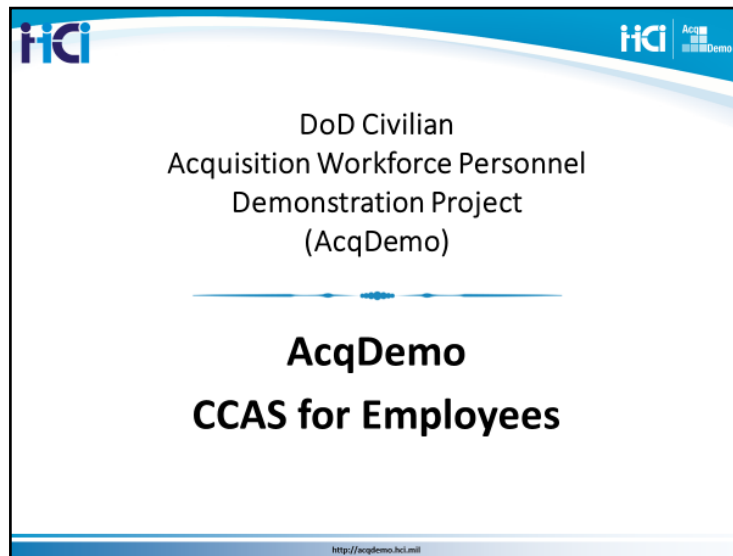


## 1.0 INTRODUCTION AND OVERVIEW

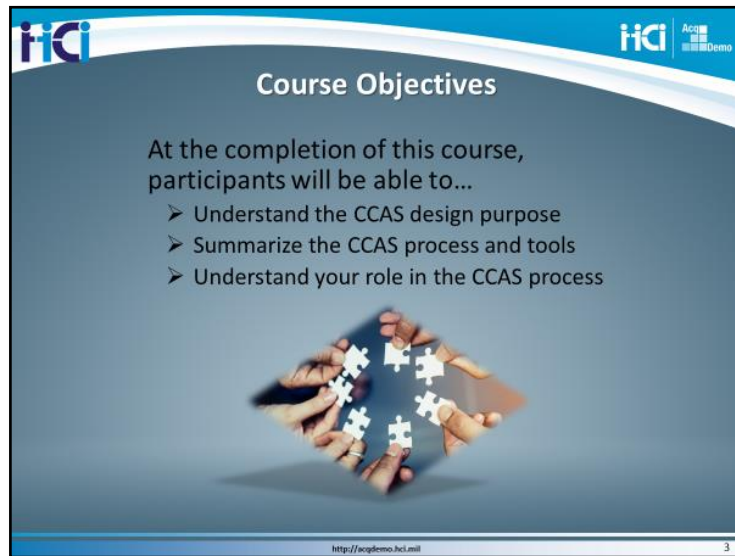
### 1.1 Slide 2, Course Introduction



Welcome to the AcqDemo **CCAS for Employees** course.

This course is a continuation of the AcqDemo eLearning series. You should complete **AcqDemo 101** prior to beginning this course as several related topics presented here were first explained in **AcqDemo 101**. The goal of this course is to enhance your understanding of the Contribution-based Compensation and Appraisal System (CCAS) Process.

## 1.2 Slide 3, Course Overview



The specific objectives of this course are to:

- Understand the purpose of the CCAS design
- Summarize the CCAS process and tools
- Understand your role in the six steps of the CCAS process:
  - ... contribution planning,
  - ... mid- point review,
  - ... annual appraisal self-assessment,
  - ... annual appraisal,
  - ... pay pool panel, and
  - ... end-of-cycle discussion.

### 1.3 Slide 4, CCAS Design Overview

**Design Overview**

- Another approach to performance management...  
...with two key differences:
  1. **Designed to focus employees on creating impact**
    - Acquisition is a knowledge-based business—we depend on people to use their knowledge to advance mission performance
    - Discussing employee expectations will focus on contribution planning vs. performance objectives
    - Shapes professional acquisition workforce by using three standard factors to score employee contributions

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CCAS is short for Contribution-based Compensation and Appraisal System. It is another approach to performance management with two key differences:

**First, it is designed to focus employees on creating impact:**

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

## 1.4 Slide 5, Design Overview (Continued)

**CCAS Design Overview  
(Continued)**

- Another approach to performance management  
...two key differences:
  2. **Designed to align compensation with level of contribution**
    - Basic pay level translates to expected contribution level
    - Assessed contribution level compared to the expected contribution level to determine compensation eligibility
    - AcqDemo software applications facilitate equitable distribution of pay pool funds

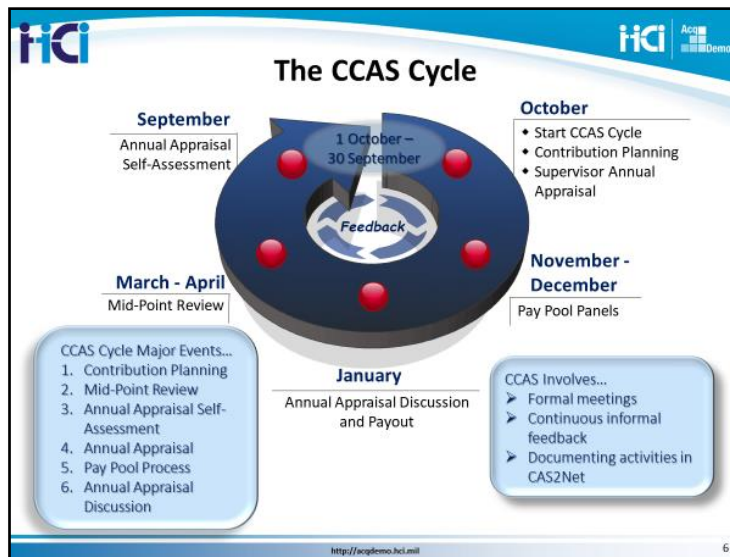
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### Second, it is designed to align compensation with individual levels of contribution

- Basic pay level translates to an expected contribution level;
- The assessed contribution level is compared to the expected contribution level to determine compensation eligibility; and
- AcqDemo software applications facilitate equitable distribution of pay pool funds.

## 2.0 CCAS MECHANICS

### 2.1 Slide 6, The CCAS Cycle



The CCAS appraisal cycle includes the 12-month fiscal year plus three months following the appraisal period for the pay pool panel process. The CCAS process includes 6 major events: (1) Contribution Planning; (2) Mid-point Review; (3) Annual Appraisal Self-Assessment; (4) Annual Appraisal; (5) Pay Pool Process; (6) Annual Appraisal Discussion.

The Contribution-based Compensation and Appraisal System (CCAS) process involves formal meetings and informal feedback throughout the cycle and uses contribution planning and assessment documents that are recorded in CAS2Net, the CCAS software tool, to determine appraisal results.

While the rating cycle begins 1 October, to be eligible for a CCAS rating, you must be under AcqDemo for at least 90 consecutive calendar days during the period beginning 1 July and ending 30 September.

#### **Beginning of the Appraisal Period**

The CCAS appraisal cycle begins 1 October. This is the time when you and your supervisor discuss the new cycle contribution planning expectations for the following 12-month appraisal period, ending 30 September.

#### **Mid-Point**

The timing of the Mid-Point Assessment is locally determined, but usually falls in the March to April timeframe. Supervisors and employees work together to document progress, identify any known issues, and make any necessary course corrections.

## **End of the Appraisal Period**

At the end of the rating period, you will complete your Annual Appraisal Self-Assessment in accordance with local policy.

The rating and pay pool panel process begins in October. During that time your supervisor assesses your level of contribution to the organization's mission throughout the year. He or she reviews your self-assessment and assigns categorical scores to each of the 3 factors.

The sub-pay pools meet to review the categorical scores proposed by your supervisor and assign a numerical score to each of the 3 factors. The Pay Pool Panels usually meet in November or early December to finalize scores and determine compensation adjustments and awards.

