriptors).

The broadband factors and descriptors are used to classify positions at the appropriate broadband level and to measure an employee's contribution to the mission of the organization. Taken together, these factors and descriptors capture the critical content of jobs in each career path. The three factors are:

1. **Job Achievement and/or Innovation**
2. **Communication and/or Teamwork**
3. **Mission Support**

Each factor contains descriptors and discriminators for each respective level within the relevant career path. Complete sets of factors, descriptors, and discriminators for each career path are included at the end of this guide.

Organization Information

Once you are assigned to a position, you will need to know how your position fits into the organization. First, since AcqDemo is structured to recognize your contribution to the mission, it is essential you know and understand the organization's mission. There should be no doubt in your mind about the relationship between your position, specified duties, and

the organizational mission. It is important you make certain your goals and objectives are linked to the organization's mission.

Under AcqDemo, you are a member of a pay pool. A pay pool is a group of employees who are evaluated together under AcqDemo's performance management system, the Contribution-Based Compensation and Appraisal System, or CCAS. Pay pools are usually either based on organizational structure or on functional areas (such as contracting personnel, engineers, or budget analysts). For example, all employees in a division or a directorate might be in the same pay pool. A pay pool is recommended to consist of between 35 and 300 employees.

The pay pool manager is the individual within the pay pool who is responsible for managing the CCAS process. As such, the pay pool manager has annual pay adjustment authority, though determinations made by the pay pool manager are subject to higher management review. Pay pool managers are designated by the local participating organization or equivalent.

The pay pool panel, which includes the pay pool manager and rating officials who normally report directly to the pay pool manager, determines employees' final Overall Contribution Scores (OCSs), pay adjustments, contribution awards, and the quality of performance rating of record.

Overseeing the civilian pay budget, determining the organization's pay pool structure, providing guidance to pay pool managers, and overseeing the overall operation of the CCAS process is the responsibility of the Personnel Policy Board (PPB), or its equivalent. The PPB is a group of senior level managers representing each organizational unit.

CAS2Net

You will use CAS2Net to document contribution planning (depending on local business rules), and any necessary assessment and/or feedback between you and your supervisor. CAS2Net is short for the Contribution-based Compensation and Appraisal System Software for the Internet.

It is a DoD-sponsored web-based software application maintained by the DoD AcqDemo Program Office. A guide on CAS2Net operations is available on the AcqDemo website and includes details on how to access CAS2Net and navigate through the modules.



Contribution Planning

CCAS, AcqDemo’s performance management system, is designed to equate an employee’s compensation to they/thier level of contribution to the mission of the organization. You and your supervisor will plan how you will contribute to the mission during the appraisal year at the beginning of the CCAS cycle. Contribution planning, as well as any needed adjustments, are documented in CAS2Net.

The contribution planning discussion with your supervisor at the beginning of the appraisal cycle should cover the following topics:

- Career path and broadband level
- Factors
- Expected Overall Contribution Score (EOCS) and Range
- Organizational mission
- Expected levels of contribution and expected results
- Performance Appraisal Quality Level (PAQL/Quality of Performance)
- Career development (Individual Development Plan, or IDP)

Be sure to use this exchange with your supervisor for the mentoring opportunity it presents. Discuss areas where you’d like to grow or expand your responsibilities and solicit your supervisor’s feedback on ways to accomplish your goals.

As you consider how you plan to contribute, you must also discuss the intended results. Is there a specific target you are trying to reach?

Try to identify milestones or other measurable evidence of success. Don’t hesitate to ask questions about anything you don’t understand. This is your opportunity to create a clear plan for the coming year.

Since all employees are rated on all three factors, it is advisable to consider how your plan relates to contributions for each factor. Plans should include goals or objectives that are:

- Concise and
- Contain detailed, specific information on how the activity will benefit the organization

In other words, the plan should pass the “so what” test, should be succinct, and should clearly describe expected results.

Example

First Draft: Conduct an analysis of contaminated water samples for the Army Corps of Engineers.

- This does not pass the “so what” test. It states a task, but not the expected outcome or why it is beneficial for the organization.

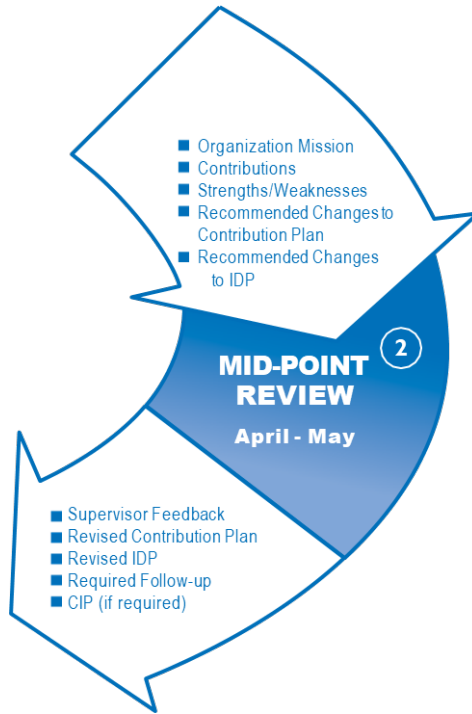
2ND Try: Conduct a monthly analysis of contaminated water samples for the Army Corps of Engineers to provide time-critical environmental contamination information.

- This provides both the benefit for the organization and details on when it will be accomplished.

CCAS embraces the quality of performance an employee demonstrates in achieving his/her expected contribution results through an assessment of performance under each of the three contribution factors.

At the conclusion of the contribution planning step, you should have a clear understanding of what you need to do to effectively contribute to your organization’s mission and how your EOCS and Range is linked to your basic pay. You should also understand how the factors, descriptors, and discriminators will be used to measure your contributions, the expected contribution criteria in measuring your quality of performance and what requirements for education, training, and experience are necessary to enhance your ability to contribute (i.e., elements of your Individual Development Plan, or IDP).

Frequent communication with your supervisor is encouraged throughout the CCAS cycle to discuss how your work is progressing and where adjustments need to be made. Never hesitate to ask your supervisor for feedback.



