

# **NSPS**

## **Employee and Supervisor Guide for Performance Plans**

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We compiled this NSPS Guide for Performance Plans to help MDA supervisors and employees understand and complete the NSPS performance management process. Performance management consists of two cycles: the appraisal cycle and the pay pool cycle. This guide will lead you through the appraisal cycle, which is a series of events, activities, and discussions that take place between the supervisor and the employee. This guide will also lead supervisors through the rating process of the pay pool cycle.

The performance management cycle is a 10-step process that takes place throughout the year. We've divided that 10-step process into three parts. The steps within each part are listed in the order in which you perform them.

Here's how this guide works.

**Part 1** covers the beginning of the process. Steps 1 and 2 include the performance indicators and contributing factors for each career group (YA, YD, YB, YC and YF)—things you learned about during your NSPS training. Each section of indicators and factors are color-coded according to career group so you can easily find the ones that apply to you. Here are the color codes and a sample page.

**Performance Benchmarks**

**Performance Indicators**

**Contributing Factors**

Performance Indicators	Contributing Factors
<p><b>YB</b> (pink background)</p> <ul style="list-style-type: none"> <li>1. ...</li> <li>2. ...</li> </ul>	<p><b>YB</b> (pink background)</p> <ul style="list-style-type: none"> <li>1. ...</li> <li>2. ...</li> </ul>
<p><b>YC and YF</b> (orange background)</p> <ul style="list-style-type: none"> <li>1. ...</li> <li>2. ...</li> </ul>	<p><b>YC and YF</b> (orange background)</p> <ul style="list-style-type: none"> <li>1. ...</li> <li>2. ...</li> </ul>
<p><b>YA and YD</b> (green background)</p> <ul style="list-style-type: none"> <li>1. ...</li> <li>2. ...</li> </ul>	<p><b>YA and YD</b> (green background)</p> <ul style="list-style-type: none"> <li>1. ...</li> <li>2. ...</li> </ul>

**Career Groups**

**For YB (employees)**

**For YC and YF (supervisors)**

**For YA and YD (employees)**

**Part 2** is fairly straightforward—Steps 3 and 4 deal with on-going activities throughout the performance management process.

**Part 3** deals with final assessments and the rating process, and uses the performance indicators and contributing factors from Part 1. Steps 5 through 10 include rating schedules and charts to assist supervisors in the rating process.

We encourage you to read all parts of this guide so you will understand the entire process. If you have any questions about it or about NSPS performance management, please contact your supervisor and/or e-mail us at MDA-NSPS.

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## NSPS Performance Plan Cycle Outline

This chart outlines your responsibilities in the 10-step NSPS performance plan cycle.

<b>IF YOU ARE AN MDA <u>EMPLOYEE</u>,</b>	<b>OR, IF YOU <u>SUPERVISE</u> AN MDA EMPLOYEE,</b>	<b>USE THIS INFORMATION TO HELP</b>	
<b>PART 1 At the <u>beginning</u> of the performance plan cycle, you will...</b>			
#1	Write performance objectives	Write performance objectives	<a href="#">Performance Indicators</a> , pages 6-10
#2	Select contributing factor(s)	Select contributing factor(s)	<a href="#">Contributing Factors Professional/Analytic Pay Schedules</a> , pages 11-22, OR, <a href="#">Contributing Factors Supervisor/Manager Pay Schedule</a> , pages 23-45
<b>PART 2 <u>Throughout</u> the performance plan cycle, you will...</b>			
#3	Work with supervisor to adjust objectives as needed	Work with employee to adjust objectives as needed	
#4	Conduct interim assessment with supervisor	Conduct interim assessment with employee	
<b>PART 3 At the <u>end</u> of the performance plan cycle, you will...</b>			
#5	Write self assessment	Write the supervisory assessment	
#6		Rate your employees' objectives (the "what")	<a href="#">Performance Indicators</a> , pages 6-10, standard factors
#7		Rate your employees' contribution factors	<a href="#">Contributing Factors Professional/Analytic Pay Schedules</a> , pages 11-22, OR, <a href="#">Contributing Factors Supervisor/Manager Pay Schedule</a> , pages 23-45
#8		Determine your employees' adjusted rating / rate the contributing factors	<a href="#">Contributing Factor Assessment</a> , page 43
#9		Average the recommended rating and determine rating level	<a href="#">Average the Recommended Rating and Determine the Rating Level</a> , page 44
#10		Assign recommended share and the recommended payout distributions	<a href="#">Share Range Chart</a> , page 45

## PART 1 – AT THE BEGINNING OF THE CYCLE

### STEP 1: Write Performance Objectives – Employee & Supervisor

- Write performance objective/s (the “what”) at the Level 3 performance indicator, as on the following pages.
- Input your objectives into MyBiz within 30 days of the beginning of the performance cycle (normally by October 30) or when you change jobs.
- Use your objectives to establish your major priorities plus the expected results/standards—results-oriented, mission-focused. Make sure your objectives are **SMART**:

**S** – Specific

**M** – Measurable

**A** – Aligned

**R** – Realistic/Relevant

**T** – Timed

**Performance Indicators  
Professional/Analytical Pay Schedules (Non-Supervisors)**

**Band 1**

**Level 3**

- With guidance, effectively achieved the stated objective.
- With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary.
- Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.

**Level 5**

**Additions at the Level 5:**

- Contributed results beyond what was expected; results were far superior in quality, quantity, timeliness and/or impact to the stated objective.
- Exhibited the highest standards of professionalism.

**Band 2**

**Level 3**

- Effectively achieved the stated objective, anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed.
- Results were technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures and guidelines.
- Planned, organized prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary.
- Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.

**Level 5**

**Additions at the Level 5:**

- Contributed results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level.
- Exhibited the highest standards of professionalism.

**Band 3**

**Level 3**

- Effectively delivered an objective with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures and guidelines anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed.
- Established priorities and coordinated work across projects, programs or people, effectively balancing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome.
- Demonstrated high standards of professional conduct and represented the organization or work unit effectively.