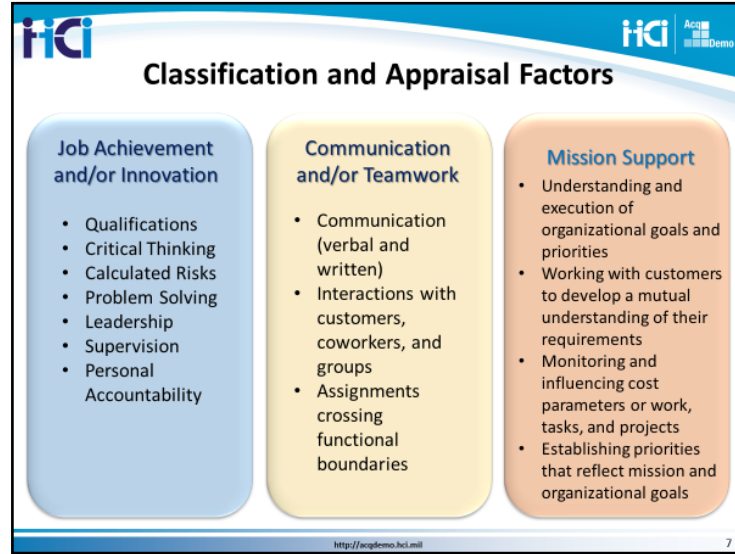
## **Results**

At the end of the pay pool process, your supervisor communicates to you the results approved at the pay pool meetings. This Annual Appraisal discussion typically occurs in January. At the conclusion of the meeting, you and your supervisor sign the CCAS Salary Appraisal Form indicating this meeting has occurred. Any pay adjustments are effective the first full pay period in January.

To be eligible for the payout based on your CCAS rating, you must be in an AcqDemo organization on the effective date of the payout, which is the beginning of the first full pay period in January.

An employee who leaves after the end of the appraisal period, but before the effective date of the payout may receive compensation in the form of a Special Act or other such award at the discretion of the pay pool manager.

## 2.2 Slide 7, Classification and Appraisal Factors



As an AcqDemo employee, it's important you understand the common criteria for both classifying a position and evaluating your contribution and quality of performance at the end of the cycle. These common criteria are called Factors.

In AcqDemo, there are three Factors. These Factors cover the tasks performed within a typical acquisition business environment. Each of the three Factors apply to all employees and are standard across all AcqDemo organizations. The three factors are:

**Job Achievement and/or Innovation** –includes qualifications, critical thinking, calculated risks, problem solving, leadership, supervision, and personal accountability

**Communication and/or Teamwork** – focus is on communication, both verbal and written; interactions with customers, coworkers, and groups; and assignments crossing functional boundaries

**Mission Support** – the 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

Employees receive one score at the end of the appraisal cycle in each of these factor areas. The average of those three scores determines the employee's Overall Contribution Score, or OCS for short, which, in turn, determines any pay adjustments and contribution awards.

## 2.3 Slide 8, Sample Descriptors and Discriminators

LEVEL DESCRIPTORS	DISCRIMINATORS
<b>LEVEL III</b>	
<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>
<b>LEVEL IV</b>	
<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>

Every Factor contains Descriptors for each respective broadband level within each career path. The Descriptors state what is important to the mission of the organization and describe employees' contributions at different broadband levels. Descriptors are developed at the top of the broadband level to foster employee growth within each broadband level.

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 ultimately accomplished to reach the highest basic pay potential within a broadband level for an employee's position and contributions. They are the same for all levels of contribution.

For compensation and appraisal purposes, these three Factors are used to set expectations during the contribution planning process and later used to assess the level of contribution at the end of the cycle.



## 2.4 Slide 9, Broadband Level Score Ranges

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

*\*Very High scores may only be used for employees paid at the maximum of the highest broadband in their career path.*

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The AcqDemo workforce includes three career paths: Business Management and Technical Management Professional (NH), Technical Management Support (NJ), and Administrative Support (NK). Each career path contains three or four broadband levels and associated point ranges for scoring factors during the appraisal process.

This chart shows the different score ranges for each AcqDemo career path and broadband level.

At the beginning of the appraisal cycle each employee receives an Expected Overall Contribution Score (EOCS) which is calculated using their current basic pay. This becomes the expected target at which employees should aim to contribute.

At the end of the performance cycle, Supervisors and Pay Pool Panels will rate the employee's level of contribution to the mission for each of the three factors. The rounded average of the three factor scores will create an Overall Contribution Score (OCS). The OCS is then compared with the Expected OCS to determine if and how much of a change in compensation is appropriate.

The goal of CCAS is to make basic pay consistent with employees' contributions to the mission of the organization.

## 2.5 Slide 10, Expected Contribution Range Calculator

**2018 Expected Contribution Range Calculator**

Basic Pay Only

Enter Base Pay/Retained Pay	Career Path	Broadband	Max Pay	Retained Pay?	Expected Contribution Range	Standard Pay Line	Upper Rail	Lower Rail
\$82,750	NH	3	\$98,317	No	Expected Contribution Range =	75	71	78

Pay Used in Calculation: \$82,750

Click on Boxes for Dropdown List to Select

Calculate an Expected Contribution Range (ECR) at the beginning of the appraisal period using a calculator found at the AcqDemo website.

[acqdemo.hci.mil/tools](http://acqdemo.hci.mil/tools)

<http://acqdemo.hci.mil>

Not all positions can be valued at the highest level of the broadband as not all positions are paid at the top end of a broadband. Your Expected Overall Contribution Score is the score that equates to your current basic pay. The Expected Contribution Range identifies the minimum and maximum score range appropriate for your pay and corresponds to the expected levels of contributions you are to make during the appraisal period. Receiving an Overall Contribution Score anywhere in this range means you are being appropriately compensated for the level of contributions you achieved during the appraisal period.

Employees may determine their Expected Overall Contribution Score and Expected Contribution Range at any time by using the online Expected Contribution Range Calculator. The calculator provides the employee's expected score in the Standard Pay Line column, as well as the upper and lower ranges for appropriate contribution aligned with that basic pay.

The Expected Contribution Range Calculator can be found on-line at: [acqdemo.hci.mil/tools](http://acqdemo.hci.mil/tools).

## 3.0 CONTRIBUTION PLANNING AND SELF-ASSESSMENT

### 3.1 Slide 11, Contribution Planning

**Contribution Planning**

- Understand role in achieving organization mission/goals
- Determine work assignments in support of mission
- Define expectations of results, benefits, and/or impacts
- Understand relationship between expectations and factor descriptors
- Understand relationship between current basic pay and expected contribution range
- Apply component specific guidance for documentation

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The New Cycle Discussion is the first of three annual formal conversations that must be held between supervisors and employees and is focused on contribution planning for the new appraisal cycle. It should be held within 30 days of the start of each appraisal cycle.

It is imperative supervisors understand the mission, and more importantly the annual organizational goals, and convey that information to employees. This information is the driver for contribution planning purposes.

It is expected that not all work assignments will be known at the beginning of the appraisal cycle. Therefore, the contribution planning that takes place in October will likely need to be adjusted throughout the appraisal cycle as new contribution expectations materialize.

Ensure that all 3 factors are addressed in the Contribution Plan at a level appropriate to the employee's classification and pay, as all 3 factors must be scored at the conclusion of the appraisal period.

Check local policy for the format to be used to document the contribution planning results.

### 3.2a Slide 12, Contribution Planning Video



Ok, let's go through an example of the Contribution Planning Discussion.

#### CONTRIBUTION PLANNING VIDEO SCRIPT

*(In an office setting)*

**MARGARET:** John, I'm glad you had a chance to look over all the information I sent to you before our meeting today. That will save us a lot of time. I'm sure you have quite a few questions after reading everything. Before we get started, let me give you an overview of our organizational goals for the upcoming year.

We have three main initiatives that all employees should focus on:

- 1) Affordability – achieving cost targets for all our programs
- 2) Effectiveness – delivering our programs on time
- 3) Efficiencies – finding ways to reduce total ownership costs

**JOHN:** Right, I saw that. I see how my work ties to the first two, but I don't really see how I would have any impact on efficiencies. For the most part, I document what gets decided, put it in the proper format, and then distribute the results to all the stakeholders.

**MARGARET:** I disagree. I think you can contribute to efficiencies. As a matter of fact, you have great insight. And I would like you to focus your energy on efficiencies this year. Here's what I have in mind...

Looking down the list of deliverables for the upcoming year, I would like you to continue to document our instructions and keep them updated as necessary.

**JOHN:** Great. These will help everyone follow consistent instructions and I see how it clearly links to Goal 2—delivering our programs on time.

**MARGARET:** Absolutely, but let's reach for more. Within our existing instructions, and definitely for any new instructions that get developed, I'd like you to analyze the processes, look for inefficiencies throughout our product lines, and see if there are ways we can do things better. I think we all get in a rut of doing things the same way year after year. And with all the work that keeps coming our way, we have to find ways to be more efficient.

**JOHN:** That would be quite a change from what I currently do. I don't know if I am completely ready for that, but it would be a wonderful challenge to take on.