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Mid-Point Review

Frequent formal and informal feedback during the appraisal cycle is key to AcqDemo’s emphasis on increased communication between supervisors and employees. Without feedback, you have no checkpoints to gauge if you are on the right path. At best, you may accidentally reach your goal. At worst, you will wander aimlessly, never reaching your destination. People need to know how they’re doing, what’s working, and what’s not.

At the midpoint of the CCAS cycle, you will have a formal Mid-Point Review with your supervisor. This review provides you with important feedback regarding your progress. To start the review process, your supervisor will ask you to complete a Mid-Point Self-Assessment in CAS2Net. Your supervisor will then use the supervisory CAS2Net module to enter a narrative detailing your progress to date. Next is a discussion between you and your supervisor. A few things to consider as you prepare for the meeting with your supervisor:

- Your supervisor should prepare an agenda in advance to ensure major issues are not overlooked. You may wish to provide your supervisor with a list of concerns prior to your meeting so you are both prepared to discuss your contributions and have any relevant documentation to support your activities on hand. Write out your questions so they are not overlooked during the course of the meeting.
- During the mid-point review, you and your supervisor will measure the progress you've made toward the expectations set at the beginning of the CCAS cycle. Discuss your contribution strengths and weaknesses relative to the organization's mission and adjust as needed. Specific work assignments may change at any time based on mission requirements which may also require contribution plan adjustments.
- Your supervisor will document the discussion in CAS2Net and his/her related narratives should focus on agreed-upon milestones and follow-up activities.
- You should get feedback on each one of the three factors. Your supervisor should talk to you about opportunities for improvement, such as training options and adjustments to your Individual Development Plan (IDP), if you've identified gaps in skills.
- If you learn that your contributions and/or performance are not meeting expectations, you need to find out:
 - What improvement is required?
 - How will improvement be recognized?
 - What assistance is required?
 - Are there consequences for not improving?

Your supervisor should identify any deficiencies and highlight ways you can improve your contribution and/or performance. If it is determined you are not effectively contributing to the mission, you may be placed on a Contribution Improvement Plan, or CIP. The CIP is a formal process to correct deficiencies by identifying specific areas where your contribution and/or performance is inadequate, emphasizing standards for adequate contribution and/or performance, and outlining actions required of you. It will also identify resources available to assist you. The CIP can become the starting point to help you get back on track. For more details on the CIP, see Chapter 7, Communicating CCAS Results, in this Guide.

There should be no doubt in your mind where you stand after feedback sessions with your supervisor, and there should be no surprises when it comes time to review your CCAS results at the end of the CCAS cycle.

Mid-point feedback and any additional formal feedback you receive during the appraisal cycle is documented in CAS2Net.



3

Employee Self-Assessment

At the end of the appraisal cycle, your supervisor will ask you to complete a self-assessment describing your contributions to the mission of the organization.

Your supervisor should provide guidance on applicable local policies for submitting your self-assessment, such as writing style (bullets or narratives), amount of detail required, and a due date. You should consider setting a self-imposed completion schedule that complements your supervisor's stated guidelines. Build plenty of time into your schedule to review your final product. You may want to have your supervisor review your assessment prior to the due date. Time management is critical for completing the writing tasks related to your assessment.

As you prepare your self-assessment, you will need to have a copy of your organization's annual goals, a copy of your PRD containing the three factors and level descriptors for your broadband level, and expected contribution criteria for your career path. These will be used to measure both your contribution and performance. Your supervisor and the pay pool panel will rate your level of contribution to the mission and assess your performance for each of the three factors. Each factor is considered critical to the success of your organization's mission. A review of the factor descriptors and discriminators in the PRD will give you an idea of the types of contributions considered typical for a position operating at the top of your broadband level. You can review factor level descriptors and expected contribution criteria for all career paths and broadband levels at the end of this guide and in CAS2Net.

To write an effective assessment, you need to ask yourself “So what?” for each accomplishment. Identify the impact your contribution and performance had on achieving an organizational goal. Concentrate on substance and content as opposed to length. Focusing on the link between your contribution, performance, and the benefit to the mission will serve you better in pay pool reviews than lengthy descriptions of your efforts.

The annual appraisal is not a laundry list of skills you possess nor is it an assessment of potential. Rather, it is a set of statements that reflect what you did and how those contributions helped further the mission of the organization. When supervisors are assessing employees under CCAS, they think not only “WHAT” (the activity) and “HOW” (the level of performance) but also “WHY” (the benefit contributing to mission accomplishment). Be specific when writing your self-assessment. Do not leave it to others to presume your contribution and quality of performance.

It is also important to remember that a single work activity may result in contributions that apply to more than one factor.

Example

First Draft: “I published three technical journal articles during this appraisal period.”

- This implies a contribution but does not state one. What impact did the publishing of those articles have? Did they capture the objectives of the team or organization? Even if the activity accurately implies contribution, a lack of amplification and detail can make the statement ineffective.

2ND Try: “This year with a goal to publish three articles, I published four technical journal articles on <technical subject> which resulted in <a desired advancement in the technology> in direct support of our mission to <specify goal> by <specific impact>.”

- Remember, always think in terms of cause and effect, or “So What?” when writing contribution statements: “The employee did A that resulted in B which is related to the mission ...”

Effective Self-Assessment Examples

- Developed a computer program to track material storage and delivery of weapon system parts from the Supply Department to the Operating Forces. This tracking system cut reorder costs by 20% and improved delivery time, on average, by 20 days.
- Coordinated with a number of organization elements and contractors to resolve a classified e-mail problem that resulted in the enhancement of operational security for all parties involved. This solution was adopted DoD-wide.
- As the Help Desk Assistant, assisted over 300 Operating Forces customers monthly by providing accurate and timely responses to all questions and requests for assistance. This has resulted in improved relations between the help desk and the Operating Forces, favorable commendations to the Command, and improved communications between our projects and the Operating Forces.
- Volunteered to take the lead in teaching six Microsoft Office classes and various administrative correspondence courses to other Office Automation Assistants and division personnel. This saved approximately \$15K in TAD and vendor training costs, which was then allocated to other priority projects.
- Established contact with matrix activities, HQ, and other services and agencies to provide/maintain accurate information on the <XYZ> program. This was completed three weeks ahead of schedule and resulted in improved interoperability and assured uniform understanding of the mission.
- Provided improved budget procedures and guidance. Oversaw year-end closeout with all accounts meeting or exceeding HQ execution goals for the fiscal year. The improved procedures saved \$72K in funding due to timely reallocation of funding and resolution of errors.