**Level 5**

**Additions at the Level 5:**

- Contributed results beyond what was expected in the face of highly difficult obstacles; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level.
- Created new and innovative methods and processes that contributed significantly to the success of the organization.
- Exhibited the highest standards of professionalism.
- Accomplishments and outcomes were of such magnitude that they contributed to the organization exceeding its mission goals and objectives for the year. Performance Indicators

**Performance Indicators  
Technician/Support Pay Schedule (Non-Supervisors)**

Band 1	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• With supervision, effectively completed assigned job objective and work assignments; ensured completed work adhered to given instructions and standards.</li> <li>• In achieving job objectives and work assignments adhered to work/project schedules and prioritized work tasks; adjusted scheduled activities as directed to achieve desired results.</li> </ul>	<p><b>Level 5</b> <b>Additions at the Level 5:</b></p> <ul style="list-style-type: none"> <li>• Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level.</li> <li>• Contributed to organizational performance well beyond what is expected.</li> </ul>
Band 2	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Effectively completed job objectives and work assignments, anticipating and overcoming obvious obstacles; ensured completed work is timely and adheres to applicable standards, policies, procedures, and guidelines.</li> <li>• In achieving job objectives and work assignments adhered to work/project schedules; organizes or prioritizes own tasks to complete assignments in an effective and efficient manner; adjusted own work priorities to achieve desired results.</li> <li>• Demonstrated high standards of personal and professional conduct and performance.</li> </ul>	<p><b>Level 5</b> <b>Additions at the Level 5:</b></p> <ul style="list-style-type: none"> <li>• Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level.</li> <li>• Persisted in overcoming obstacles and puts forth extra effort to accomplish difficult assignments.</li> <li>• Contributed to organizational performance well beyond what is expected.</li> </ul>
Band 3	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Effectively completed job objectives and work assignments.</li> <li>• Completed work that supports unit-related objectives, anticipating and overcoming obstacles; ensures completed work is accurate, thorough, documented, and meets applicable instructions, authorities, standards, policies, procedures, and guidelines.</li> <li>• Organized, prioritizes, and schedules own and/or other's work activities to complete assignments in a timely and effective manner; adjusts priorities to respond effectively to changing situations.</li> <li>• Demonstrated high standards of personal and professional conduct and models a high standard of performance for others.</li> </ul>	<p><b>Level 5</b> <b>Additions at the level 5:</b></p> <ul style="list-style-type: none"> <li>• Achieved outcomes and results that are superior in quality, quantity, timeliness and impact to what would ordinarily be expected at this level.</li> <li>• Contributed to organizational performance well beyond what is expected.</li> <li>• Exhibited the highest standards of professionalism.</li> </ul>
Band 4	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Effectively completed job objectives and work assignments.</li> <li>• Completed work that supports mission-related objectives, anticipating and overcoming difficult obstacles; ensures completed work is accurate, thorough, documented, and in alignment with the mission and objectives of the organization as well as applicable instructions, authorities, standards, policies, procedures,</li> </ul>	<p><b>Level 5</b> <b>Additions at the level 5:</b></p> <ul style="list-style-type: none"> <li>• Achieved outcomes and results that are superior in quality, quantity, timeliness and impact to what would ordinarily be expected at this level.</li> <li>• Persisted in overcoming obstacles and puts forth extra effort to</li> </ul>

and guidelines.

- In achieving job objectives and work assignments established priorities and oversaw the coordination of work across multiple projects, effectively balanced competing work demands to ensure a positive outcome; makes adjustments to priorities and schedules to effectively respond to changing work situations or demands.
- Demonstrated high standards of personal and professional conduct and models a high standard of performance for others.

accomplish difficult assignments.

- Contributed to organizational performance well beyond what is expected.
- Exhibited the highest standards of professionalism.



**Performance Indicators  
Professional/Analytical Pay Schedules (Supervisors)**

Band 1	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• With guidance, effectively achieved the stated objective.</li> <li>• With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary.</li> <li>• As directed, translated project or team goals into objectives and work assignments for others; followed up to ensure tasks were completed effectively and in a timely manner.</li> <li>• With guidance, achieved expected results by effectively carrying out all established supervisory responsibilities.</li> <li>• As directed, maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc.</li> <li>• Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.</li> <li>• Ensured EEO policy statements are prominently posted in work areas.</li> <li>• Required EEO-related employee training is completed, as directed.</li> <li>• With guidance, demonstrated efforts to resolve allegations of discrimination and work place dissatisfactions at the lowest level.</li> </ul>	<p><b>Level 5</b></p> <p><b>Additions at the level 5:</b></p> <ul style="list-style-type: none"> <li>• Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective.</li> <li>• Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact.</li> <li>• Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace.</li> <li>• Exhibited the highest standards of professionalism.</li> <li>• Within defined parameters recognizes issues or problems and identifies patterns or trends with EEO and/or Affirmative Action implications.</li> </ul>
Band 2	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Effectively achieved the stated objective that was technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures, and guidelines.</li> <li>• Planned, organized, prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary.</li> <li>• Provided clear guidance to others by translating organizational goals into concrete objectives, plans, priorities, and assignments for work unit members; coordinated work activities and proactively monitored progress to ensure tasks were completed efficiently and effectively.</li> <li>• Achieved expected results by effectively carrying out all established supervisory responsibilities.</li> <li>• Maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc.</li> <li>• Demonstrated high standards of personal and professional conduct and represents the organization or work unit effectively.</li> </ul>	<p><b>Level 5</b></p> <p><b>Additions at the level 5:</b></p> <ul style="list-style-type: none"> <li>• Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective.</li> <li>• Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact.</li> <li>• Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace.</li> <li>• Exhibited the highest standards of professionalism.</li> <li>• Identified and utilized innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of disabilities.</li> </ul>

<ul style="list-style-type: none"> <li>• Ensured EEO policy statements are prominently posted in work areas and on organization Web sites.</li> </ul> <p>(continued – next page)</p> <ul style="list-style-type: none"> <li>• Required EEO-related employee training is completed.</li> <li>• Ensure open, transparent, and objective merit selection factors.</li> <li>• Identified and eliminated conditions and non-merit factors that contribute to barriers to employment opportunities where applicable.</li> <li>• Demonstrated efforts to resolve allegations of discrimination and work place dissatisfactions at the lowest level and supported/guided subordinate supervisors (if any) to do the same.</li> </ul>	
<b>Band 3</b>	
<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>• Effectively delivered an objective with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures, and guidelines.</li> <li>• Established priorities and coordinated work across projects, programs, or people, effectively balancing competing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome.</li> <li>• Provided clear guidance to others by translating organizational vision and goals into concrete objectives, strategies, plans, priorities, and assignments; coordinated work activities and proactively monitored progress to ensure that the goals were achieved.</li> <li>• Achieved expected results by effectively carrying out all established supervisory responsibilities.</li> <li>• Maintained a productive, safe and harmonious workplace by responding promptly and effectively to employee misconduct, prohibited discrimination, harassment, deficient performance, etc.</li> <li>• Demonstrated high standards of personal and professional conduct and represents the organization or work unit effectively.</li> <li>• Developed organizational EEO policies and communicates policies that promote a workplace free from harassment and intolerance</li> <li>• Ensured open, transparent, and objective merit selection factors and ensure that subordinate supervisors (if any) do the same.</li> <li>• Reviews allegations and complaints of discrimination for patterns and initiates corrective actions as appropriate.</li> <li>• Ensures reasonable workforce accommodation and access to information, services, facilities and programs for all employees, applicants for employment, and the general public.</li> </ul>	<p><b>Level 5</b></p> <p><b>Additions at the level 5:</b></p> <ul style="list-style-type: none"> <li>• Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective.</li> <li>• Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact.</li> <li>• Proactive and innovative in instituting measures to foster increased productivity, safety and harmonious relations within the workplace. Accomplishments and outcomes were of such magnitude that they contributed to the organization exceeding its mission goals and objectives for the year.</li> <li>• Exhibited the highest standards of professionalism.</li> <li>• Allocates adequate staff, and fiscal resources in support of EEO and workforce diversity programs.</li> <li>• Participate personally in identification and recruitment for vacancies in under represented positions and encourage subordinate supervisors (if any) do the same.</li> <li>• Encourage and foster organizational use of problem solving and alternate dispute resolution processes.</li> <li>• Identifies and utilizes innovative and/or creative methods that accomplish current work and provide long range support for Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.</li> </ul>

## **STEP 2: Select Contributing Factors – Employee & Supervisor**

Employee and Supervisor:

- Select at least one contributing factor for each objective. The contributing factors describe the primary skills required to accomplish an objective.