**MARGARET:** I think you are more than ready John. And I am here to assist you in whatever ways I can help. Now, first of all, based on your current pay what is your Expected Overall Contribution Score?

**JOHN:** 70

**MARGARET:** OK. What *categorical score* falls in line with your Expected Overall Contribution Score?

**JOHN:** It's right at three medium (3M).

**MARGARET:** Right. Then since this is a writing-based objective, which factor do you feel is most relevant in this particular objective?

**JOHN:** After looking at each one, I believe it falls under Communication and/or Teamwork

**MARGARET:** Perfect. Let's incorporate some of that factor descriptor language then into this first objective. Using the CRI writing model; C- contribution, R- result, and I- impact, let's capture your instruction documentation information.

C = Lead author of PEO Instructions, keeping them updated as necessary

R = Present briefings to gain consensus/approval from our stakeholders. With that, introduce and implement innovative approaches to institutionalize our best practices.

I = Efficient processes will reduce the total ownership costs of our product lines.

**JOHN:** I understand all that. But I don't see how reducing costs would be within my control. I don't have that level of authority.

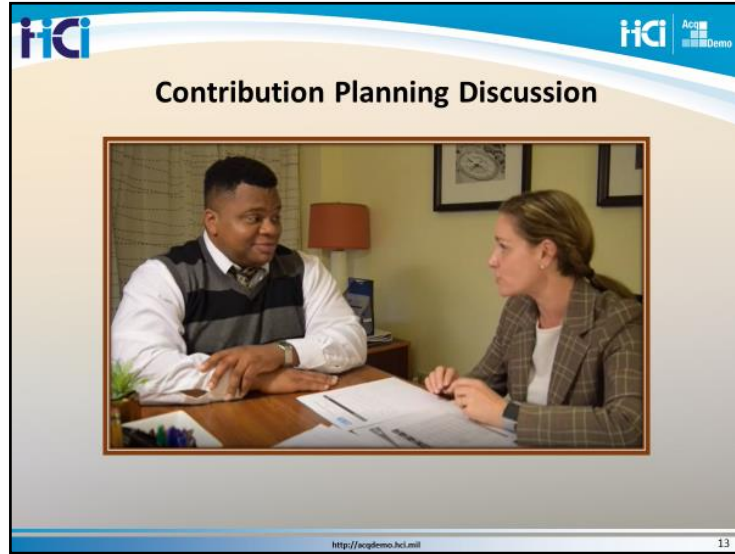
**MARGARET:** You may not have total control, but you do have a strong ability to influence. AcqDemo is focused on value to mission results. Keep in mind you have an "Expected Contribution Range" of scores to try to hit. Achieving the lower end of that range would mean successful completion of this objective, sure, but at a minimal impact level. To achieve a higher score, you will need to show your work has had a significant impact on our ability to meet our organizational goals. In this case,

specifically toward Goal #3, this would be an example of finding ways to reduce total ownership costs through efficiencies. All of us, me included, will need to strive to find better and more efficient ways to get our work done this year.

Also, successful completion of this objective will result in a Performance Appraisal Quality Level Rating of 3 – Successful (also known as PAQL for short). To obtain a PAQL Rating of 5– Outstanding, the results must substantially and consistently surpass expectations.

*(End Scene)*

### 3.2b Slide 13, Contribution Planning Discussion



The conversation continues until all of the known contributions are identified and expectations discussed for the current appraisal period.

The employee continues to develop the draft contribution plan, documents it in CAS2Net, and submits it to the supervisor for approval when ready.

The plans can, and should, be updated throughout the year as priorities shift and high value assignments are given or changed.

### 3.3 Slide 14, Mid-Point Review – Roles and Responsibilities

Employees	Supervisors
<ul style="list-style-type: none"><li>• Review contribution expectations</li><li>• Prepare Mid-Point Review Self-Assessment in CAS2Net (optionally)</li><li>• Prepare to discuss accomplishments and contributions to date</li><li>• Prepare to discuss potential changes needed or obstacles to success</li><li>• Ask questions</li></ul>	<ul style="list-style-type: none"><li>• Schedule meeting</li><li>• Review mission, goals, plans, priorities, PRD</li><li>• Prepare Mid-Point Review in CAS2Net</li><li>• Modify contribution expectations, if needed</li><li>• Modify performance expectations, if needed</li><li>• Discuss areas of success and ways to improve, if required</li><li>• Expectations for continued success</li></ul>

The Mid-Point Review can be initiated by either employee or supervisor.

Both parties should gather activities and major accomplishments achieved. Most of us tend to remember only the latest activities and achievements; therefore, it is a good idea to keep a personal record of those accomplishments as they occur.

The Mid-Point Self-Assessment is written by the employee and is meant to portray a complete, concise picture of your contributions, and communicate the impact made to your organization's strategic goals. It is an opportunity to see if the expected contributions identified during the contribution planning phase are on track to be met or if any course corrections need to be made.

The Mid-Point Appraisal is written by the supervisor. Supervisors continuously monitor and document employee's progress; give additional coaching and feedback throughout the cycle; address contribution issues immediately upon identification; and provide mentoring for career development. The mid-year meeting provides a scheduled opportunity to discuss and formally document the employee's progress.

The records used to support the mid-point review meeting may include reports, collected data, surveys, written notes collected during the appraisal cycle, such as emails from others or personal notes. Supervisors may also use the additional feedback module in CAS2Net to record comments to the employee at any time during the cycle. Supervisors will document the discussions in CAS2Net.



### 3.4 Slide 15, Annual Appraisal Assessments

**Annual Appraisal Assessments**

**Employee Annual Appraisal Self-Assessment**

- Compare contributions against appraisal criteria
  - ↳ Factor descriptors and discriminators
  - ↳ Contribution Plan
- Highlight contributions with the greatest impact
- Describe them concisely
- Use language universally understood by pay pool members

**Supervisor's Assessment**

- Review Annual Appraisal documentation
  - ↳ Contribution Plan
  - ↳ Mid-point and annual self-assessments
  - ↳ Additional feedback/closeout reports
- Prepare appraisal narratives for each factor
- Assign recommended categorical scores
- Submit appraisal and recommended scores to CAS2Net for sub-/pay pool panel consideration

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#### Annual Appraisal Self-Assessment

The third required step in the CCAS cycle is the Annual Appraisal Self-Assessment. At the end of the rating period and in accordance with local policy you will complete an Annual Appraisal Self-Assessment.

Compare your contributions against the appraisal criteria (the three factor descriptors and discriminators) and the expectations documented while conducting contribution planning at the beginning of the CCAS cycle that align with your organization's mission goals for this appraisal cycle. Note that a contribution may warrant mention under more than one factor.

When writing your Annual Appraisal Self-Assessment, remember the following points: Highlight those contributions which made the most impact throughout the appraisal cycle; describe them in concise statements. Remember to use language that all pay pool panel members can understand.

When drafting your Annual Appraisal Self-Assessment, remember your contributions to date, accomplishments, achieved results, and report their impact on the organization's mission against your contribution plan. Make sure each statement passes the "So what test?" for each of the three contribution factors. For example, I performed a certain activity that led to a specific result and had notable impact on the mission of my organization.

#### Annual Appraisal

The fourth step in the CCAS cycle occurs within the annual appraisal process—it is the annual appraisal assessment. During this step your supervisor assesses your contributions.

During the Annual Appraisal activities, your supervisor is responsible for reviewing employee contribution planning documentation, mid-point and annual self-assessment if available, any additional feedback and/or closeout reports.

For the annual appraisal, much like you did on your self-assessment, your supervisor writes a narrative for each of the three factors considering expectations set during your contribution planning

and the impact your contributions had on the organization's mission. Since contributions may warrant mention under more than one factor, your supervisor usually highlights contributions with the greatest impact on accomplishing organizational goals instead of a list of all contributions.

Next, your supervisor will compare your contributions to the factor descriptors and discriminators to assign categorical scores. Factor descriptors cannot be modified or supplemented.

Your supervisor need not perfectly match all descriptors for a particular level and input for each discriminator is not necessary. The descriptors should be used as a group to derive a single evaluation of each factor. Descriptors are written at the top of the broadband. Your supervisor determines the degree to which your contributions have met or exceeded the factor descriptors.

After the supervisors submit their categorical scores in CAS2Net they are made available to the sub pay pool panel, or directly to the pay pool panel if no sub pay pools exist.