Your descriptions of your contributions and performance must be documented in the Annual Appraisal Self-Assessment module in CAS2Net.



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Supervisor's Annual Appraisal

At the end of the appraisal period, your supervisor will assess the level of your contribution for each factor and determine your preliminary factor scores. In preparing your appraisal, your supervisor may consider inputs from a variety of sources to best capture the impact of your contributions to the organization's mission. During this time, the initial source many supervisors consider is personal observation and knowledge of your contributions and performance. If you and your supervisor jointly planned how you would contribute to the mission and your performance criteria at the beginning of the appraisal period and monitored your progress throughout, then your supervisor should have an excellent frame of reference for the assessment.

However, as previously mentioned, never count on the supervisor's knowledge and observations alone to best capture your contributions and

performance. Even the most effective supervisor could use a reminder of your contributions (what you did and why you did it) and performance (how you did it) throughout the appraisal period.

Remember, YOU are the best source of inputs your supervisor should consider in preparing YOUR assessment. Only you are the expert at what you do, so be sure to capture that information in CAS2Net for your supervisor's consideration.

In addition to your input, and your supervisor's personal knowledge of your contributions, there are a variety of other sources of input that may be considered by your supervisor. These sources are typically the customers you serve because they have received some service or product provided by you during the cycle. Customers may include other supervisors and teams you have worked with on projects, counterparts in a related organization, or personnel at the end of a product chain you support.

Using these inputs, your supervisor will assess your performance and contribution to the mission. Each factor will receive three types of scores, a categorical score, a numerical score, and a performance appraisal quality level score. The chart on the next page shows the broadband levels, categorical scores, and their associated numerical score ranges available based on an employee's career path. With the exception of the Very High categorical scores and associated numerical scores, the entire range of categorical and numerical scores are available for an employee's assessment in the listed career path regardless of assigned broadband level. The Very High factor score may only be assigned to employees at the highest broadband level of their career path. The performance appraisal quality level scores are discussed in Chapter 6, Quality of Performance.

It is important to note that the categorical designations are not adjectival to the quality of the contribution—they define groupings of point ranges associated with each category. For example, an NH-III employee who has basic pay at the beginning of the broadband level and receives a factor score of III Low is considered to be contributing at an acceptable level. An NH-III employee who is earning a basic pay at the top of the broadband may have cause for concern if he or she receives a III Low categorical score since higher basic pay levels carry higher contribution expectations.

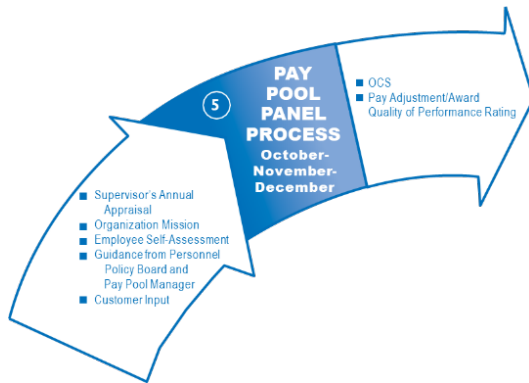
The process for scoring a factor begins by assessing the appropriate broadband level. A preliminary categorical score is assigned first; employee contributions to organizational mission are further distinguished by the selection of a preliminary numerical score within the assigned categorical range.

Levels	Categorical	NH Point Range	NJ Point Range	NK Point Range
Very High Score	High	115	95	70
	Medium	110	91	67
	Low	105	87	64
IV	High	96-100	79-83	—
	Medium	84-95	67-78	—
	Low	79-83	61-66	—
III	High	79-83	62-66	57-61
	Medium	67-78	52-61	47-56
	Low	61-66	43-51	38-46
II	High	62-66	47-51	42-46
	Medium High	51-61	41-46	—
	Medium	41-50	36-40	30-41
	Medium Low	30-40	30-35	—
	Low	22-29	22-29	22-29
I	High	24-29	24-29	24-29
	Medium	06-23	06-23	06-23
	Low	00-05	00-05	00-05

In addition to the contribution scores, each factor is assessed a performance level of 5-Outstanding, 3-Fully Successful or 1-Unacceptable. The level criteria are provided in Chapter 6.

Supervisors normally prepare the Annual Appraisal by mid-October, so it is ready for review by the pay pool panel by mid- to end-October. Check with local policy for submission dates. The pay pool panel uses the employee's Annual Appraisal Self-Assessment and the Supervisor's Annual Appraisal as the primary sources of information about the employee's contribution and performance.

The Supervisor's Annual Appraisal is also used in the feedback session held between you and your supervisor at the conclusion of the CCAS cycle. Because of the qualitative information it provides regarding your contributions and level of performance within each factor, this document is the best source describing the details that led to your Overall Contribution Score (OCS) and quality of performance rating of record.



5

The Pay Pool Panel Process

The AcqDemo pay pool panel process is designed to validate assessments of contribution and performance against the three factors among a group of peer managers from across the organization. *The result - fairness and standard application of the factor descriptors and performance appraisal quality level criteria.* Let's explore the actions that are taken to prepare for a pay pool review and what happens during a pay pool panel meeting.

Actions Taken Before the Pay Pool Panel Process

At the onset of each appraisal period, Personnel Policy Boards convene to establish the pay pool structure for the organization, validate pay pool business rules, and administer funds to pay pool managers.

Actions Taken by the Pay Pool Panel

The pay pool panel is normally composed of the pay pool manager and those who report directly to him/her. Their purpose is to share a common understanding of the organization's mission, goals, and objectives when reviewing the assessments of subordinate supervisors and bring a common perspective to how employees are evaluated and, therefore, compensated.

