

**CAREER PATH:** Business Management and Technical Management (NH)

**FACTOR:** 1. Job Achievement and/or Innovation

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

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Produces desired results, in the needed timeframe, with the appropriate level of supervision through the use of appropriate knowledge, skills, abilities and understanding of the technical requirements of the job. Achieves, demonstrates and maintains the appropriate qualifications necessary to assume and execute key acquisition and/or support requirements. Demonstrates skilled critical thinking in identifying, analyzing and solving complex issues, as appropriate. Takes and displays personal accountability in leading, overseeing, guiding, and/or managing programs and projects within assigned areas of responsibility.</p> <p>Work is timely, efficient and of acceptable quality. Completed work meets project/program objectives. Leadership and/or supervision effectively promotes commitment to organization goals. Flexibility, adaptability, and decisiveness are exercised appropriately.</p> <p>For Supervisors (as appropriate): Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit System Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.</p>	<p><b>NH Level I</b> <span style="float: right;"><b>(Score Range 0 – 29)</b></span></p> <ul style="list-style-type: none"> <li>• Proactively seeks opportunities to contribute to assigned tasks.</li> <li>• Seeks and takes advantage of development opportunities. Takes initiative to pursue completion of qualification requirements.</li> <li>• Effectively accepts feedback on assigned and accomplished work, and incorporates it to create a better end product.</li> <li>• Resolves routine problems within established guidelines. Seeks assistance as required.</li> <li>• Takes initiative in determining and implementing appropriate procedures.</li> <li>• Conducts activities on a collective task; assists supervisor, or other appropriate personnel, as needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Role</li> <li>• Mentoring/Employee Development</li> <li>• Accountability</li> <li>• Complexity/Difficulty</li> <li>• Creativity</li> <li>• Scope/Impact</li> </ul>
	<p><b>NH Level II</b> <span style="float: right;"><b>(Score Range 22 – 66)</b></span></p> <ul style="list-style-type: none"> <li>• Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems.</li> <li>• Identifies and pursues individual/team development opportunities. Achieves and maintains qualification and certification requirements.</li> <li>• Proactively guides, coordinates, and consults with others to accomplish projects, assuming ownership of personal processes and products.</li> <li>• Identifies, analyzes, and resolves complex/difficult problems.</li> <li>• Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes.</li> <li>• Plans and conducts functional technical activities for projects/programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Role</li> <li>• Mentoring/Employee Development</li> <li>• Accountability</li> <li>• Complexity/Difficulty</li> <li>• Creativity</li> <li>• Scope/Impact</li> </ul>
	<p><b>NH Level III</b> <span style="float: right;"><b>(Score Range 61 – 83)</b></span></p> <ul style="list-style-type: none"> <li>• Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance.</li> <li>• Pursues or creates certification, qualification, and/or developmental programs and opportunities for self and others.</li> <li>• Guides, motivates, and oversees the activities of individuals and teams with focus on project/ program issues. Assumes ownership of processes and products, as appropriate.</li> <li>• Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines.</li> <li>• Develops plans and techniques to fit new situations to improve overall program and policies. Establishes precedents in application of problem-solving techniques to enhance existing processes.</li> <li>• Defines, directs, or leads highly challenging projects/programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Role</li> <li>• Mentoring/Employee Development</li> <li>• Accountability</li> <li>• Complexity/Difficulty</li> <li>• Creativity</li> <li>• Scope/Impact</li> </ul>
	<p><b>NH Level IV</b> <span style="float: right;"><b>(Score Range 79 – 100)</b></span></p> <ul style="list-style-type: none"> <li>• Recognized as a technical/functional authority within and outside of the organization.</li> <li>• 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.</li> <li>• Leads, defines, manages, and integrates efforts of several groups or teams. Assumes and assigns ownership of processes and products, as appropriate.</li> <li>• Assesses and provides strategic direction for resolution of mission-critical problems, policies, and procedures.</li> <li>• 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.</li> <li>• Defines, establishes, and directs organizational focus on challenging and highly complex projects/programs.</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Role</li> <li>• Mentoring/Employee Development</li> <li>• Accountability</li> <li>• Complexity/Difficulty</li> <li>• Creativity</li> <li>• Scope/Impact</li> </ul>
	<p><b>VERY HIGH SCORE (Mid-level Descriptors)</b> <span style="float: right;"><b>(Three scores available--105, 110, or 115. Select only one score.)</b></span></p> <ul style="list-style-type: none"> <li>▪ In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> <li>▪ 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.</li> <li>▪ Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization.</li> <li>▪ 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.</li> </ul> </li> </ul>	