Supervisor:

- Select the “supervisor” contributing factor for your supervisor objective.

Technical Proficiency

Critical Thinking

Cooperation/Teamwork

Communication

Customer Focus

Resource Management

Leadership

## Contributing Factors Professional/Analytical Pay Schedules – Technical Proficiency

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>• Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities.</li> <li>• Stays up-to-date in professional/technical specialties.</li> <li>• Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities.</li> <li>• Uses appropriate and available technology or tools to perform work activities.</li> <li>• Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures.</li> <li>• Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• With supervision, applies basic knowledge and skills (including use of appropriate technology or tools) to perform straightforward or well-defined work activities.</li> <li>• As directed, acquires, develops, and maintains relevant job skills through a variety of methods.</li> <li>• Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance.</li> <li>• Demonstrates a basic understanding of how one's own work relates to the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the work unit; seeks opportunities to use this knowledge constructively when completing own assignments.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Applies knowledge to perform more advanced tasks with minimal supervision.</li> <li>• Seeks feedback on own performance and takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.</li> <li>• Demonstrates a working understanding of how internal and external factors affect organizations and units outside of one's own and effectively uses this knowledge to complete tasks.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate.</li> <li>• Acquires, develops, and maintains relevant job skills through a variety of methods.</li> <li>• Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance.</li> <li>• Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level.</li> <li>• Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.</li> <li>• Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Applies expert-level knowledge and skills (including use of appropriate technology or tools) to perform a wide range of highly complex work activities.</li> <li>• Maintains technical expertise by keeping up-to-date with the latest developments in professional/technical specialties.</li> <li>• Applies expert-level knowledge to improve own and organizational performance.</li> <li>• Demonstrates an extensive understanding of the organization's mission, functions,</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Is frequently consulted for depth and/or breadth of expertise to handle the most complex and difficult assignments at this level.</li> <li>• Continually strives to broaden and enhance expertise, resulting in contributions that significantly advance key organizational goals and objectives.</li> </ul>

**YA and YD employees use these.**

values, applicable policies and procedures, and internal and external factors that impact programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to use this knowledge to help the organization accomplish its mission and move toward its long-term vision.

- Is widely recognized for his or her expertise regarding organizational systems and internal and external factors impacting programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to leverage this knowledge to make contributions with far-ranging impact.

**YA and YD employees use these.**

## Contributing Factors Professional/Analytical Pay Schedules – Critical Thinking

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>• Recognizes issues, problems, opportunities, or emerging trends.</li> <li>• Collects information or data that is necessary and appropriate for identifying or addressing issues and problems.</li> <li>• Analyzes and integrates relevant information or data to draw sound conclusions.</li> <li>• Identifies and evaluates alternative solutions to problems or issues.</li> <li>• Makes sound and timely decisions or recommendations.</li> <li>• Identifies and utilizes innovative or creative methods to accomplish work.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• With guidance, recognizes obvious issues or problems and collects information from routine sources for a basic understanding of straightforward or well-defined issues.</li> <li>• With guidance, analyzes and integrates basic data to identify clear patterns or trends and to draw reasonable, logical conclusions.</li> <li>• With guidance, solves straightforward or well-defined problems; makes timely and logical decisions in well-defined, low-risk situations affecting own work.</li> <li>• With guidance, modifies procedures for accomplishing assignments when it becomes clear that the original approach will not work.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Additions at the Enhanced level: Independently recognizes issues or problems and identifies patterns and trends.</li> <li>• When collecting data, takes initiative to identify additional sources of information for a more comprehensive understanding.</li> <li>• Makes recommendations for solving problems beyond immediate scope of responsibility.</li> <li>• Anticipates when an approach may not work in accomplishing own assignments and takes initiative to suggest alternatives.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Identifies information necessary to define and understand complex issues; collects necessary information.</li> <li>• Efficiently and effectively analyzes and integrates complex data to identify emerging patterns or trends and draw reasonable, logical conclusions.</li> <li>• Identifies and evaluates alternative solutions to complex problems or issues that affect own or others' work.</li> <li>• Makes timely and logical recommendations or decisions in a variety of complex situations that affect the work unit; seeks supervisory assistance for unusual situations.</li> <li>• Reviews current work processes, and identifies innovative or creative ways to improve efficiency or effectiveness.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Rapidly and correctly identifies key issues or problems and assesses their significance.</li> <li>• Displays persistence in tracking down hard-to-obtain information.</li> <li>• Makes effective recommendations for solving problems beyond immediate scope of responsibility.</li> <li>• Makes timely and logical recommendations or decisions when circumstances are ambiguous or complete information is not available.</li> <li>• Evaluates the impact of external events on current processes and uses this information to develop appropriate alternatives.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Identifies information necessary to define and understand a variety of highly complex or high-visibility issues and place them in a larger context; collects necessary information.</li> <li>• Efficiently and effectively analyzes and integrates highly complex data, determining connections between pieces of data to detect emerging patterns, trends, or opportunities for action; draws reasonable, logical conclusions from data.</li> <li>• Identifies and evaluates creative and insightful solutions to highly complex or visible</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Identifies significant connections between pieces of data to draw innovative conclusions.</li> <li>• Focuses on the most critical information needed to define and understand issues.</li> <li>• Displays persistence in tracking down hard-to-obtain information.</li> <li>• Takes the initiative to resolve problems of particular difficulty,</li> </ul>

**YA and YD employees use these.**

<p>problems/issues.</p> <ul style="list-style-type: none"><li>• Makes timely and logical recommendations or (continued – next page) decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have significant or far-reaching impact.</li><li>• Develops innovative or creative solutions in response to new and emerging issues.</li></ul>	<p>sensitivity, or strategic importance in order to maximize contributions to the organization.</p> <ul style="list-style-type: none"><li>• Makes effective recommendations or decisions in situations where there is a high degree of uncertainty about the outcome.</li><li>• Improves efficiency and effectiveness of work processes; anticipates how work processes may be affected by changes in the environment and develops creative and highly effective alternatives.</li></ul>
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## Contributing Factors Professional/Analytical Pay Schedules – Cooperation and Teamwork