Employees are assessed based on the same three factors addressed in the PRD within a high, medium, or low range of categorical scores. The factor descriptors are written to reflect the highest level of contribution

expectations for each broadband level. This provides perspective for a rating supervisor. If the individual is contributing solidly against all of the major points in the level descriptors, then a higher categorical rating would be appropriate. On the other hand, someone who is only contributing against some of the descriptor requirements, or all requirements but to a limited degree, would earn a lower categorical rating. A numerical score is determined for each factor, totaled, divided by three, and then rounded to the nearest whole number to produce an Overall Contribution Score, or OCS.

The results are then reviewed again by the pay pool panel to confirm employees with the same categorical scores, numerical scores, and ratings of record have indeed contributed and performed in an equivalent manner. If there are concerns about how employees are grouped together, further discussion and/or OCS and rating of record adjustments may be required.

The pay pool panel conducts a final review of the performance ratings of record, OCS, and the recommended compensation adjustments for the pay pool members. The pay pool panel has the authority to make OCS adjustments, after discussion with the supervisor/initial rating official, to insure equity and consistency in the ranking of all employees. Final approval of the OCS and rating of record rests with the pay pool manager.

Setting Compensation

Based on the final score set by the pay pool panel, a relationship is established by the CCAS software that compares the difference between the basic pay associated with your final OCS and the basic pay you are currently earning. This difference, or “delta” in basic pay, is calculated by the CCAS software for all employees of the pay pool. The sum of all positive delta salaries (deltas resulting in negative numbers are converted to zero) is then compared to the funds available to the pay pool for basic pay adjustments. A standard payout percentage factor is then established for application to all positive delta salaries.

The amount of money available within a pay pool includes the money previously used for within-grade increases, quality step increases, performance-based awards, and certain promotions under the GS (Title 5) system. (Cash award funds are allocated separately and cannot be used for permanent pay increases.) Your final score and basic pay adjustment, if appropriate, is entered on your CCAS Salary Appraisal Form, Part I, Summary of Results.

Depending upon which category you fall into, the pay pool panel has the authority to award four forms of compensation:

Contribution Rating Increase (CRI)

CRI is a permanent increase to your basic pay. Depending on the pay pool's CRI budget and total basic pay dollars needed to bring employee basic pay amounts closer to the target pay, a payout factor is established setting the maximum basic pay percentage increase for each employee with a positive delta basic pay. This pay increase percentage value is the same for all employees in the pay pool and is applied to all positive delta basic pay amounts resulting from the approved overall contribution scores.

CRI Carryover

CRI Carryover is the lump sum payment for the CRI basic pay amount that exceeds the maximum basic pay of an employee's broadband level, or position value as determined by Business Rules.

General Pay Increase (GPI)

GPI is the pay increase authorized by Congress and the President. If your OCS is in the appropriately compensated or undercompensated regions, you will receive the GPI percentage authorized by Congress each year. If your OCS is in the overcompensated region, your organization's business rules can award the full GPI, a partial allocation, or deny the increase entirely.

Contribution Award (CA)

CA is a bonus that does not affect your basic pay. The CA fund includes money that will be used for contribution awards (formerly performance awards) under the CCAS process.

Compensation and Movement from AcqDemo

The CCAS payout is effective the beginning of the first full pay period in January. Normally, to receive the CCAS payout, an AcqDemo employee must be under AcqDemo on the effective date of the payout. The following matrix provides examples of movement from AcqDemo and the impact on the CCAS payout.

Event	CCAS Rating	GPI	CRI	CRI Carryover	CA	Quality of Performance Rating of Record
Leave AcqDemo for a non-AcqDemo Federal position before 30 September	NO	IAW Pay Schedule, e.g., GS	NA	NA	NA	NA
Retire or resign before 30 September	NO	NA	NA	NA	NA	NA
Leave AcqDemo for a non-AcqDemo Federal position after 30 September but before the effective date of the January payout	YES	IAW Pay Schedule, e.g., GS	NO	IAW Component/Group Policy	IAW Component/Group Policy	YES
Retire or resign from AcqDemo/Federal service after 30 September but before the effective date of the January payout	YES	NA	NO	IAW Component/Group Policy	IAW Component/Group Policy	YES
Leave AcqDemo for a non-AcqDemo Federal position after 30 September but after the effective date of the January payout	YES	YES	YES <small>CRI could be a CRI Carryover</small>	YES	YES	YES
Retire or resign from AcqDemo/Federal service after 30 September but after the effective date of the January payout	YES	YES	YES <small>CRI could be a CRI Carryover</small>	YES	YES	YES

6

Quality of Performance

Title 10 United States Code (U.S.C.) §1597(f) requires DoD employee separations from employment in the event of a reduction in force to be determined primarily on the basis of performance.

To comply with that code, CCAS incorporates the quality of performance an employee demonstrates in achieving his/her expected contribution results through an assessment of performance under each of the three contribution factors.

The three performance appraisal quality levels (PAQLs - pronounced *payquill*) are defined below:

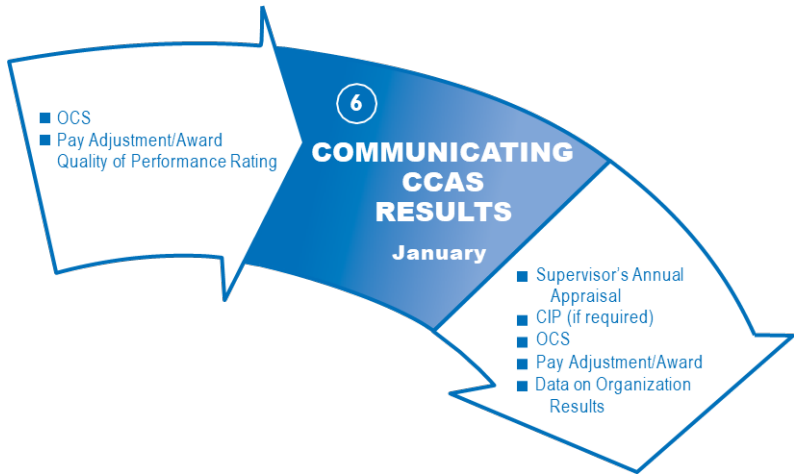
Performance Appraisal Quality Level	Performance Appraisal Quality Level Criteria
Level 5 – Outstanding	An employee’s quality of performance exhibited in achieving his/her contribution results substantially and consistently surpasses the factor-specific expected contribution criteria and the employee’s contribution plan goals and objectives.
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.
Level 1 – Unacceptable	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.