### 3.5a Slide 16, Year-End Review Video



Okay, let's look at an example of a Year-End Review in preparation for an Annual Appraisal Self-Assessment

#### YEAR-END VIDEO SCRIPT

*(In an office setting)*

**MARGARET:** John, thank you for forwarding me a copy of your draft self-assessment. I've read over it and I think you've done a great job so far. I can't require that you change anything on it, but I would like to make some suggestions where I believe you could better advocate for your contributions.

**JOHN:** Oh, okay. Thanks for taking the time to review it. I really appreciate it. What suggestions or improvement opportunities did you see?

**MARGARET:** I've circled a couple of things where your contributions are clearly stated, but you don't really back them up with results or impact. I think it would be best for your appraisal to include all three elements of our C-R-I writing model for each of your contributions. You know – Contribution-Results-Impact.

**JOHN:** OK, I'm not quite sure how to articulate the impact that my work had in some areas.

**MARGARET:** Well, let's take a look at one of them together and see if I can help with that. For the documentation of the PEO instructions for example, how many were updated or newly added this year?

**JOHN:** I'd have to go back to check for sure, but I think we updated around 8 of them, and then added 3 new ones.

**MARGARET:** Great. Verify that information and then include the names of the key documents in the “R –Results” portion of this contribution statement. Now, what about the most important part, impact? Your statement needs to pass the “So What” test. In other words, how do you feel your work impacted the mission of our organization this year?

**JOHN:** We did find quite a few redundancies in some of our policies and even some conflicting language that we cleaned up. That definitely helped people in the field to complete some of their taskings more efficiently.

**MARGARET:** You reviewed this with the team and logged that throughout the year as we had discussed, right?

**JOHN:** Yes, we did. I’ll pull out those reviews and include the results here in the “I-Impact” part of my statement.

**MARGARET:** Perfect. That really is the single most important part of your self-assessment in order for the pay pool to fully understand the importance and value of your contributions. Writing a laundry list of contributions with no specifics relating to results or impact doesn’t really give the pay pool much to go on when they look for who has made major contributions to the mission this year.

*(End Scene)*

### 3.5b Slide 17, Completing the Year-End Review Discussion



The conversation continues until the employee feels comfortable modifying his self-assessment draft in a way that best advocates for his major contributions made during the appraisal period.

The employee updates the self-assessment in CAS2Net and submits it to their supervisor. Next, the supervisor writes an Annual Appraisal of the employee. Both documents are submitted to the sub pay pool and pay pool for consideration during their deliberations.

## 4.0 CONTRIBUTION AND PERFORMANCE ASSESSMENT SCORING

### 4.1 Slide 18, Determining Categorical Scores

The slide displays a table titled "Determining Categorical Scores" with the following structure:

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

At the bottom of the slide, there is a URL: <http://acqdemo.hci.mil> and the slide number 18.

At the end of the appraisal cycle, the pay pool process begins. Even though you do not have direct roles in most of this process, you may want to become familiar with the steps involved.

To begin, the supervisor uses the employee self-assessment, if available, along with customer feedback, his or her own knowledge, and any other applicable sources and compares the employee's contributions to the expectations listed in the appropriate factor descriptors and discriminators and then assigns a preliminary categorical score for each factor in CAS2NET. This rating is called the **categorical score**.

## 4.2 Slide 19, Determining Numerical Scores

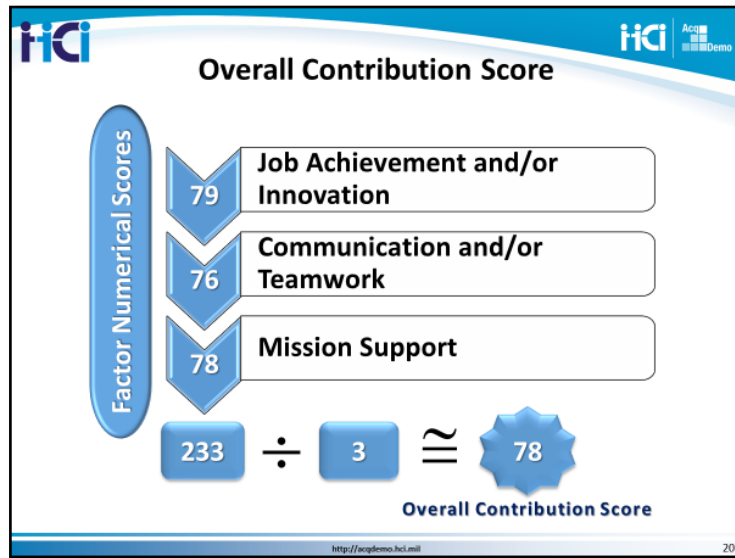
The slide displays a table titled "Determining Numerical Scores" with the following structure:

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

URL: <http://acqdemo.hci.mil> | 19

Using the assessment information provided by the supervisors, and the employees; if provided, the pay pool considers the context of the contributions of each member of the pay pool. Based on the value of the contributions made to the mission of the organization, the contributions are rank ordered and numerical scores are assigned to each of the three factors for each employee.

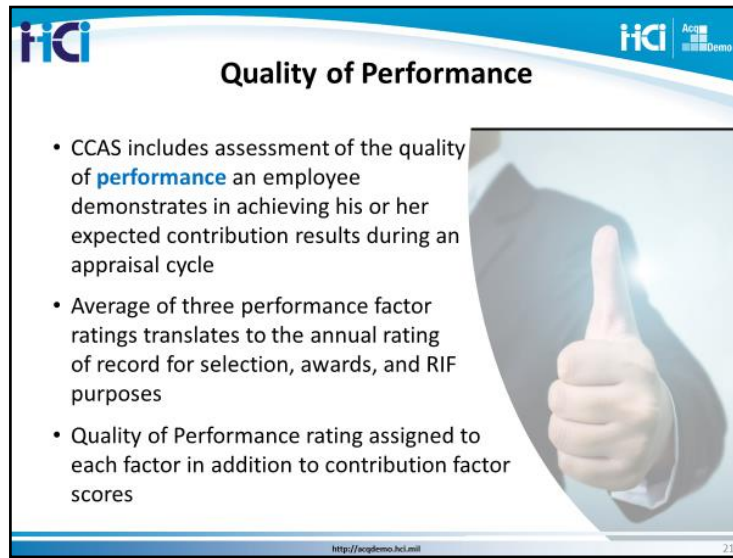
### 4.3 Slide 20, Overall Contribution Score



After considering each preliminary OCS for equity and consistency, the pay pool manager approves a final score for each factor. Those scores are averaged and rounded to the nearest whole number resulting in an Overall Contribution Score for each employee.



#### 4.4 Slide 21, Quality of Performance



**Quality of Performance**

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

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AcqDemo also has a Quality of Performance assessment in order to meet requirements mandated by Congress in the Fiscal Year 2017 National Defense Authorization Act (NDAA). We also refer to this as the Performance Appraisal Quality Level (PAQL).

The Quality of Performance rating may be used for the selection of employees for assignments, training, awards, promotions, and RIF purposes.

To appropriately capture performance, AcqDemo incorporates a performance assessment. The performance level assigned to each factor should reflect an employee's level of performance during the appraisal cycle as compared to the factor "Expected Contribution Criteria" language. A participating organization may supplement the generic criteria with additional standards that identify milestones, production, due dates, or other measurable aspects of success contributing to the organization's mission and are achievable during the appraisal cycle.

## 4.5 Slide 22, Performance Appraisal Quality Level Definitions



The slide features the HCD logo in the top left and right corners, and the text 'Acq DEMO' in the top right. The title 'Performance Appraisal Quality Level Definitions' is centered at the top. Below the title is a table with two columns: 'Performance Appraisal Quality Level (PAQL)' and 'PAQL Criteria'. The table lists three levels: Level 5—Outstanding, Level 3—Fully Successful, and Level 1—Unacceptable. At the bottom of the table, a blue banner contains the text '~ Additional Component / Agency policy may apply ~'. The slide number '22' is in the bottom right corner, and a URL 'http://acqdemo.hcd.mil' is at the bottom center.

Performance Appraisal Quality Level (PAQL)	PAQL Criteria
<b>Level 5 — Outstanding</b>	An employee's quality of performance exhibited in achieving his/her contribution results substantially and consistently surpasses the factor-specific expected contribution criteria and the employee's contribution plan goals and objectives.
<b>Level 3 — Fully Successful</b>	An employee's performance consistently achieves, and sometimes exceeds, the factor-specific expected contribution criteria and his/her contribution plan goals and objectives.
<b>Level 1 — Unacceptable</b>	An employee's performance fails to meet the expected contribution criteria and the required results for the goals and objectives set forth in his/her contribution plan for the appraisal cycle.