<p><b>Work Behaviors</b></p> <ul style="list-style-type: none"> <li>• Develops and maintains effective working relationships with others.</li> <li>• Respects and values individual differences and diversity by treating everyone fairly and professionally.</li> <li>• Contributes to organizational or institutional knowledge by sharing information with others.</li> <li>• Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.</li> <li>• Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.</li> </ul>	
<b>Band 1</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Works collaboratively and flexibly to accomplish shared goals.</li> <li>• Treats everyone fairly and professionally, respecting and valuing individual differences and diversity.</li> <li>• Shares relevant knowledge and information with others within the work unit.</li> <li>• Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.</li> <li>• With guidance, handles minor work-related disagreements or conflicts in a positive and constructive manner.</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Builds effective partnerships within units that contribute to a team environment.</li> <li>• Takes initiative to provide assistance to others.</li> <li>• Seeks out opportunities to share knowledge and skills with others.</li> <li>• Independently handles minor work-related disagreements or conflicts in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level.</li> </ul>
<b>Band 2</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Contributes to achieving work unit goals by working collaboratively and flexibly with others and building effective partnerships across units.</li> <li>• Treats everyone fairly and professionally, respecting and valuing individual differences and diversity.</li> <li>• Shares relevant knowledge and information with others.</li> <li>• Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.</li> <li>• Handles challenging work-related disagreements or conflicts and resolves them in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level.</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Contributes to achieving organizational objectives by building effective partnerships across organizations.</li> <li>• Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals.</li> <li>• Fosters a climate of trust by demonstrating respect for and value of individual differences and diversity.</li> <li>• Seeks out opportunities to share relevant knowledge and skills with others.</li> <li>• Develops formal knowledge sharing systems (e.g., work aids, technical papers, etc.).</li> <li>• Anticipates and strives to mitigate potential conflicts or disagreements.</li> </ul>
<b>Band 3</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Contributes to achieving organizational objectives by modeling collaboration and flexibility and building effective partnerships internal and external to the organization.</li> <li>• Treats everyone fairly and professionally, respecting and valuing individual</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Takes initiative to make extra contributions to cross-organizational efforts; recognizes when others need assistance and provides support to advance organizational goals.</li> </ul>



<p>differences and diversity.</p> <ul style="list-style-type: none"><li>• Seeks out opportunities to share relevant knowledge and skills with others.</li><li>• Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.</li><li>• Anticipates, strives to mitigate, and effectively handles complex or sensitive work-related disagreements or conflicts and resolves them in a positive and constructive manner; as needed, develops options to resolve disagreements or conflicts that require resolution at a higher level.</li></ul>	<ul style="list-style-type: none"><li>• Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values.</li><li>• Actively works to ensure the continuous transfer of knowledge and skills across organizations by serving as a technical resource or initiating and overseeing the development of formal knowledge sharing systems (e.g., work aids, technical papers, etc.).</li></ul>
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## Contributing Factors Professional/Analytical Pay Schedules – Communication

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>Actively listens and appropriately responds to the questions, ideas, and concerns of others.</li> <li>Writes in an accurate, clear, concise, well-organized, and timely manner.</li> <li>Orally communicates in an accurate, clear, concise, well-organized, and timely manner.</li> <li>Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Actively listens and appropriately responds to questions and concerns from others; shows respect for others' ideas, comments, and questions.</li> <li>With guidance, communicates routine information in an accurate, clear, concise, well-organized, and timely manner; written communications may require some revisions.</li> <li>With guidance, effectively adjusts communications to the audience's level of understanding.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Prepares and delivers communications with minimal guidance; written communications require fewer revisions than would ordinarily be expected at this level.</li> <li>With minimal guidance, tailors communications to meet the audience's needs.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding.</li> <li>Communicates moderately complex information, concepts, and ideas in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications typically require minimal revisions.</li> <li>Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others.</li> <li>Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers.</li> </ul> <p>Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding.</p>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding.</li> <li>Communicates complex information, concepts, and ideas to a wide range of audiences in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications are generally accepted without changes.</li> <li>Tailors style and materials to communicate information effectively to different levels of audiences, properly emphasizing critical issues.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Adeptly reads complex interpersonal interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others.</li> <li>Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers.</li> <li>Uses a variety of techniques to communicate highly complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding and acceptance of the information.</li> </ul>

YA and YD employees use these.

**Contributing Factors**  
**Professional/Analytical Pay Schedules – Customer Focus**

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>Effectively identifies and assesses customer requirements.</li> <li>Effectively manages customer expectations and addresses questions and concerns.</li> <li>Provides timely, flexible, and responsive service to customers.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>As directed, interacts effectively with customers to understand their needs and address questions and concerns.</li> <li>Keeps supervisor informed of progress and issues associated with the delivery of customer products and/or services.</li> <li>With guidance, provides timely, flexible, and responsive products and/or services to customers.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services; makes recommendations to improve customer products and/or services.</li> <li>Recognizes potential issues or inconsistencies in customer requests and recommends solutions.</li> <li>Displays flexibility in responding to changing customer needs.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Maintains regular contact with customers to gather information about their requirements and needs and delivers timely, flexible, and responsive products and/or services to meet those needs.</li> <li>Discusses expectations with customers to ensure mutual understanding and acceptance; keeps customers and relevant others informed of progress, issues, and/or problems that could impede progress and suggests workable solutions.</li> <li>Responds to questions or requests from customers in a timely manner.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Develops innovative and useful suggestions for designing and adapting customer-focused products and/or services.</li> <li>Correctly anticipates customer needs and resolves or avoids potential problems, resulting in improved overall customer satisfaction.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Proactively communicates with customers to help define their needs and obtain feedback; strives to continually enhance products and/or services.</li> <li>Works with customers to set mutually acceptable expectations (e.g., timelines and deliverables); informs customers or relevant others of progress, changes, issues, or problems that could affect progress and develops effective solutions to address them.</li> <li>Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high overall customer satisfaction.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Develops innovative and useful approaches for improving or expanding products and/or services, resulting in highly valued services that improve overall customer satisfaction.</li> <li>Takes initiative to anticipate and implement effective solutions to prevent problems, thus avoiding gaps in customer expectations.</li> </ul>

YA and YD employees use these.