A Participating Organization may supplement the PAQL criteria in local business rules with additional standards that identify milestones, production due dates, or other measurable aspects of success contributing to the accomplishment of an organization’s mission.

The performance appraisal quality level to be assigned to each contribution factor should reflect an employee’s level of performance during the appraisal cycle as compared to the CCAS factor expected contribution criteria and the impact the quality of performance had on the contributions to the organization. The three performance appraisal levels are averaged to calculate the annual rating of record.

Rating of Record	Rating Criteria
Level 5 - Outstanding	The average score of the three PAQLs is 4.3 or greater, with no contribution factor being rated a “1” (Unacceptable), resulting in a rating of record that is a “5”.
Level 3 - Fully Successful	The average score of the three PAQLs is less than 4.3, with no contribution factor being rated a “1” (Unacceptable), resulting in a rating of record that is a “3”.
Level 1- Unacceptable	Any contribution factor rated as “1”.

The performance appraisal quality level scores and the calculated ratings of record are reviewed as discussed in Chapter 5, Pay Pool Panel Process.



7

Communicating CCAS Results

One of the most critical times for feedback occurs at the end of the CCAS cycle (after completion of the pay pool panel process). This is when your supervisor will formally review with you the level of your contribution and performance rating of record for the previous appraisal period. Your supervisor will discuss with you his/her supervisory assessment, the appraisal scores approved by the pay pool manager, compensation, and opportunities for you to increase your contribution. Your supervisor will document this review in the Annual Appraisal module in CAS2Net.

CCAS Salary Appraisal Form, Part I, Summary of Results

The basis for this discussion is the Supervisor’s Annual Appraisal and the CCAS Salary Appraisal Form, Part I. You should review this form carefully and ask for clarification from your supervisor as needed.

The Part I form gives you important information about your appraisal results, factor scores, OCS, compensation and rating of record. Your supervisor should carefully review each part of the form with you, and you should sign the form in CAS2Net.

Your signature does not indicate your agreement with the appraisal results; it simply documents that you have reviewed the Part I with your supervisor. A copy of the form is kept by both you and your supervisor.

CCAS Salary Appraisal Form, Part I, is made up of the following sections:

- 1 Identification section containing basic data such as name, broadband level, occupational series, the dates of the appraisal period, etc.
- 2 Name of the Pay Pool Manager who approved the final results and the effective date of the appraisal.

Part I: CCAS Salary Appraisal Form			
Name: Joe Contributor	Series: 0801		Appraisal Period:
CAS2Net ID: 31	Broadband Level: III	1	From: 1-Oct-22
Organization: AMC/LHBB	Retained Pay: No		To: 30-Sep-23
Career Path: NH	Presumptive: None		
Approved By: Bob Arnold, Pay Pool Manager		2	Effective Date of Appraisal: January 1, 2024
Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.			
3	Supervisor Print/Sign		Date
	Supervisor Print / Sign		Date
Factors	2023 Performance Details		PAQL
	Job Achievement and/or Innovation	5	
	Communication and/or Teamwork	3	
	Mission Support	3	4
	Average Raw Score	3.7	
	Performance Rating of Record	3	
Factors	2023 Contribution Details		Cat Score Num Score
	Job Achievement and/or Innovation	3H	79
	Communication and/or Teamwork	3M	76
	Mission Support	3M	77
	Overall Contribution Score		77
	Expected Contribution Score	75	
	Expected Contribution Range	72-79	
Compensation Detail		Employee Compensation Region Chart	
\$93,021 Current Rate of Base Pay as of 30 Sep 2023		<p>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 results.</p>	
+ \$ 1,302 General Pay Increase 1.4%			
+ \$ 2,907 CRI (Salary Increase) 3.13%			
= \$97,230 New Rate of Basic Pay			
+ \$ 16,043 Locality Pay 16.50%			
= \$113,273 New Total Salary			
\$ 3,337 Contribution Award			
+ \$ - Carryover from CRI)			
= \$3,337 Total Award			
2024 Expected Contribution Level		8	
Expected Overall Contribution Score 76			
Expected Contribution Range 73-80		7	
9	Remarks		
	*Basic pay on 30 September and does not include any promotion increase, temporary promotion increase, or ACDP basic that was approved o/a 1		
<p>Privacy Act Statement (52a of 5 U.S.C.)</p> <p>1. AUTHORITY: Section 543, Federal Register Notice dated November 9, 2021.</p> <p>2. PURPOSE: This form summarizes the annual evaluation of an employee's contribution and performance through the CCAS assessment.</p> <p>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 IAW 5 CFR Section 293.002 and in accordance with agency procedures.</p> <p>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.</p>			

- 3 Signature section for the supervisor and employee.
- 4 Current cycle performance detail section. The PAQL for each factor, the average raw PAQL score and final rating of record are displayed.

Current cycle contribution detail section. At the top are the three individual factor scores, both categorical and numerical. These scores led to the final approved OCS which is below. Below is the final approved OCS. The expected contribution score based on your basic pay for the past rating cycle, as well as the scores that define the expected OCS range are listed.

5

Compensation detail section containing the employee's current basic pay, pay increase from the general pay increase (GPI), pay increase from the contribution rating increase (CRI), new rate of basic pay, locality pay amount, new adjusted rate of basic pay, and the lump sum contribution award (CA) amount including CRI carryover, if any, as explained in Chapter 5.

6

Expected contribution score and range for the next cycle based upon the new basic pay.