~ Additional Component / Agency policy may apply ~

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A preliminary performance appraisal level of either Level 5—Outstanding, Level 3—Fully Successful, or Level 1—Unacceptable will be assigned by the rating official to each of the three contribution factors. To ensure fairness and consistency across the entire pay pool, the Pay Pool Panel will make final decisions on the level scores.

## 4.6 Slide 23, PAQL Values

**PAQL Values**

- Quality of performance appraisal level ratings assigned to each factor are averaged.
- The average translates to the annual rating of record using the Rating Criteria, below:

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

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During the pay pool panel process, panel members will review the preliminary performance appraisal level justifications for the contribution factors and rating of record for all pay pool members for consistency and equity of application within the pay pool population before final approval.

The three performance appraisal levels are then averaged to calculate the annual rating of record. The resulting quotient will be rounded to the nearest tenth of a decimal point.

The annual rating of record will be recorded as a Level 5 - Outstanding, Level 3 - Fully Successful, or Level 1 - Unacceptable.

The average raw score of the three appraisal levels and the approved annual rating of record will be recorded in the Defense Civilian Personnel Data System.

## 5.0 PAY POOL FUNDING AND PAYOUT METHODOLOGY

### 5.1 Slide 24, Pay Pool Funding

**Pay Pool Funding**

- Contribution Rating Increase (CRI)**
  - Intended to be consistent with funds historically spent in GS on within-grade increases, quality-step increases and promotions between grades that are now banded
  - Minimum of 2% of activity's total basic pay budget of employees onboard as of 30 September
- General Pay Increase (GPI)**
  - Accounts for the cost of labor and percentage increase for the GS pay table
- Contribution Awards (CA)**
  - Intended to be consistent with funds historically spent in GS on performance awards
  - Minimum of 1% of activity's total adjusted basic pay budget
  - Will not exceed 90% of organization total awards budget

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Based on the scoring results, the pay pool manager, in consultation with the pay pool panel, determines the potential salary adjustment and contribution award for each employee. Overall, there are three pots of money available to the pay pool for distribution at the end of each appraisal cycle:

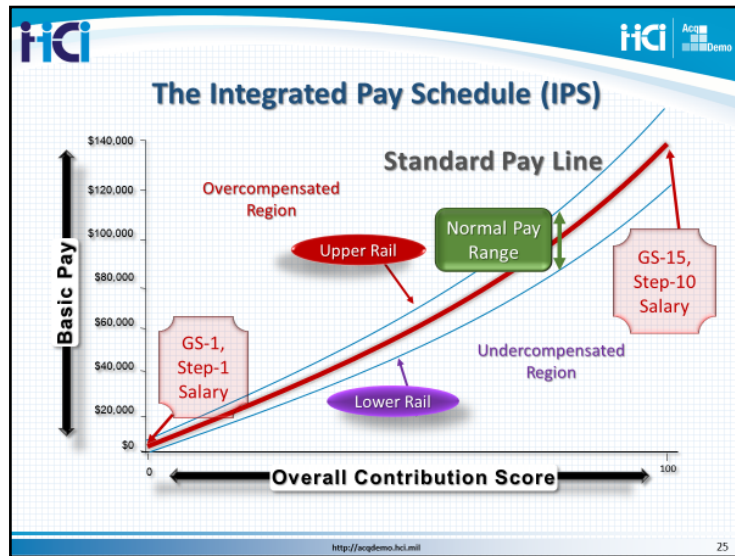
The amount of money available within the pay pool for salary increases, here called a Contribution Rating Increase (or CRI), is determined by the money that would traditionally have been available in GS for quality and within-grade step increases, and career promotions. The CRI pool of money will be set at no less than 2% of the activity's total basic pay budget (without locality). Components may optionally set higher amounts within their budgetary limits, unless a ceiling amount is directed by the AcqDemo Program Office, OPM, and/or OMB within any given year.

The General Pay Increase (or GPI) is an optional annual increase recommended by the President of the United States and approved by Congress.

The Contribution Award (or CA) pot includes what were formerly performance awards under the General Schedule. This money will be used for awards given under the CCAS process. The fund will be set at no less than 1 % of the activity's total adjusted basic pay budget (with locality). This fund will not exceed 90 % of the total awards budget, so as to allow for other awards not related to the CCAS process, e.g., on the spot awards and group awards to be given throughout the year.

The dollar amounts to be included in the pay pool will be computed based on the total of the basic pay of all employees in the pay pool as of 30 September each year.

## 5.2 Slide 25, The Integrated Pay Schedule



Now that we've discussed all of the steps, let's see an illustration on how it all plays out.

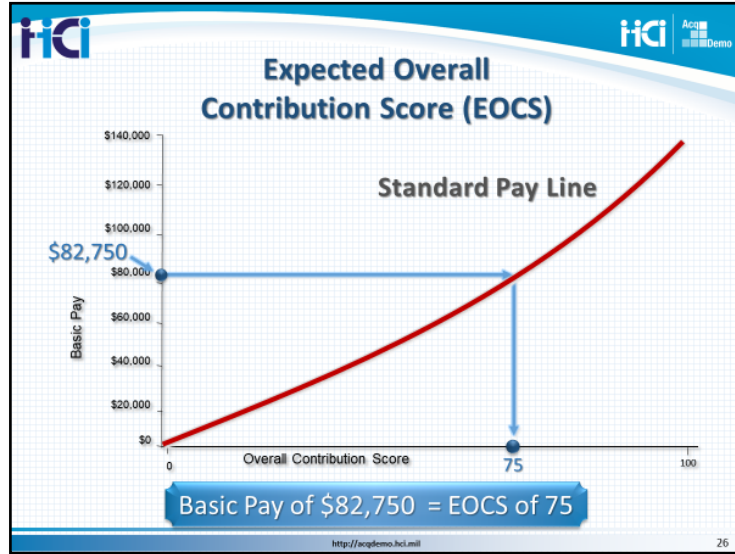
Let's begin with a graphic that illustrates how AcqDemo ties expected contribution to actual compensation. In talking about this graph we're going to cover a few things.

On this graph the Y-axis looks at AcqDemo basic pay in the same range as those within the GS pay scale. Along the X axis we have overall contribution scores ranging from 0 to 100.

To show the relationship between these two is this red line known as the Standard Pay Line. The Standard Pay Line starts at a point that's equivalent to basic pay associated with a GS1, Step 1 and ends at a point equivalent to the GS15, Step 10 basic pay.

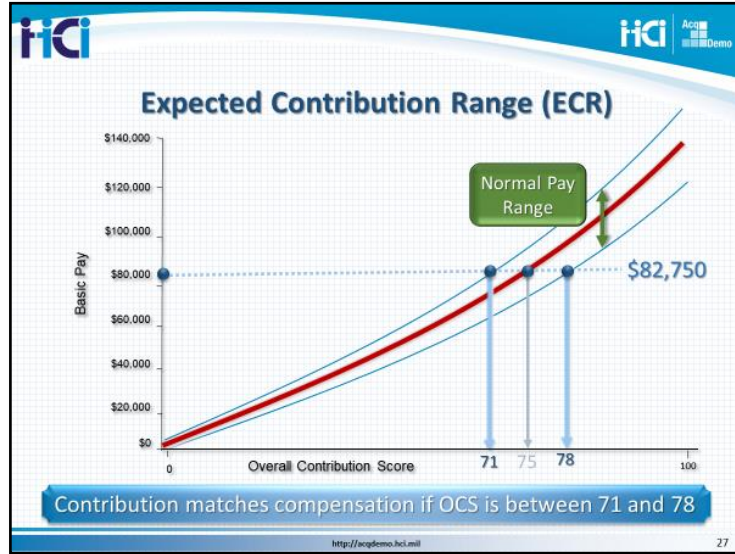
Surrounding the standard pay line, there are two additional rails known as the upper rail and the lower rail. You will see here that they are indicated in blue. Each of these rails are 8% in basic pay away from the Standard Pay Line. If we're to look at scores along the horizontal axis, you'll see that the Standard Pay Line is offset by the upper and lower rail by approximately 4 points to each side. Now, why does this become important? First it becomes important as we set your expected contribution.