**Contributing Factors**  
**Professional/Analytical Pay Schedules – Resource Management**

<p><b>Work Behaviors</b></p> <ul style="list-style-type: none"> <li>• Maintains an awareness of available resources and the process for acquiring needed resources.</li> <li>• Identifies and advocates for resources required to accomplish work activities or projects.</li> <li>• Makes effective and efficient use of available resources.</li> <li>• Safeguards available resources to prevent fraud, waste, and abuse.</li> <li>• Promotes workplace safety and security.</li> </ul>	
<b>Band 1</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Demonstrates a basic knowledge of available resources and the process for acquiring the resources needed to accomplish own work.</li> <li>• With guidance, requests basic resources needed to perform own work; uses resources in an efficient manner that safeguards against fraud, waste, and abuse.</li> <li>• Properly follows all workplace safety and security procedures.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Takes initiative to learn as much as possible about available resources and the process for acquiring them.</li> <li>• Makes meaningful suggestions for increasing efficiency in the use of resources.</li> </ul>
<b>Band 2</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Demonstrates knowledge of the resources available to the work unit and the processes to acquire them; identifies and advocates for resources necessary to support and contribute to mission requirements.</li> <li>• Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.</li> <li>• Promotes workplace safety and security by demonstrating correct behaviors.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.</li> <li>• Takes initiative to contribute to resource planning efforts.</li> <li>• Actively assists others in using resources more efficiently.</li> <li>• Suggests flexible and innovative approaches to stretch limited resources.</li> </ul>
<b>Band 3</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Demonstrates broad knowledge of the resources available to the organization and the processes to acquire them; identifies and effectively advocates for the resources necessary to support and contribute to mission requirements; actively contributes to resource planning efforts and competently defends resource requirements.</li> <li>• Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.</li> <li>• Promotes workplace safety and security by modeling correct behaviors.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.</li> <li>• Balances competing resource requirements to ensure alignment with mission objectives.</li> <li>• Identifies alternative resources and actively assists others in using resources more efficiently.</li> <li>• Devises and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization.</li> </ul>

## Contributing Factors Supervisors and Selected Employees in the Professional/Analytical Pay Schedules – Leadership

<p><b>Work Behaviors</b></p> <ul style="list-style-type: none"> <li>• Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision.</li> <li>• Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and assignments with special emphasis on agency affirmative employment program objectives and support programs.</li> <li>• Effectively assigns, coordinates, and monitors the work of others.</li> <li>• Provides timely and constructive feedback (formal or informal) to others.</li> <li>• Develops others through motivation, mentoring, and coaching.</li> <li>• Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others.</li> <li>• Demonstrates a commitment to EEO thru the integration of EEO into mission accomplishment, accountability for progress in identification and elimination of barriers to a representative workforce, proactive prevention of unlawful discrimination, and efficient, responsive, and legally compliant disposition of allegations of discrimination.</li> </ul>	
<b>Band 1</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• With guidance translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.</li> <li>• Appropriately considers strengths and developmental needs of subordinates in assigning work.</li> <li>• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</li> <li>• With guidance, develops others through motivation, mentoring, coaching, and instruction.</li> <li>• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</li> <li>• Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.</li> <li>• Actively helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.</li> </ul>
<b>Band 2</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Translates work unit goals into concrete work assignments and objectives for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.</li> <li>• Appropriately considers strengths and developmental needs of subordinates in assigning work.</li> <li>• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</li> <li>• Develops others through motivation, mentoring, coaching, and instruction.</li> <li>• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals.</li> <li>• Helps staff to identify their own developmental needs and provides challenging assignments to address those needs.</li> </ul>

**YA and YD employees use these.**

**YC and YF supervisors use these.**

Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.	
<b>Band 3</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision.</li> <li>• Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively.</li> <li>• Appropriately considers strengths and developmental needs of subordinates in assigning work.</li> <li>• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</li> <li>• Develops others through motivation, mentoring, coaching, and instruction.</li> <li>• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</li> <li>• Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals.</li> <li>• Identifies feedback measures that provide information for assessing priorities and advancing organizational goals.</li> <li>• Influences subordinates to pursue developmental opportunities and provides support for those opportunities.</li> </ul>

**YA and YD employees use these.**

**YC and YF supervisors use these.**

## Contributing Factors Supervisor/Manager Pay Schedule – Technical Proficiency

<p><b>Work Behaviors</b></p> <ul style="list-style-type: none"> <li>• Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities.</li> <li>• Stays up-to-date in professional/technical specialties.</li> <li>• Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities.</li> <li>• Uses appropriate and available technology or tools to perform work activities.</li> <li>• Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures.</li> <li>• Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.</li> <li>• Demonstrates an understanding of the relationship between the agency's affirmative employment program and the work unit's support/involvement therein.</li> </ul>	
<b>Band 1</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Applies substantive knowledge and skills (including use of appropriate technology or tools) to oversee a full range of assignments; seeks occasional guidance from more senior supervisors as appropriate.</li> <li>• Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance.</li> <li>• Demonstrates an understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that may affect the work unit; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Applies depth and breadth of knowledge to independently oversee complex or varied assignments at this level.</li> <li>• Takes initiative to improve knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.</li> <li>• Is frequently sought out by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect the work unit; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.</li> </ul>
<b>Band 2</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Applies advanced-level knowledge and skills (including use of appropriate technology or tools) to manage a wide range of work activities; consults with experts as appropriate.</li> <li>• Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance.</li> <li>• Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and the internal and external factors that may affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Applies depth and breadth of knowledge to independently manage the most complex or varied assignments at this level.</li> <li>• Takes initiative to acquire, develop, and maintain relevant skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.</li> <li>• Is frequently consulted by others because of depth and/or breadth of understanding of organizational systems and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to make contributions that have an impact beyond the work unit.</li> </ul>
<b>Band 3</b>	

**Expected**

- Applies expert-level knowledge and skills (including use of appropriate technology or tools) to manage a wide range of work activities.
- Acquires, develops, and maintains expertise by staying up-to-date with the latest developments in relevant disciplines and applies this knowledge to improve own and organizational performance.
- Demonstrates an extensive understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that may impact programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to use this knowledge to help the organization accomplish its mission and move toward its long-term vision.

**Enhanced****Additions at the Enhanced level:**

- Is consistently sought out to manage the most complex and difficult assignments.
- Continually strives to broaden and enhance expertise, resulting in contributions that significantly advance key organizational goals and objectives.
- Is consistently consulted by senior-level officials internal and external to the organization for his or her expertise regarding organizational systems and the internal and external factors impacting programs that extend across components or throughout a component/command or an equivalent organization; seeks out and capitalizes on opportunities to leverage this knowledge to make contributions with far-ranging impact