**CAREER PATH:** Business Management and Technical Management (NH)

**FACTOR:** 2. Communication and/or Teamwork

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

<b>Expected Contribution Criteria</b>	<b>Classification Level and Appraisal Descriptors</b>	<b>Discriminators</b>
<p>Effectively communicates, verbally and in writing, as needed to coordinate work and keep chain-of-command, coworkers and customers informed of work-related issues, developments and statuses. Actively seeks and promotes diverse ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements.</p> <p>Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at the appropriate level. Personal and organizational interactions exhibit and foster teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p><b>NH Level I</b> <span style="float: right;"><b>(Score Range 0 – 29)</b></span></p> <ul style="list-style-type: none"> <li>• Clearly explains status/results of assigned tasks.</li> <li>• Provides timely data and written analyses for input to management/technical reports or contractual documents.</li> <li>• Contributes ideas in own area of expertise. Interacts cooperatively with others.</li> <li>• Routinely completes assignments, as required, in support of team goals.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Contribution to Team</li> <li>• Effectiveness</li> </ul>
	<p><b>NH Level II</b> <span style="float: right;"><b>(Score Range 22 – 66)</b></span></p> <ul style="list-style-type: none"> <li>• Presents informational briefings.</li> <li>• Writes, or is a major contributor to, management/technical reports or contractual documents.</li> <li>• Uses varied approaches to resolve or collaborate on projects/programs issues. Facilitates cooperative interactions with others.</li> <li>• Guides/supports others in executing team assignments. Proactively functions as an integral part of the team.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Contribution to Team</li> <li>• Effectiveness</li> </ul>
	<p><b>NH Level III</b> <span style="float: right;"><b>(Score Range 61 – 83)</b></span></p> <ul style="list-style-type: none"> <li>• Presents briefings to obtain consensus/approval.</li> <li>• Reviews and approves, or is a major contributor to/ lead author of, management reports or contractual documents for external distribution. Provides inputs to policies.</li> <li>• 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.</li> <li>• Leads and guides others in formulating and executing team plans. Sought by team members to contribute to teaming effort.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Contribution to Team</li> <li>• Effectiveness</li> </ul>
	<p><b>NH Level IV</b> <span style="float: right;"><b>(Score Range 79 – 100)</b></span></p> <ul style="list-style-type: none"> <li>• Presents organizational briefings to convey strategic vision or organizational policies.</li> <li>• Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues.</li> <li>• Solves broad organizational issues. Implements strategic plans within and across organizational components. Ensures a cooperative teamwork environment.</li> <li>• Leads/guides workforce in achieving organizational goals. Participates on high-level teams. Is sought out for solutions and/or strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Oral</li> <li>• Written</li> <li>• Contribution to Team</li> <li>• Effectiveness</li> </ul>
	<p><b>VERY HIGH SCORE (Mid-level Descriptors)</b> <span style="float: right;"><b>(Three scores available--105, 110, or 115. Select one of these scores.)</b></span></p> <ul style="list-style-type: none"> <li>▪ In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization; and/or</li> <li>▪ 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.</li> </ul> </li> </ul>	

**CAREER PATH:** Business Management and Technical Management (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; monitoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the positions classified to the broadband levels of the NH career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Possesses an operational understanding of organizational goals and priorities and fully complies with administrative policies, regulations and procedures when performing job operations. Works with customers to develop a mutual understanding of their requirements. Probes for detail, as appropriate, and pays attention to crucial details of needs or requests. Monitors and influences cost parameters of work, tasks and projects, ensuring an optimum balance between cost and value. Establishes priorities that reflect mission and organizational needs.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p><b>NH Level I</b> <span style="float: right;"><b>(Score Range 0 – 29)</b></span></p> <ul style="list-style-type: none"> <li>• Performs assigned tasks within area of responsibility; identifies situations to supervisor or other appropriate personnel when existing guidelines do not apply.</li> <li>• Participates as a team member in meeting customer needs.</li> <li>• Productively plans individual time and assigned resources to accomplish tasks.</li> <li>• Effectively accomplishes assigned tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Independence</li> <li>• Customer Needs</li> <li>• Planning/Budgeting</li> <li>• Execution/Efficiency</li> </ul>
	<p><b>NH Level II</b> <span style="float: right;"><b>(Score Range 22 – 66)</b></span></p> <ul style="list-style-type: none"> <li>• Identifies and resolves conventional problems which may require deviations from accepted policies or instructions.</li> <li>• Initiates meetings and interactions with customers to understand customer needs/expectations.</li> <li>• Optimizes resources to accomplish projects/programs within established schedules.</li> <li>• Effectively accomplishes projects'/programs' goals within established resource guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Independence</li> <li>• Customer Needs</li> <li>• Planning/Budgeting</li> <li>• Execution/Efficiency</li> </ul>
	<p><b>NH Level III</b> <span style="float: right;"><b>(Score Range 61 – 83)</b></span></p> <ul style="list-style-type: none"> <li>• Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment.</li> <li>• Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to programs/projects.</li> <li>• Identifies and optimizes resources to accomplish multiple projects'/programs' goals.</li> <li>• Effectively accomplishes multiple projects'/programs' goals within established guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Independence</li> <li>• Customer Needs</li> <li>• Planning/Budgeting</li> <li>• Execution/Efficiency</li> </ul>
	<p><b>NH Level IV</b> <span style="float: right;"><b>(Score Range 79 – 100)</b></span></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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).</li> <li>• Formulates organizational strategies, tactics, and budget/action plan to acquire and allocate resources.</li> <li>• Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures.</li> </ul>	<ul style="list-style-type: none"> <li>• Independence</li> <li>• Customer Needs</li> <li>• Planning/Budgeting</li> <li>• Execution/Efficiency</li> </ul>
<p><b>VERY HIGH SCORE (Mid-level Descriptors)</b> <span style="float: right;"><b>(Three scores available--105, 110, or 115. Select one of these scores.)</b></span></p> <ul style="list-style-type: none"> <li>▪ In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> <li>▪ 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;</li> <li>▪ Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization; and/or</li> <li>▪ 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.</li> </ul> </li> </ul>		