7

Employee contribution region chart is the graph on the lower right that plots the employee's OCS against their basic pay. This section illustrates the approved compensation region. Compensation regions determine employee eligibility for pay increases and awards.

8

9

Remarks section available for any necessary comments.

During the feedback session, employees may be curious about how they fared in relation to their peers. This information may be delivered in any number of ways but is best delivered through aggregate data presented by the leaders of the organization.

Organizations will provide aggregate data to the workforce to include:

1) graphical representation of results accompanied by data tables by career path displaying the number and percentage of employees by region; and

2) data tables by career path and broadband level displaying average OCS, modal rating of record, average CRI (dollars and percent of basic pay), and average CA (dollars and percent of total adjusted pay). Organizations must take care not to subject any employee to embarrassment or risk compromising the identity of individual OCS scores or compensation. For that reason, small pay pools may choose to avoid providing aggregate data where individual employees could be identified.

Increased Contribution and Goal Adjustment

During the end-of-cycle feedback session, the supervisor should discuss opportunities for increased contribution and enhanced performance with the employee. This is critical not only for those employees who may not be contributing at a level consistent with their pay, but also for employees who

are excellent contributors and are searching for additional responsibility and opportunities to excel.

A great place to start is to review the expectations agreed upon by you and your supervisor at the beginning of the new appraisal period. You and your supervisor should review the goals and targets set and verify they will support an appropriate level of contribution for your position and give you an opportunity to exceed contribution expectations, if appropriate. It is also a good time to once more make sure your goals align well with the mission and goals of the organization.

Contribution and/or Performance Improvement Plans

For those employees whose contribution level is not meeting expectations, the supervisor may elect, or be required, to place the employee on a Contribution Improvement Plan, or CIP. Consideration of a CIP is mandatory if the employee's OCS is above the upper rail of the Normal Pay Region (NPR) and/or the quality of performance is unacceptable unless a Memorandum of Record as described in the Operating Guide, Chapter 7, is determined appropriate.

If a supervisor places an employee on a CIP, he/she must do so formally in writing. The plan must identify specific areas in which the employee is inadequately contributing and/or performing and indicate required improvements. The plan should be as descriptive as possible about what equates to a fully satisfactory level. The employee should know how his/her contribution and performance are being judged, and what specific actions are required by the employee.

The length of the CIP should align with the level of the employee's duties and responsibilities or in accordance with local labor-management agreements. There may be training or other resources available to assist the employee in improving his or her contribution and/or performance. If so, it should be detailed in the CIP. Finally, the CIP must contain the proposed consequences to the employee if the contribution and/or performance is not increased and sustained at a fully successful level.

8

CAS2Net

CAS2Net is the software tool used to capture CCAS related data necessary throughout the annual CCAS cycle. At the end of the pay pool process, once the pay pool managers have approved the OCS, pay adjustments, awards and rating of record decisions, CAS2Net data will be uploaded to the Defense Civilian Personnel Data System (DCPDS) to update official employee personnel records.

As mentioned earlier, CAS2Net is the tool you and your supervisor will use to document contribution planning, mid-point reviews, additional feedback, self-assessments, and supervisor assessments. CAS2Net will retain only four years of the approved appraisals IAW 5 CFR § 293.402 and 5 CFR 293.404 plus the documents for the current rating cycle.

Please go to the AcqDemo website to download a copy of the AcqDemo CAS2Net Guide. The guide provides step-by-step instructions for using CAS2Net for both employees and supervisors. You must be on a CAC-enabled computer to access CAS2Net.

Access to the CAS2NET site available on the following URL:

<https://cas2net.army.mil>

(Note: The server is hosted on an Army site and entry is the same URL for all Services and Agencies.)

Glossary

BROADBAND LEVEL. A broadband level is a pay range derived from the General Schedule base pay rates.

CAREER PATH. One of three career paths assigned to AcqDemo occupations with similar characteristics. Occupations are grouped together to facilitate advancement and pay progression.

CONTRIBUTION AWARD. A lump-sum payment based upon an individual's contribution to the mission of the organization. This award does not affect basic pay.

CONTRIBUTION-BASED COMPENSATION AND APPRAISAL

SYSTEM (CCAS). CCAS is a contribution-based assessment system that links pay adjustments to the individual's overall contribution to the organization's mission.

CONTRIBUTION IMPROVEMENT PLAN (CIP). The contribution improvement plan is a document issued by the rating official outlining specific areas in which the employee is inadequately contributing and/or performing. This document states how the employee's contribution and/or performance is inadequate; what improvements are required; recommendations on how to achieve increased contribution/level of performance; assistance the agency will offer to the employee in improving inadequate contribution/performance; and the consequence of failure to improve.

CONTRIBUTION RATING INCREASE (CRI). A contribution rating increase is a basic pay increase based upon an individual's contribution to the mission of the organization.

DELTA SALARY. Computed as the difference between an employee's current basic pay and the basic pay associated with the OCS approved for the rating cycle by the pay pool manager.

DESCRIPTORS. Descriptors are narrative statements that are written at increasing levels of complexity, scope, and employee contribution. They correspond with the broadband levels and their associated ranges of basic pay for classification and appraisal purposes. Descriptors are not to be used individually to determine position classification or assess contributions. They are to be considered as a group to derive a single evaluation of each factor.

DISCRIMINATORS. The discriminators refine the descriptors to help define the type and complexity of work, degree of responsibility, and scope of contributions that need to be accomplished to reach the highest basic pay potential within a broadband level for an employee's position, contributions and performance.

EXPECTED OCS. The expected OCS represents an employee's expected level of contribution based upon his/her current basic pay. It is derived by plotting basic pay in relation to the standard pay line.

FACTORS. The three factors are the basis for classification and assessing contributions and performance. They represent the primary type of work and contribution typically found in positions classified to a specific career path and broadband level. The same three factors (job achievement and/or innovation, communication and/or teamwork, and mission support) apply to all career paths and broadband levels.