## Contributing Factors Supervisor/Manager Pay Schedule – Critical Thinking

<p><b>Work Behaviors</b></p> <ul style="list-style-type: none"> <li>• Recognizes issues, problems, opportunities, or emerging trends.</li> <li>• Collects information or data that is necessary and appropriate for identifying or addressing issues and problems.</li> <li>• Analyzes and integrates relevant information or data to draw sound conclusions.</li> <li>• Identifies and evaluates alternative solutions to problems or issues.</li> <li>• Makes sound and timely decisions or recommendations.</li> <li>• Identifies and utilizes innovative or creative methods to accomplish work.</li> </ul>	
<b>Band 1</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Effectively analyzes and integrates complex data to identify emerging patterns or trends; draws reasonable, logical conclusions.</li> <li>• Identifies information necessary and appropriate to define and understand complex issues and collects the information from a variety of sources.</li> <li>• Identifies and evaluates alternative solutions to complex problems or issues that affect the work unit.</li> <li>• Makes sound and timely recommendations or decisions in a variety of complex situations; seeks supervisory assistance as necessary.</li> <li>• Reviews the unit's current work processes and identifies innovative or creative ways to improve efficiency and/or effectiveness.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Rapidly and correctly identifies key issues or problems, even when subtle.</li> <li>• Displays persistence in tracking down hard-to-find information.</li> <li>• Makes effective recommendations for solving problems beyond immediate scope of responsibility.</li> <li>• Makes sound and timely recommendations or decisions when circumstances are ambiguous or complete information is not available.</li> <li>• Evaluates the impact of external events on current processes and develops creative and effective alternatives.</li> </ul>
<b>Band 2</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Effectively analyzes and integrates highly complex data to detect emerging trends, patterns, or opportunities for action; draws reasonable, logical conclusions, considering their immediate, midterm and long range effects.</li> <li>• Identifies information necessary and appropriate to define and understand highly complex issues; collects information from a variety of sources.</li> <li>• Identifies and evaluates alternative solutions to unusual, highly complex problems or issues that affect multiple work units.</li> <li>• Makes sound and timely recommendations or decisions in complex and/or ill-defined situations, conferring with supervisor in unusual situations.</li> <li>• Reviews work processes and identifies and implements innovative or creative ways to improve efficiency and/or effectiveness and assesses the impact of those innovations on minorities, women and people with disabilities before recommending organizational changes.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Makes connections between pieces of divergent information that are difficult to recognize; identifies patterns or emerging trends from minimal or incomplete data.</li> <li>• Focuses on the most critical pieces of information needed to understand a variety of complex issues; displays persistence in tracking down hard-to-find information.</li> <li>• Makes effective recommendations for solving problems beyond immediate scope of responsibility.</li> <li>• Makes sound and timely recommendations or decisions in high-risk situations when complete information is not available.</li> <li>• Anticipates how work processes may be affected by changes</li> </ul>

	<p>in the environment and develops creative and effective alternatives.</p> <ul style="list-style-type: none"> <li>Identifies and utilizes innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.</li> </ul>
<b>Band 3</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>Effectively analyzes and integrates highly complex data to detect emerging trends, patterns, or opportunities for action; draws reasonable, logical conclusions, considering their immediate, midterm, and long range effects.</li> <li>Identifies sources of information necessary and appropriate to define and understand a variety of highly complex or high-visibility issues and place them in a larger context; evaluates information for completeness and validity.</li> <li>Identifies and evaluates creative and insightful solutions to highly complex or highly visible problems/issues that affect the organization.</li> <li>Makes sound and timely recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have far-reaching impact.</li> <li>Develops and directs the implementation of innovative or creative work processes to improve efficiency and/or effectiveness.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>Makes connections between pieces of divergent information that are difficult to recognize; identifies patterns or emerging trends from minimal or incomplete data.</li> <li>Focuses on the most critical information needed to define and understand issues; displays persistence in tracking down hard-to-find, relevant information.</li> <li>Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization.</li> <li>Makes effective decisions in high-risk situations where complete information is not available and there is a high degree of uncertainty about the outcome.</li> <li>Anticipates how work processes may be affected by changes in the environment and develops creative and highly effective alternatives.</li> <li>Identifies and utilizes innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.</li> </ul>

## Contributing Factors Supervisor/Manager Pay Schedule – Cooperation/Teamwork

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>• Develops and maintains effective working relationships with others.</li> <li>• Respects and values individual differences and diversity by treating everyone fairly and professionally.</li> <li>• Contributes to organizational or institutional knowledge by sharing information with others.</li> <li>• Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.</li> <li>• Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Contributes to achieving work unit objectives by working collaboratively with others and building effective partnerships.</li> <li>• Treats everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior.</li> <li>• Shares knowledge and skills with others. Effectively handles minor disagreements or conflicts and resolves them in a positive and constructive manner.</li> <li>• Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals beyond what is expected.</li> <li>• Builds a climate of cooperation and trust by demonstrating behavior that clearly shows respect for and value of individual differences and diversity.</li> <li>• Seeks out opportunities to share knowledge and skills with others.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Contributes to achieving work unit objectives by demonstrating cooperative behaviors and building effective partnerships across units.</li> <li>• Treats everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior.</li> <li>• Encourages and promotes knowledge and skill sharing within the work unit.</li> <li>• Effectively handles disagreements or conflicts, including those that are challenging, and resolves them in a positive and constructive manner.</li> <li>• Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities.</li> <li>• Develops work unit objectives/activities that implement/support agency affirmative employment objectives.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals beyond what is expected.</li> <li>• Builds a climate of cooperation and trust by demonstrating behavior that clearly shows respect for and value of individual differences and diversity.</li> <li>• Seeks out opportunities to increase knowledge and skill transfer in the work unit.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Builds and maintains a positive team atmosphere by promoting and demonstrating collaboration among work units; skillfully builds collaborative networks of partners and decision makers across boundaries that help the organization to achieve its goals.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Takes initiative to make extra contributions to cross-organizational efforts; recognizes when others need assistance and provides support to advance organizational goals beyond</li> </ul>

<ul style="list-style-type: none"> <li>• Builds a climate of cooperation and trust by treating everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior and provides direct, clear feedback to individuals who behave in a manner inconsistent with these values.</li> <li>• Seeks out opportunities to increase knowledge and skill transfer in the organization.</li> <li>• Anticipates, strives to mitigate, and effectively handles complex or sensitive disagreements or conflicts and resolves them in a positive and constructive manner.</li> <li>• Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities and ensures that subordinate supervisors (if any) do the same.</li> <li>• Develops work unit objectives/activities that implement/support agency affirmative employment objectives.</li> </ul>	<p>what is expected.</p> <ul style="list-style-type: none"> <li>• Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values.</li> <li>• Actively works to ensure the continuous transfer of knowledge and skills throughout the organization by serving as a technical resource or initiating and supporting the development of formal knowledge sharing systems (e.g., work aids, technical papers, etc.).</li> </ul>
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## Contributing Factors Supervisor/Manager Pay Schedule – Communication

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>Actively listens and appropriately responds to the questions, ideas, and concerns of others.</li> <li>Writes in an accurate, clear, concise, well-organized, and timely manner.</li> <li>Orally communicates in an accurate, clear, concise, well-organized, and timely manner.</li> <li>Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium and any adaptive technologies needed for accommodation of persons with disabilities.</li> <li>Actively/consistently communicates agency affirmative employment program objectives/programs to unique work unit customers and to the general public.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and responds appropriately, following up to ensure understanding.</li> <li>Communicates and responds to day-to-day situational issues in an accurate, clear, concise, well-organized, and timely manner; written communications typically require few revisions.</li> <li>Tailors communication style (e.g., language, tone, and format) and content to meet the audience's needs and level of understanding.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Adeptly reads social interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others.</li> <li>Prepares and delivers communications that are of high quality as recognized by peers, supervisors, and/or customers.</li> <li>Skillfully communicates complex information to a variety of audiences in a manner that enhances their understanding.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding.</li> <li>Communicates complex or sensitive information in an accurate, clear, concise, well-organized, and timely manner; written communications require minimal revisions.</li> <li>Tailors communication style (e.g., language, tone, and format) and content to meet the audience's needs and level of understanding; takes into consideration political, environmental, and resource implications.</li> <li>Effectively explains or defends relevant viewpoints when necessary.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Adeptly reads complex social interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others.</li> <li>Prepares and delivers communications that are of exceptional quality as recognized by peers, supervisors, and/or customers.</li> <li>Skillfully communicates complex information to a range of audiences in a manner that enhances their understanding and acceptance of the information.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Adeptly reads complex social interactions and nonverbal cues and adjusts</li> </ul>