### 5.3 Slide 26, Expected Overall Contribution Score (EOCS)



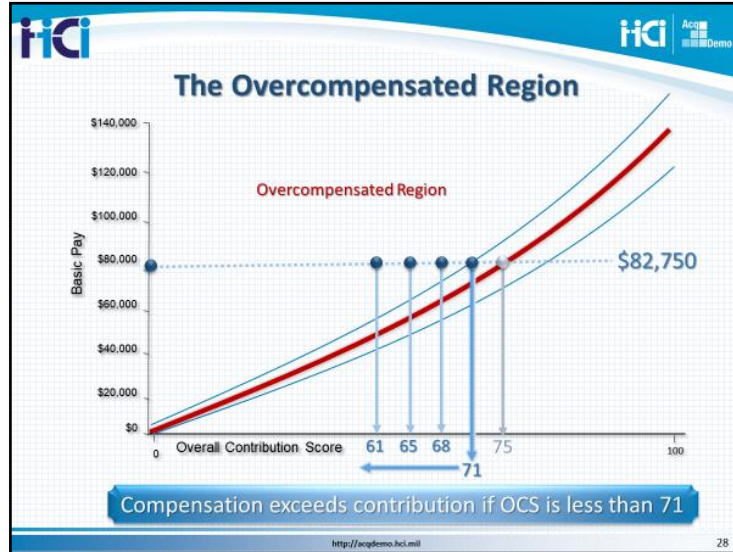
Let's say you are making \$82,750 in basic pay under AcqDemo. Your expected score is determined by the point at which your basic pay and OCS intersect on the Standard Pay Line. I just so happen to know that for a salary value of \$82,750, the score corresponding to that is a 75. So now we've identified the exact contribution score that corresponds to your current basic pay. This is known as your Expected Overall Contribution Score, or EOCS.

## 5.4 Slide 27, Expected Contribution Range (ECR)



You'll also see where this salary figure intersects a range, which is known as the Normal Pay Range, at three different points. If we track the first point, again offset by about 4 points, we see it first intersects this Normal Pay Range at the point value of 71. And the last point it intersects is at a point value of 78. So, this means an OCS falling anywhere between 71 and 78 indicates a level of contribution within what's known as your Expected Contribution Range, or ECR. Now, what are the other two zones?

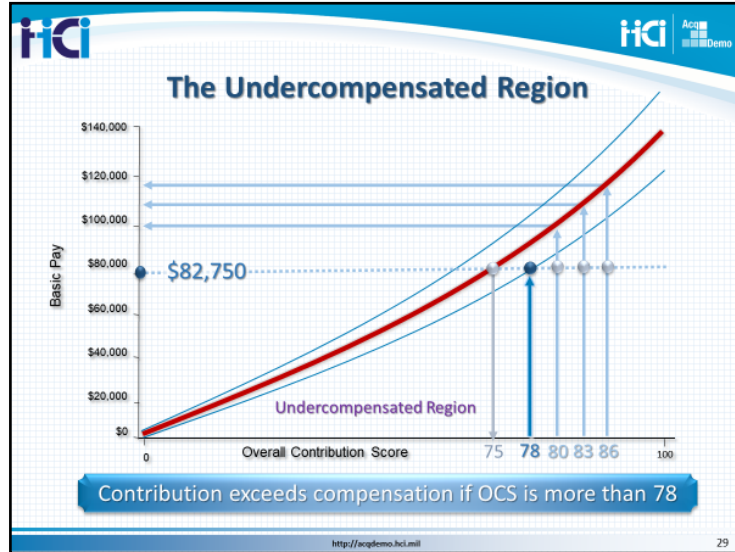
## 5.5 Slide 28, The Overcompensated Region



Instead of scoring within the Normal Pay Range, let's say you receive an OCS that is less than 71. This now places you above the normal pay range. So, plotting above the upper rail means that you're considered to be overcompensated for the level of contribution you achieved.

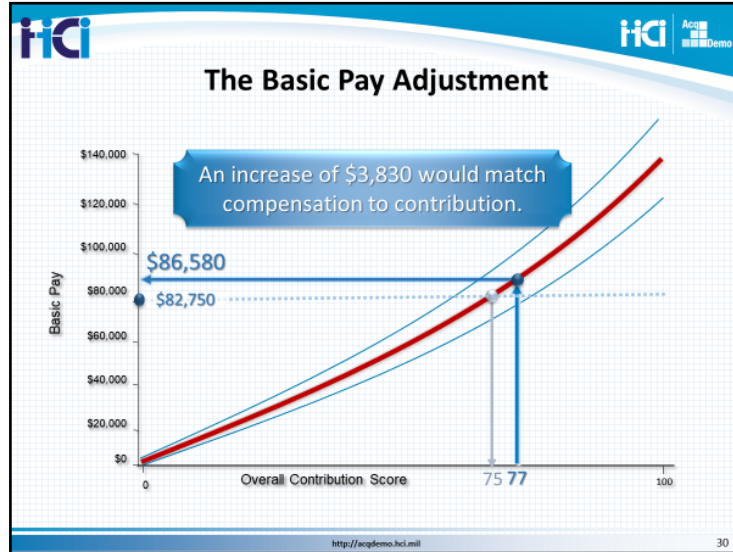


## 5.5 Slide 29, The Undercompensated Region



The third range is known as the Undercompensated Region. This means your basic pay is too low for your level of contribution. Let's say that again with that same \$82,750 salary, you receive an OCS that is higher than 78. If we track any of these scores back to the normal pay range, now we're talking about something much higher as far as a salary. This all relates to what's expected relative to your current basic pay. Let's now talk about what actually happens when a person is scored.

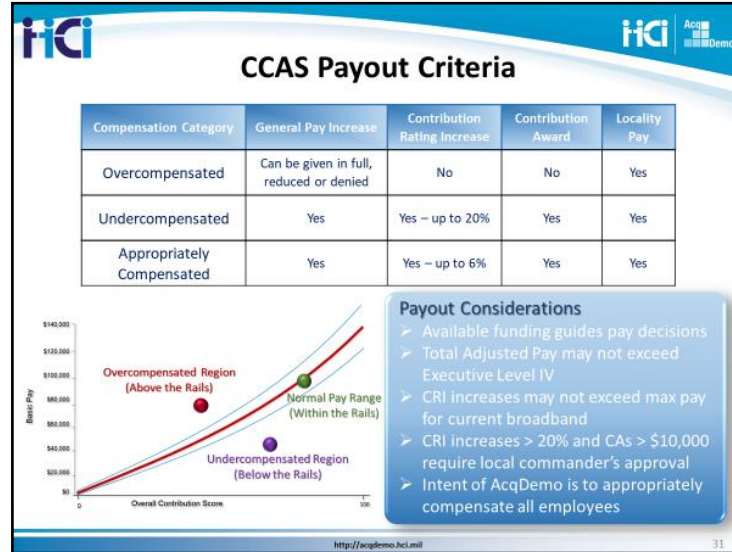
## 5.6 Slide 30, The Basic Pay Adjustment



Let's say that this individual with an expected score of 75 actually scores 77 for this appraisal period. To determine the value of that score we really just work in reverse of the original process shown earlier. We take the 77, track it back up to the Standard Pay Line, and bring it back over to the Y-axis, the Basic Pay line. Tracking it this way, we see that a 77 is equivalent to a basic pay of \$86,580. The difference between the expected OCS and the final score is +2 and the difference between the current basic pay and the basic pay equivalent to a 77 is \$3,830. That amount is what it would take to really bring you up to the level of compensation you should receive based on your level of contribution.

There are a lot of different factors that go into what you'll actually receive based on pay pool funding and other things; but as far as the basic mechanics of how the Normal Pay Range and the scale itself works, that's it.

## 5.7 Slide 31, CCAS Payout Criteria



An employee's final OCS will plot into one of three zones, Overcompensated, Undercompensated or Appropriately Compensated.

**Overcompensated:** Scores plot above the rails. These are data points of employees who are contributing less than what is expected for their pay and are thus considered overcompensated.

**Undercompensated:** Scores plot below the rails. These data points represent employees who are contributing more than what is expected for their pay and are thus considered undercompensated.

**Appropriately Compensated:** Scores plotting between the rails. These data points represent employees who are appropriately compensated for their level of contribution.

Aside from the guidelines above, there are other considerations for assigning Contribution Rating Increases (CRI) and Contribution Awards (CA). Those considerations include:

- Pay increase decisions based, in part, on available funding
- Basic pay plus locality pay may not exceed Executive Level IV basic pay
- CRI increases may not exceed maximum pay for the current broadband level
- CRI increases over 20% require local commander's (or equivalent) approval
- Pay pool manager can approve CA's up to \$10,000. Amounts exceeding \$10,000 require local commander's (or equivalent) approval
- Program intent is to appropriately compensate all employees

Requirements for award eligibility are determined by your organization's business rules. Please check local policy to fully understand the requirements that apply to your pay pool.