FEEDBACK. Feedback is communication between the rating official and employee about the employee's contribution and performance during the appraisal cycle. Feedback should focus on the employee's strengths and weaknesses in areas of contribution to the organization's mission, performance, professional development, and career development activities.

GENERAL SCHEDULE PAY INCREASE. The General Schedule pay increase allows for a percentage increase to the General Schedule, as authorized by Congress and the President each year.

INADEQUATE CONTRIBUTION. An employee is considered to be inadequately contributing if his/her overall contribution score places the employee above the upper rail (overcompensated region) and/or he/she receives an unacceptable performance appraisal level of 1 on one or more of the three contribution appraisal factors.

OVERALL CONTRIBUTION SCORE (OCS). The OCS is a numerical value which represents the employee's contribution to the mission of the organization and the value of the position. It is computed by averaging the scores of the three factors and rounding to the nearest whole number.

PAY POOL. A group of employees among whom the funding allocated to CCAS is distributed. This might be all the employees in a division or directorate, or employees involved in the same type of work, e.g., supervisors, or a functional group.

PAY POOL PANEL. Composed of the pay pool manager and those who report directly to him/her. Their purpose is to share a common view of the organization mission, goals, and objectives in reviewing the contribution and performance of employees and bring a common perspective to how employees are evaluated and, therefore, compensated and appraised.

PAY POOL MANAGER. The individual within the organization responsible for managing the CCAS process. Gives final approval of OCS, compensation adjustments, and ratings of record.

PERFORMANCE APPRAISAL QUALITY LEVEL (PAQL). A factor score that depicts the quality of performance an employee demonstrates in achieving his/her expected contribution results for that factor. The three PAQL scores are averaged to calculate the annual rating of record.

POSITION REQUIREMENTS DOCUMENT (PRD). The position requirements document for each employee provides job-specific information, broadband level descriptors, and other information pertinent to the job, including staffing requirements and contribution expectations. This document replaces the current agency-developed position description.

Factors

CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (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 for All Broadband Levels	
<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>	
Classification Level and Appraisal Descriptors	Discriminators
<p>NH Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> Proactively seeks opportunities to contribute to assigned tasks. Seeks and takes advantage of development 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. Seeks assistance as required. Takes initiative in determining and implementing appropriate procedures. Conducts activities on a collective task. Assists supervisor, or other personnel, as needed. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact

Classification Level and Appraisal Descriptors (Factor 1: Job Achievement and/or Innovation)	Discriminators
<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 Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
<p>NH Level III (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance. • Pursues or creates certification, qualification, and/or developmental programs and opportunities for self and others. • Guides, motivates, and oversees the activities of individuals and teams with focus on project/program issues. Assumes ownership of processes and products, as appropriate. • Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines. • 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. • Defines, directs, or leads highly challenging projects/programs. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact

Classification Level and Appraisal Descriptors (Factor 1: Job Achievement and/or Innovation)	Discriminators
<p>NH Level IV (Score Range 79 – 100)</p> <ul style="list-style-type: none"> • Recognized as a technical/functional authority within and outside of the organization. • Fosters the development of others by providing guidance or sharing expertise. Directs assignments to encourage employee development and cross-functional growth to meet organizational needs. Pursues professional self-development. • Leads, defines, manages, and integrates efforts of several groups or teams. Assumes and assigns ownership of processes and products, as appropriate. • Assesses and provides strategic direction for resolution of mission-critical problems, policies, and procedures. • Works with senior management to establish new fundamental concepts and criteria and stimulate the development of new policies, methodologies, and techniques. Converts strategic goals into programs or policies. • Defines, establishes, and directs organizational focus on challenging and highly complex projects/programs. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
<p>VERY HIGH SCORE (Mid-Level Descriptors) (Three scores available—105, 110, or 115. Select only one score.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> • Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan. • Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization. • Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year. 	

CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (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 for All Broadband Levels	
<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>	
Classification Level and Appraisal Descriptors	Discriminators
<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 project/program 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
<p>NH Level III (Score Range 61 – 83)</p> <ul style="list-style-type: none"> Presents briefings to obtain consensus/approval. Reviews and approves or is a major contributor to/lead author of, management reports or contractual documents for external distribution. Provides inputs to policies. Introduces and/or implements innovative approaches to resolve unusual/difficult issues significantly impacting important policies or programs. Promotes and maintains environment of cooperation and teamwork. Leads and guides others in formulating and executing team plans. Sought by team members to contribute to teaming effort. 	<ul style="list-style-type: none"> Oral Written Contribution to Team Effectiveness

Classification Level and Appraisal Descriptors (Factor 2: Communication and/or Teamwork)	Discriminators
<p>NH Level IV (Score Range 79 – 100)</p> <ul style="list-style-type: none"> • Presents organizational briefings to convey strategic vision or organizational policies. • Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues. • Solves broad organizational issues. Implements strategic plans within and across organizational components. Ensures a cooperative teamwork environment. • Leads/guides workforce in achieving organizational goals. Participates on high-level teams. Is sought out for solutions and/or strategies. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
<p>VERY HIGH SCORE (Mid-Level Descriptors) (Three scores available—105, 110, or 115. Select only one score.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> • Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan. • Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization. • Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year. 	

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

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; mentoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the position classified to the broadband levels of the NH career path.

Expected Contribution Criteria for All Broadband Levels	
<p>Possess 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.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interaction enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	
Classification Level and Appraisal Descriptors	Discriminators
<p>NH Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Performs assigned tasks within area of responsibility; identifies situations to supervisor or other appropriate personnel when existing guidelines do not apply. • Participates as a team member in meeting customer needs. • Productively plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
<p>NH Level II (Score Range 22 – 66)</p> <ul style="list-style-type: none"> • Identifies and resolves conventional problems which may require deviations from accepted policies or instructions. • Initiates meetings and interactions with customers to understand customer needs/expectations • Optimizes resources to accomplish projects/programs within established schedules. • Effectively accomplishes project/program goals within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency

Classification Level and Appraisal Descriptors (Factor 3: Mission Support)	Discriminators
<p>NH Level III (Score Range 61 – 83)</p> <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 project/program goals. • Effectively accomplishes multiple project/program goals within established guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
<p>NH Level IV (Score Range 79 – 100)</p> <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. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
<p>VERY HIGH SCORE (Mid-Level Descriptors) (Three scores available—105, 110, or 115. Select only one score.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> • Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan. • Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization. • Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year. 	