<p>crafts clear and organized responses, following up to ensure understanding.</p> <ul style="list-style-type: none"> <li>• Communicates highly complex and potentially controversial information to a wide variety of audiences in an accurate, clear, concise, well-organized, and timely manner; written communications are generally accepted without changes.</li> <li>• Tailors style, materials, and content to communicate information effectively to different levels of audiences, properly emphasizing key issues and considering ramifications of communications; takes into consideration political, environmental, and resource implications.</li> <li>• Effectively explains or defends relevant viewpoints when necessary.</li> </ul>	<p>own behavior to communicate more effectively with others.</p> <ul style="list-style-type: none"> <li>• Conveys the most complex and highest visibility communications effectively, properly emphasizing key issues and considering the full range of ramifications of communications; prepares and delivers communications of exceptional quality as recognized by peers, supervisors, and/or customers.</li> <li>• Skillfully anticipates the needs of diverse audiences and optimally targets consistent and clear communications to different levels and needs in a manner that enhances their understanding and acceptance of the information; consistently persuades them to a relevant point of view.</li> </ul>
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## Contributing Factors Supervisor/Manager Pay Schedule – Customer Focus

<b>Work Behaviors</b> <ul style="list-style-type: none"> <li>Effectively identifies and assesses customer requirements, rejecting/renegotiating those that adversely impact agency affirmative employment objectives/programs.</li> <li>Effectively manages customer expectations and addresses questions and concerns.</li> <li>Provides timely, flexible, and responsive service to customers.</li> <li>Utilizes the full and diverse staff resources that are qualified and available to interface with the custom, gathering a variety of perspectives on the customer engagement process.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Maintains contact with customers and is effective in understanding their needs; uses customer feedback to address customer requirements and guides others to do the same.</li> <li>Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables).</li> <li>Informs customers of changes, issues, or problems that could affect progress and develops and implements effective solutions to address them.</li> <li>Provides timely, flexible, and responsive products and/or services to customers.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Develops creative and useful suggestions for designing and adapting products and/or services; ideas are well received by customers.</li> <li>Anticipates customer needs and resolves or avoids potential problems, resulting in high customer satisfaction.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Maintains contact with customers and is effective in identifying and assessing their needs; guides others in using customer feedback to design and enhance products and/or services.</li> <li>Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables).</li> <li>Informs customers of changes, issues, or problems that could affect progress and directs the implementation of effective solutions to address them.</li> <li>Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high customer satisfaction.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>Systematically monitors quality, delivery, and customer satisfaction levels; makes adjustments based on these data to improve customer products and/or services.</li> <li>Anticipates and integrates customer needs and expectations into future service offerings, resulting in highly valued deliverables that maximize customer satisfaction.</li> <li>Takes initiative and works with staff to anticipate and proactively implement effective solutions to prevent problems and avoid gaps in customer expectations.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>Guides others in developing Expected, responsive relationships</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b>

<p>with diverse customers; implements processes to define customer requirements.</p> <ul style="list-style-type: none"> <li>• Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables).</li> <li>• Intervenes in problem situations with customers, resolving concerns and issues while still maintaining good working relationships.</li> <li>• Manages the delivery of products and/or services by subordinate units and ensures that they are timely, flexible, innovative, and responsive, resulting in high customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>• Systematically monitors quality, delivery, and customer satisfaction levels; makes adjustments based on these data to improve customer products and/or services.</li> <li>• Oversees the development and implementation of long-term product or service strategies that effectively support the organization's strategic direction and surpass customer expectations.</li> <li>• Takes initiative and works with staff to anticipate and proactively implement effective solutions to prevent problems and avoid gaps in customer expectations.</li> </ul>
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**Contributing Factors  
Supervisor/Manager Pay Schedule – Resource Management**

<b>Work Behaviors</b>	
<ul style="list-style-type: none"> <li>• Maintains an awareness of available resources and the process for acquiring needed resources.</li> <li>• Identifies and advocates for resources required to accomplish work activities or projects.</li> <li>• Makes effective and efficient use of available resources.</li> <li>• Safeguards available resources to prevent fraud, waste, and abuse.</li> <li>• Promotes workplace safety and security.</li> </ul>	
<b>Band 1</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Demonstrates considerable knowledge of the resources available to the work unit and the processes for acquiring them; identifies and advocates for resources necessary to accomplish work activities or projects.</li> <li>• Ensures that the use and allocation of resources is consistent with projects and/or programs and the mission needs of the organization; safeguards against fraud, waste, and abuse.</li> <li>• Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Anticipates changes in resource needs and advocates for resources well in advance of when they are needed; adeptly identifies innovative and/or alternative authorized resources.</li> <li>• Is sought out by others to provide advice and guidance on optimizing available resources.</li> <li>• Provides recommendations for improving safety and security procedures.</li> </ul>
<b>Band 2</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Demonstrates considerable knowledge of the resources available to the organization and the processes for acquiring them; prepares complex resource plans, and effectively defends resource requirements.</li> <li>• Ensures that the use and allocation of resources is consistent with projects and/or programs and the mission needs of the organization; safeguards against fraud, waste, and abuse.</li> <li>• Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines.</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Displays added resourcefulness by using and advising others on innovative and/or alternative authorized resources, thereby maximizing what can be achieved.</li> <li>• Anticipates changes in workload requirements and advocates for needed resources well in advance.</li> <li>• Devises and implements innovative approaches to use limited resources in a manner that optimizes results.</li> <li>• Provides recommendations for improving safety and security procedures.</li> </ul>
<b>Band 3</b>	
<b>Expected</b> <ul style="list-style-type: none"> <li>• Demonstrates expert knowledge of the resources available to the organization and the processes for acquiring them;</li> </ul>	<b>Enhanced</b> <b>Additions at the Enhanced level:</b> <ul style="list-style-type: none"> <li>• Displays added resourcefulness by using and advising others on innovative</li> </ul>

<p>identifies and effectively negotiates for the resources needed to meet program objectives; prepares complex resource plans, and effectively defends resource requirements.</p> <ul style="list-style-type: none"> <li>• Manages and oversees resource expenditures for assigned program(s), making adjustments as needed to increase efficiency; safeguards against fraud, waste, and abuse.</li> <li>• Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines.</li> <li>• Allocates sufficient staff and other resources to ensure a viable contribution to the EEO program.</li> </ul>	<p>and/or alternative authorized resources, thereby maximizing what can be achieved.</p> <ul style="list-style-type: none"> <li>• Anticipates changes in organizational requirements and advocates for needed resources well in advance.</li> <li>• Manages resource requirements for dynamic and difficult programs, consistently monitoring and regularly redirecting resources to optimize results across initiatives.</li> <li>• Provides recommendations for improving safety and security procedures.</li> </ul>
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## Contributing Factors Supervisor/Manager Pay Schedule – Leadership