## 5.8 Slide 32, Annual Appraisal Discussion–Part I Form

**Annual Appraisal Discussion — Part I Form**

**Identifying info**

Name:	Joe Contributor	Series:	801	Appraisal Period:	
CA S2Net ID:	31	Broadband Level:	III	From:	1-Oct-17
Organization:	AM/CLHBB	Retained Pay:	No	To:	30-Sep-18
Career Path:	NH	Presumptive:	None		

**Approved By:** Bob Arnold, Pay Pool Manager      **Effective Date of Appraisal:** January 1, 2019

Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.

**Signatures**

Supervisor Print / Sign \_\_\_\_\_ Date \_\_\_\_\_

Supervisor Print / Sign \_\_\_\_\_ Date \_\_\_\_\_

Employee Print / Sign \_\_\_\_\_ Date \_\_\_\_\_

**Appraisal Details**

2018 Appraisal Detail	Factor	Category		PAQL
		Score	Numeric Score	
Overall Contribution Score	69	Job achievement and/or Innovation	3M 70	5
Expected Contribution Score	67	Communication and/or Teamwork	3M 69	3
Expected Contribution Range	64-71	Mission Support	3M 69	3
Delta OCS	-2			
Rating of Record	3	Average raw score of PAQLs		3.67

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At the conclusion of the CCAS cycle and once all pay pool decisions have been made final, the sixth step of the CCAS process is an Annual Appraisal Discussion to be held between each employee and their supervisor. The purpose is to discuss the employee’s appraisal, OCS, Performance Appraisal Quality Level, and the pay pool payout decisions using the Part I CCAS Salary Appraisal Form.

## 5.9 Slide 33, Part I Form

**Part I Form**

**Compensation Detail**

\$ 70,996	Current Rate of Basic Pay	
+ \$ 710	General Pay Increase	1.0%
+ \$ 1,955	CR (Pay Increase)	2.75%
= \$ 73,661	<b>New Rate of Basic Pay</b>	
+ \$ 10,430	Locality Pay	@ 14.10%
= \$ 84,091	<b>New Total Salary</b>	
+ \$ 1,815	Contribution Award	

**2019 Expected Contribution Level**

Expected Overall Contribution Score	69
Expected Contribution Range	65 - 73

**Employee Compensation Region Chart**  
Approved Compensation Region

The graph plots the employee's current base pay versus the final OCS relative to the rate 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 Overcompensated. Undercompensated is below the Lower Rail. Appropriately Compensated is on or within the rails. Compensation regions determine the availability of pay increases and awards. The point on the graph below is the employee's appraisal score.

**Remarks**

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The Appraisal Form also includes Compensation Detail including any General Pay Increase (GPI), Contribution Rating Increase (CRI) and/or Contribution Award (CA). Your New Salary is calculated including any applicable locality pay.

If basic pay increases, the expected OCS and range for the new cycle increase.

The form shows your OCS plotted in the graph against the rails.

## 5.10 Slide 34, CCAS Reconsideration Process

**Employees may request reconsideration of:**

- OCS Rating
- Quality of Performance Rating
- Supervisor Assessment

**Process:**

- Through a Collective Bargaining Agreement; or
- Administrative Grievance Procedure (5 CFR 771) as supplemented by local procedures
- Employee submits reconsideration to Supervisor
- Supervisor provides recommendation to Pay Pool Panel
- Pay Pool Panel may accept recommendation or reach independent decision
- Pay pool decision is final unless employee requires reconsideration by next higher official to Pay Pool Manager
- Next higher official renders final decision

An employee may request reconsideration of their OCS, Quality of Performance Rating, and Supervisor Assessment.

The process is either through a Collective Bargaining Agreement or an Administrative Grievance Procedure (5CFR 771) as supplemented by local procedures:

- Employee submits reconsideration to Supervisor
- Supervisor provides recommendation to Pay Pool Panel
- Pay Pool Panel may accept recommendation or reach independent decision
- Pay pool decision is final unless employee requires reconsideration by next higher official to Pay Pool Manager
- Next higher official renders final decision

Check with your Component for specific request for reconsideration process timeline details.

## 6.0 CCAS AND CAS2NET

### 6.1 Slide 35, Section Introduction



Now that you have been introduced to all of the individual components of CCAS, this section discusses the mechanism for electronically capturing CCAS-related data through AcqDemo's CAS2Net Information Technology system.

## 6.2 Slide 36, CAS2Net Overview

**CAS2Net Overview**

- A web application with modules for contribution planning, mid-point review, additional feedback, self-assessments, and annual appraisals to support the annual CCAS process
- Master database used by Pay Pool Administrators to maintain pay pool personnel data
- Common Access Card (CAC) enabled
- Check local policy to determine your specific uses of CAS2Net

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The Contribution-based Compensation and Appraisal System Software for the Internet, or CAS2Net for short, is a DoD-sponsored application which is maintained by the DoD AcqDemo Program Office. It is the software tool that is used to capture CCAS related data necessary in the annual appraisal cycle process.

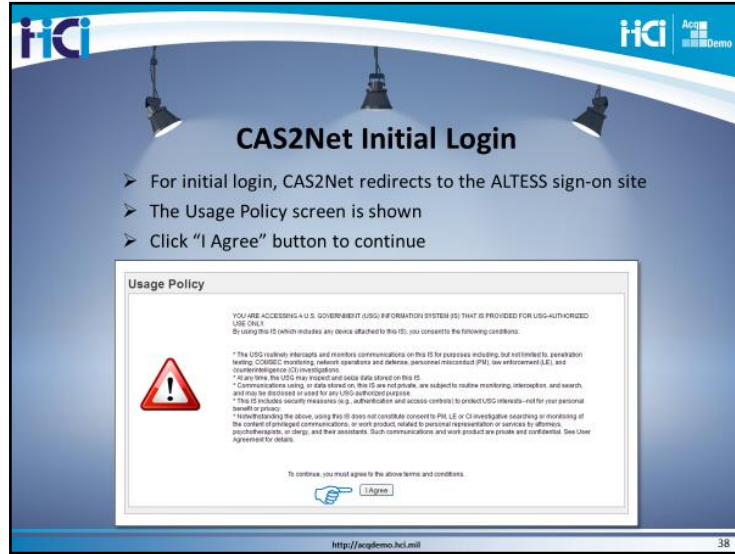


### 6.3 Slide 37, Logging In to CAS2Net



You can access CAS2Net on a DoD government, CAC-enabled computer or laptop. Go to the website [acqdemo.hci.mil](http://acqdemo.hci.mil). On the top of the screen is a link to the CAS2Net Login.

## 6.4 Slide 38, CAS2Net Initial Login



The screenshot shows a web browser window with the title "CAS2Net Initial Login". The browser address bar shows "http://acqdemo.hci.mil" and the page number "38". The main content area has a blue background with the HCI logo in the top left and right corners. The text "CAS2Net Initial Login" is centered at the top. Below it, there are three bullet points:

- For initial login, CAS2Net redirects to the ALTESS sign-on site
- The Usage Policy screen is shown
- Click "I Agree" button to continue

The Usage Policy screen is displayed in a white box with a red warning triangle icon. The text on the Usage Policy screen reads:

YOU ARE ACCESSING A U.S. GOVERNMENT (USG) INFORMATION SYSTEM (IS) THAT IS PROVIDED FOR USG-AUTHORIZED USE ONLY.  
By using this IS (which includes any device attached to this IS), you consent to the following conditions:

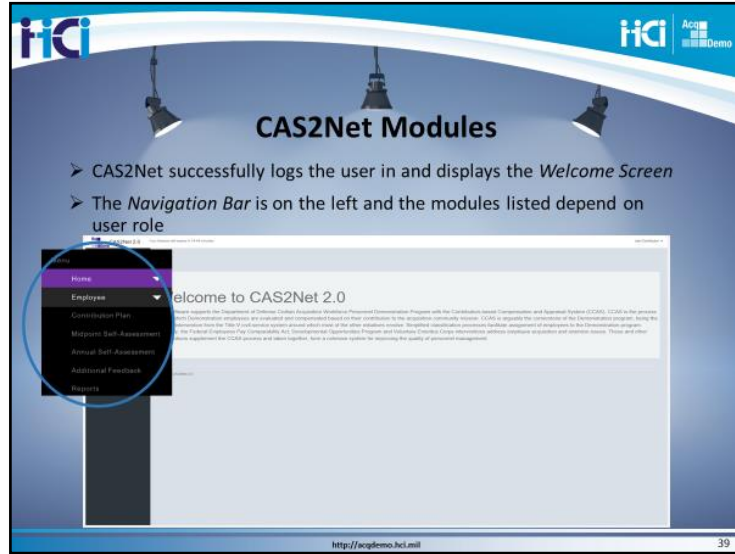
- \* The USG routinely intercepts and monitors communications on this IS for purposes including, but not limited to, penetration testing, COMINT, monitoring, network operations and defense, personnel/recruitment (PR), law enforcement (LE), and counterintelligence (CI) investigations.
- \* All activity on this USG IS may be subject to access, review on this IS.
- \* Communications, values, or data stored on, the IS are not private, are subject to routine monitoring, interception, and search, and may be disclosed or used for any USG authorized purpose.
- \* This IS includes security measures (e.g., authentication and access controls) to protect USG interests—not for your personal benefit or privacy.
- \* Notwithstanding the above, using this IS does not constitute consent to FBI, LE or CI investigative searching or monitoring of the content of privileged communications, or work product, related to personal representation or services by attorneys, psychotherapists, or clergy, and their assistants. Such communications and work product are private and confidential. See User Agreement for details.