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 for All Broadband Levels	
<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>	
Classification Level and Appraisal Descriptors	Discriminators
<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 determining and implementing appropriate procedures. Performs activities on a task; assists supervisor or other personnel. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact

Classification Level and Appraisal Descriptors (Factor 1: Job Achievement and/or Innovation)	Discriminators
<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> • Actively contributes as a team member; takes initiative to accomplish assigned projects. • Identifies and pursues individual/team development 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 a team member or leader. Recognized for functional/technical expertise. • Promotes developmental programs and 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 a 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/function areas. • Identifies and resolves complex problems that may cross functional/technical boundaries and promulgates solutions. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact

**Classification Level and Appraisal Descriptors
(Factor 1: Job Achievement and/or Innovation)**

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.

CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)

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 for All Broadband Levels	
<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>	
Classification Level and Appraisal Descriptors	Discriminators
<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 managerial/technical reports/documents for projects/programs. • Guides others to resolve or collaborate on complex project/program 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

Classification Level and Appraisal Descriptors (Factor 2: Communication and/or Teamwork)	Discriminators
<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 only one score.)</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. 	

CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)

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; mentoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the position classified to the broadband levels of the NJ career path.

Expected Contribution Criteria for All Broadband Levels	
<p>Possess 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.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interaction enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	
Classification Level and Appraisal Descriptors	Discriminators
<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 • Optimizes resources to accomplish projects within established schedules. • Effectively accomplishes project/program goals within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency

Classification Level and Appraisal Descriptors (Factor 3: Mission Support)	Discriminators
<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 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 project/program goals. • Effectively accomplishes multiple project/program goals within established thresholds. Develops innovative approaches to attain goals and minimize 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 only one score.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> • Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan. • Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization. • Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year. 	

CAREER PATH: ADMINISTRATIVE SUPPORT (NK)

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 NK career path.

Expected Contribution Criteria for All Broadband Levels	
<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>	
Classification Level and Appraisal Descriptors	Discriminators
<p>NK 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. • Applies standard rules, procedures, or operations to resolve routine problems. • Takes initiative in selecting and implementing appropriate procedures. • Conducts activities on a segment of 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

Classification Level and Appraisal Descriptors (Factor 1: Job Achievement and/or Innovation)	Discriminators
<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Actively contributes as a team member; takes initiative to accomplish assigned projects. • Identifies and pursues individual/team developmental opportunities. • Guides others in accomplishing projects, assuming ownership of personal processes and products. • Develops, modifies, and/or applies rules, procedures, or operations to resolve problems of moderate complexity/difficulty. • Identifies and adapts guidance for new or unusual situations. • Plans and conducts administrative activities for projects. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
<p>NK Level III (Score Range 38 – 61)</p> <ul style="list-style-type: none"> • Provides guidance to individuals/teams; resolves conflicts. Expertise solicited by others. • Promotes individual/team development; leads development of training programs for self and others. • Guides and accounts for results or activities of individuals, teams, or projects. Assumes ownership of processes and products, as appropriate. • Develops rules, procedures, or operations for complex/difficult organizational tasks. • Identifies issues requiring new procedures and develops appropriate guidelines. • Plans and conducts complex administrative activities. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
<p>VERY HIGH SCORE (Mid-Level Descriptors) (Three scores available—64, 67, or 70. Select only one score.)</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 III 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. 	

CAREER PATH: ADMINISTRATIVE SUPPORT (NK)

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 NK career path.

Expected Contribution Criteria for All Broadband Levels	
<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>	
Classification Level and Appraisal Descriptors	Discriminators
<p>NK Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Explains status/results of assigned tasks. • Writes timely and accurate draft documentation. • Contributes ideas on routine procedures. Interacts cooperatively with others. • Regularly completes tasks in support of team goals. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Communicates/presents internal administrative/functional procedures and tasks internally and externally. • Prepares, coordinates, and consolidates documents, reports, or briefings. • Resolves administrative problems; facilitates cooperative interactions with others. • Guides others and coordinates activities in support of team goals. Proactively functions as an integral part of the team. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
<p>NK Level III (Score Range 38 – 61)</p> <ul style="list-style-type: none"> • Explains and/or communicates administrative/functional procedures at all levels. • Prepares, reviews, and/or approves documents, reports, or briefings. • Promotes and maintains environment for cooperation/teamwork. Sets tone for internal/external cooperation. • Leads and guides others in formulating and executing plans in support of team goals. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness

Classification Level and Appraisal Descriptors (Factor 2: Communication and/or Teamwork)	Discriminators
<p>VERY HIGH SCORE (Mid-Level Descriptors) (Three scores available—64, 67, or 70. Select only one score.)</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 III 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.	

CAREER PATH: ADMINISTRATIVE SUPPORT (NK)

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; mentoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the position classified to the broadband levels of the NK career path.

Expected Contribution Criteria for All Broadband Levels	
<p>Possess 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.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interaction enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	
Classification Level and Appraisal Descriptors	Discriminators
<p>NK Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Carries out routine tasks. • Meets routine customer needs. • Plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Plans and executes assignments; resolves problems and handles deviations. • Independently interacts with customers to understand customer needs/expectations • Plans resources to achieve project schedules. • Effectively accomplishes projects within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
<p>NK Level III (Score Range 38 – 61)</p> <ul style="list-style-type: none"> • Identifies issues and determines approaches and methods to accomplish tasks. Initiates effective actions and resolves related conflicts. • Establishes customer alliances and translates needs to customer service. • Coordinates resources across projects. • Optimizes resource utilization across projects. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency

Classification Level and Appraisal Descriptors (Factor 3: Mission Support)	Discriminators
<p>VERY HIGH SCORE (Mid-Level Descriptors) (Three scores available—64, 67, or 70. Select only one score.)</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 III 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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