<p><b>Work Behaviors</b></p> <ul style="list-style-type: none"> <li>• Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision.</li> <li>• Communicates a vision for work unit, translating broad organizational goals into concrete objectives, plans, priorities, and assignments with special emphasis on agency affirmative employment program objectives and support programs.</li> <li>• Effectively assigns, coordinates, and monitors the work of others.</li> <li>• Provides timely and constructive feedback (formal or informal) to others.</li> <li>• Develops others through motivation, mentoring, and coaching.</li> <li>• Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others.</li> <li>• Demonstrates a commitment to EEO thru the integration of EEO into mission accomplishment, accountability for progress in identification and elimination of barriers to a representative workforce, proactive prevention of unlawful discrimination, and efficient, responsive, and legally compliant disposition of allegations of discrimination.</li> </ul>	
<b>Band 1</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• With guidance translates project or work unit goals into concrete work assignments for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.</li> <li>• Appropriately considers strengths and developmental needs of subordinates in assigning work.</li> <li>• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</li> <li>• With guidance develops others through motivation, mentoring, coaching, and instruction.</li> <li>• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</li> <li>• Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.</li> <li>• Actively helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.</li> </ul>
<b>Band 2</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Translates work unit goals into concrete work assignments and objectives for staff; effectively communicates goals and expectations and follows up to ensure tasks are completed efficiently and effectively.</li> </ul>	<p><b>Enhanced</b> <b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals.</li> <li>• Helps staff to identify their own developmental needs and provides</li> </ul>

<ul style="list-style-type: none"> <li>• Appropriately considers strengths and developmental needs of subordinates in assigning work.</li> <li>• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</li> <li>• Develops others through motivation, mentoring, coaching, and instruction.</li> <li>• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</li> <li>• Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.</li> </ul>	<p>challenging assignments to address those needs.</p>
<b>Band 3</b>	
<p><b>Expected</b></p> <ul style="list-style-type: none"> <li>• Effectively formulates short- and long-term strategies across units that take a broad view and achieve significant results in support of the organization's goals and long-term vision.</li> <li>• Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively.</li> <li>• Appropriately considers strengths and developmental needs of subordinates in assigning work.</li> <li>• Provides timely and constructive feedback to staff, encouraging and soliciting employee input as appropriate, to improve work products and/or services and develop their skills.</li> <li>• Develops others through motivation, mentoring, coaching, and instruction.</li> <li>• Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.</li> <li>• Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.</li> </ul>	<p><b>Enhanced</b></p> <p><b>Additions at the Enhanced level:</b></p> <ul style="list-style-type: none"> <li>• Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals.</li> <li>• Identifies feedback measures that provide information for assessing priorities and advancing organizational goals.</li> <li>• Influences subordinates to pursue developmental opportunities and provides support for those opportunities.</li> </ul>

## **PART 2 – THROUGHOUT THE CYCLE**

### **STEP 3: Adjust Performance Objectives – Employee & Supervisor**

- Throughout the performance cycle, reevaluate and make adjustments to objectives by repeating steps 1 and 2.

## **STEP 4: Conduct Interim Assessment – Employee & Supervisor**

Employee:

- Write and submit self assessments, describing your contributions and performances in relationship to your objectives and contributing factors.

Supervisor:

- Write an assessment on the employees, evaluating their contributions and performances in relationship to their objectives and contributing factors objectives.

Employee & Supervisor:

- Dialogue regarding outcomes.

Supervisor:

- Update MyBiz with completion of interim information.

## **PART 3 – AT THE END OF THE CYCLE**

### **STEP 5: Write Self Assessment - Employee**

- Write and submit self assessments, describing your contributions and performance in relationship to your objectives and contributing factors.

## **STEP 6: Rate Performance Objectives - Supervisor**

- Write an assessment on each employee; also evaluate your employee's contributions and performance in relationship to his/her objectives.
- Compare the outcome of the performance and contributions to the Performance Indicators (pages 6 – 10).
- Use the Job Objective Rating Chart on the following page to determine a rating level for each job objective.

NOTE: A Level 1 rating on any factor results in a Level 1 rating overall.



## Job Objective Rating Chart

<b>Job Objective Rating</b>	<b>Performance Description</b>
<b>Level 5</b>	Employee exceeded the assigned job objective at a level of performance equal to, or above, the level 5 performance indicator
<b>Level 4</b>	Employee exceeded the assigned job objective at a level of performance above the level 3 performance indicator but below the level 5 performance indicator.
<b>Level 3</b>	Employee met the assigned job objective at a level of performance equal to the level 3 performance indicator
<b>Level 2</b>	Employee met the assigned job objective at a level of performance below the level 3 performance indicator or needed guidance and assistance beyond that described in the level 3 performance indicator
<b>Level 1</b>	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss
<b>Not rated</b>	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be

## **STEP 7: Rate Contributing Factors - Supervisor**

- Use the assessment from Step 6 to evaluate your employees' contributions and performances in relationship to their contributing factors.
- Compare the outcome of the performance and contributions to the Contributing Factors (pages 22–45) to determine if the employee has worked at the expected enhanced levels.

## STEP 8: Determine the Adjusted Rating - Supervisor

- Use the following Contributing Factor Assessment to determine if the rating can be adjusted.
- Consider all of the contributing factors for each objective as a “whole.”

### Contributing Factor Assessment

#### Contributing Factor Impact

#### Descriptors

+ 1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance <b>matching or exceeding</b> the description provided in the <b>Enhanced</b> benchmark descriptor(s).
0 (Neutral)	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance <b>matching or exceeding</b> the description provided in the <b>Expected benchmark</b> descriptor(s) but below that described by the Enhanced benchmark descriptor(s).
- 1	In the execution/accomplishment of the assigned job objective, the employee demonstrated a manner of performance below the description provided in the <b>Expected</b> benchmark descriptor(s).

## **STEP 9: Average the Recommended Rating and Determine the Rating Level - Supervisor**

- Add together all the adjusted objective ratings and divide by the number of objectives, to get the average rating of record.
- Use the following conversion chart to determine the level of the recommended rating of record:

### **Conversion Chart for Determining Rating of Record**

<b>Average Rating Range</b>	<b>Rating of Record</b>	<b>Rating of Record Descriptor</b>
4.51 to 5.00	5	Role Model
3.51 to 4.50	4	Exceeds Expectations
2.51 to 3.50	3	Valued Performance
2.00 to 2.50	2	Fair
1 on any objective	1	Unacceptable

## STEP 10: Assign Recommended Share and Payout Distribution - Supervisor

- Determine share range, based on the rating level determined in Step 9. Apply agency policy for determining which share within the share range to recommend.
- Determine the recommended payout distributions, based on agency policy.

### Share Range Chart

Rating Level	Share Range
5	5-6
4	3-4
3	1-2
2	0
1	0