

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	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.</p> <p>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>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
	<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Actively contributes as team member; takes initiative to accomplish assigned projects. • Identifies and pursues individual/team developmental opportunities. • 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	Classification Level and Appraisal Descriptors	Discriminators
<p>Effectively communicates, verbally and in writing, as needed to coordinate work and keep chain-of-command, coworkers and customers informed of work-related issues, developments and statuses. Actively seeks and promotes diverse ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements.</p> <p>Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at the appropriate level. Personal and organizational interactions exhibit and foster teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>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
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available—64, 67, or 70. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level 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; 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 NK 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>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
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--64, 67, or 70. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness, and impact to the expectations described in the Contribution Plan for Level 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. 	