To continue, you must agree to the above terms and conditions.

- For initial login, CAS2Net redirects to the ALTESS single sign-on site
- The Usage Policy screen is shown
- Click the "I Agree" button to continue

From there, click the "CAC Login" button to sign-in. Once you have successfully logged in, the system screen appears.

## 6.5 Slide 39, CAS2Net Modules



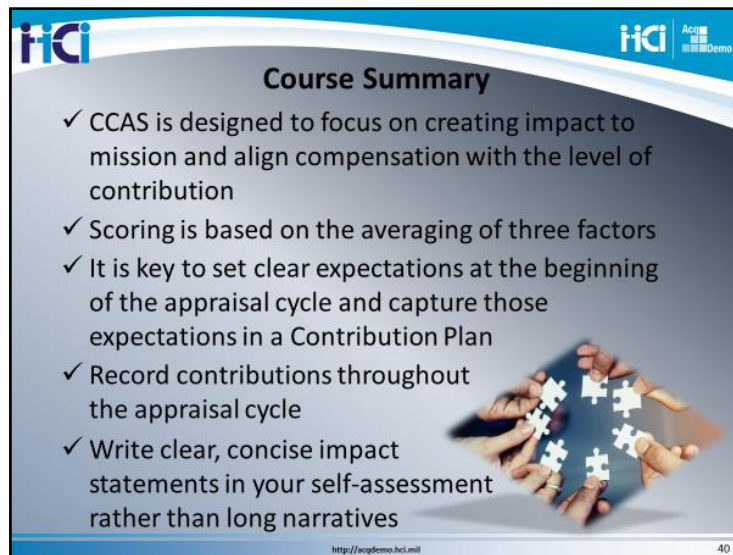
CAS2Net includes modules for contribution plans, mid-point review data, employee self-assessments, supervisor annual appraisals, and any additional feedback a supervisor would like to record during the appraisal cycle.

The menu on the left-hand side of the screen is customized for each user to match individual access rights to the available modules. Simply click on the name of any module to access a particular portion of the system.

If you are having any problems with the system, contact your local Pay Pool Administrator to report your issue.

## 7.0 COURSE CLOSING

### 7.1 Slide 40, Course Summary



**Course Summary**

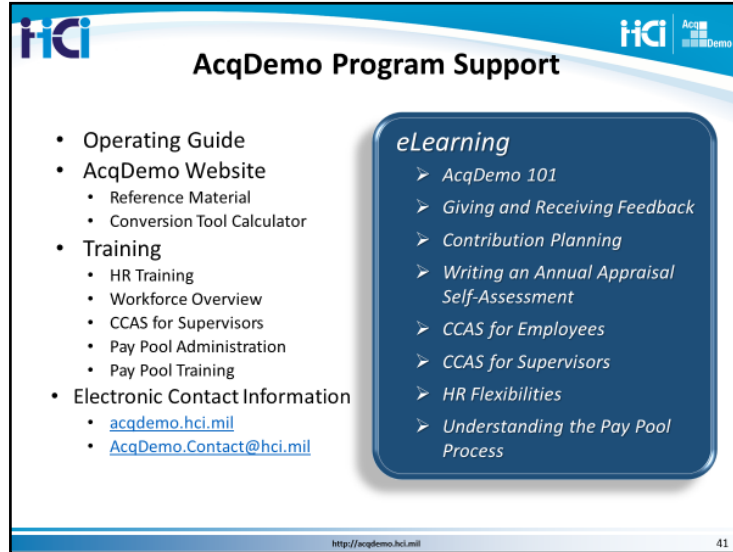
- ✓ CCAS is designed to focus on creating impact to mission and align compensation with the level of contribution
- ✓ Scoring is based on the averaging of three factors
- ✓ It is key to set clear expectations at the beginning of the appraisal cycle and capture those expectations in a Contribution Plan
- ✓ Record contributions throughout the appraisal cycle
- ✓ Write clear, concise impact statements in your self-assessment rather than long narratives

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The following is a summary of topics covered in this course:

- CCAS is designed to focus on creating impact to mission and align compensation with the level on contribution
- Scoring is based on the averaging of three factors
- It is key to set clear expectations at the beginning of the appraisal cycle and capture those expectations in a Contribution Plan
- Record contributions throughout the appraisal cycle
- Write clear, concise impact statements in your self-assessment rather than long narratives

## 7.2 Slide 41, AcqDemo Program Support



The slide, titled "AcqDemo Program Support", features the HCI logo in the top left and "AcqDemo" in the top right. The main content is organized into two columns. The left column lists support resources: Operating Guide; AcqDemo Website (with sub-items: Reference Material, Conversion Tool Calculator); Training (with sub-items: HR Training, Workforce Overview, CCAS for Supervisors, Pay Pool Administration, Pay Pool Training); and Electronic Contact Information (with sub-items: [acqdemo.hci.mil](http://acqdemo.hci.mil) and [AcqDemo.Contact@hci.mil](mailto:AcqDemo.Contact@hci.mil)). The right column is a blue rounded rectangle titled "eLearning" containing a list of courses: AcqDemo 101, Giving and Receiving Feedback, Contribution Planning, Writing an Annual Appraisal Self-Assessment, CCAS for Employees, CCAS for Supervisors, HR Flexibilities, and Understanding the Pay Pool Process. The slide footer includes the URL <http://acqdemo.hci.mil> and the number 41.

The AcqDemo Program Office provides a variety of support. These include overall program operating procedures; a website that includes reference material, tutorials, and newsletters.

The AcqDemo website also provides training on subjects including HR training, Workforce Overview, CCAS for Supervisors, Pay Pool Administration, and Pay Pool Training.

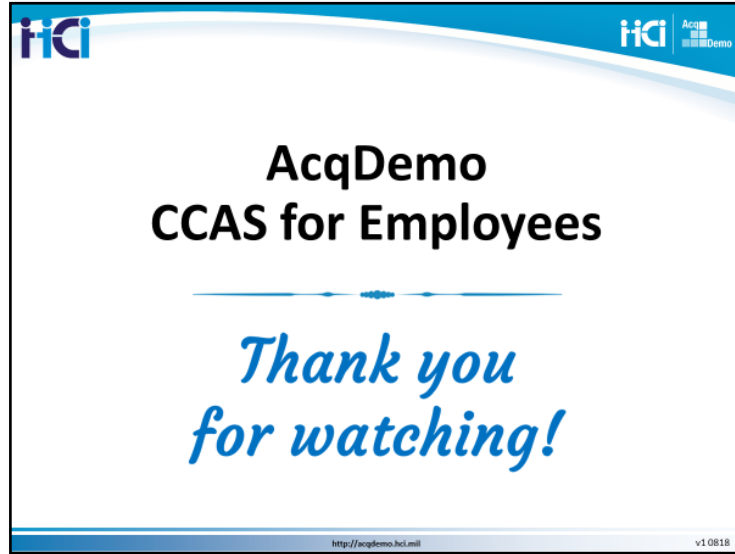
For program details, visit the AcqDemo website: [acqdemo.hci.mil](http://acqdemo.hci.mil). For questions, contact your local AcqDemo team or email the AcqDemo Program Office at: [AcqDemo.Contact@hci.mil](mailto:AcqDemo.Contact@hci.mil).

The following e-Learning courses are also available:

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

New courses will be developed, and existing courses updated as needed. Check the AcqDemo website for the latest training information.

### 7.3 Slide 42, Parting Thoughts



Thank you for watching and please let us know how we can best support your continued success in AcqDemo.