

Demonstration Project Features by Project

NAVY - China Lake

National Institute of Standards and Technology

USDA - Agriculture

Air Force Research Laboratory

Army - Aviation Research, Development, & Engineering Center (AVRDEC);

Army - Missile Research, Development & Engineering Center (MRDEC),

U.S. Army Missile Command (MICOM)

Naval Sea Systems Command Warfare Center

Department of Commerce

Army Research Laboratory

Army - Medical Research and Materiel Command

Army - Engineer Research & Development Center

Department of Defense Acquisition Workforce

Naval Research Laboratory

Department of Veterans Affairs

Project	NAVY - China Lake -Top-
Status	Project implemented as a demonstration in 1980. Made permanent [first Alternative Personnel System (APS)] by P.L. 103-337 in October, 1994.
Purpose	To demonstrate the effectiveness of Federal laboratories can be enhanced by developing an integrated approach to pay, performance appraisal, and classification; by allowing greater managerial control over personnel functions; and by expanding the opportunities available to employees through a more responsive flexible personnel system.
Participants	12,300 GS/GM employees. Scientists, and Engineers, Technicians, Administrative, Technical Specialists and clerical staff in China Lake and San Diego, CA.
Unions	Originally, covered population was not represented by unions. Successive expansions have included populations represented by unions.
Staffing	Integrated pay-for-performance system seen as a recruitment tool for recent college graduates and other potential candidates because it provides the incentive that their pay will increase to keep pace with performance and responsibilities.
Pay	In this pay-for-performance broadbanding system, employees who exceed performance expectations get incentive pay increases substantially exceeding government-wide comparability increases, while those who fully meet expectations get at least comparability increases. Those employees who do not meet expectations get either 2 or none of the comparability increase, thus allowing for such employees to migrate downward to the next lower level without specific adverse or performance-based action. Salaries advance to the upper limit of the pay band only through performance – not time in level. Cash award pools provide managers with an additional tool to recognize superior performance (not a permanent increase in pay).
Classification	Each class of positions in a career path reflects career progression of those with similar qualification requirements and lines of work. Pay bands in each career path reflect entry, trainee, journeyman, and senior levels of work for that occupational group. GS occupational series are retained. Recognizes rank-in-person concept (person moving from one position to another in the same pay band retains “rank” or pay.) Also preserves rank-in-position distinctions through classification in broad classification levels or levels of difficulty. Process of classification different in San Diego and China Lake, but both are menu-driven and greatly simplified. Higher-level line managers have classification authority in San Diego, and in China Lake, final classification action taken by the Personnel Office based on line management menu selections.
Classification Appeals	Waives 5112(b) Employee and agency requests for class appeals, and substitutes alternative appeals process whereby one Center reviews appeals of the other.
Performance Management	Performance-by-Objectives (PBO) system measures an employee’s effectiveness in relation to organizational goals. PBO also provides a means for generation of objective and useful feedback for the employee from the performance appraisal, as well as a basis for decision-making for the supervisor. Increases importance of performance appraisals because it provides that these systems will have close link with pay decisions. Performance appraisal system is made more realistic by including compensation as the outcome and by developing performance objectives that are tied to organizational effectiveness.
Reduction In Force	Ranking of employees within each competitive level is based primarily on performance for retention standings, allowing for retention of outstanding performers at all levels, and secondarily based on elements of tenure, veterans’ preference and length of service. Bumping and retreating limited to employee career path of origin. Employees compete for retention within their current career path and career path of origin.

Project	National Institute of Standards and Technology - NIST -Top-
Status	Project implemented as a demonstration in January, 1988. Made a permanent Alternative Personnel System (APS) by H.R. 2196 in March, 1996.
Purpose	To improve hiring and to allow NIST to compete more effectively for high quality researchers, motivate and retain staff, strengthen the manager's role in personnel management, and increase the efficiency of personnel systems.
Participants	3,150 NIST employees. Does not include SES.
Unions	A few GS employees in Gaithersburg, MD, are represented by the International Association of Firefighters (IAFF) and the International Association of Machinists and Aerospace Workers, AFL-CIO. A few GS employees in Boulder, CO, are represented by AFGE.
Staffing	Hiring tools include broad entry bands, faster classification, flexible entry salaries, agency-based recruiting and examining, recruiting allowances, travel expenses and extended science & engineering probation. Retention tools include broad pay bands, pay-for-performance, faster pay progression for top performers, flexible pay increase with promotion, supervisory differential, bonuses and retention allowances.
Pay	A pay-for-performance broadbanding system with four career paths, each divided into five pay bands, which replace GS grades. Locality and special rates remain in force. Supervisory pay bands associated with each regular pay band. Pay setting on promotion may be set at any level in the new pay band, with a minimum of six percent.
Classification	Career paths and pay bands used to aggregate comparable occupations and to replace GS grades. GS occupational series are retained. New series may be added or deleted in response to programmatic needs. Concise classification standards describe each pay band in two factors, (1) duties and responsibilities, and (2) knowledge, skills and ability. Line managers follow an automatic menu-driven process to classify positions and produce position descriptions. Classification authority is delegated to line managers.
Classification Appeals	Did not waive section 5112. Class appeals are to be conducted by OPM using Demo standards.
Performance Management	The two performance ratings are Eligible (for performance pay increase, bonus and annual adjustment to basic pay), and Unsatisfactory. There are no rating distribution requirements. There is a 100-point element-weight scale where each element is evaluated individually against the benchmark performance standards and any supplemental standards. If all elements meet at least the minimally acceptable benchmark, the overall rating is Eligible. Rating officials score the performance of employees rated Eligible on a 100-point scoring scale. Division Chiefs are Pay Pool Managers.
Reduction In Force	RIF credit given for high performers (10 years for top 10% of scores by pay pool and career path) for a potential total credit of 30 years. No RIF credit converts from any other performance appraisal system. Each of the four career paths in each NIST local commuting areas is a separate competitive area.

Project	USDA - Agriculture -Top-
Status	Project implemented as a demonstration in July 1990. Made permanent by P.L. 105-277 in October, 1998.
Purpose	To demonstrate a flexible and responsive staffing system which will permit managers to attain a quality workforce reflective of society.
Participants	Up to 5,000 new hires, including GS, GM and FWS positions. Covers all occupational groups and grade levels (excluding SES) in the Forest Service (FS) and the Agricultural Research Service (ARS).
Unions	At the ARS: AFGE and NFFE. At the Forest Service: AFGE, NFFE and NAGE.
Staffing	Uses categorical grouping as its alternative hiring approach. Rather than being ranked numerically, all qualified job applicants are placed in one of two groups (quality and eligible) on the basis of education, experience and ability. All job applicants in the quality group are available for selection, with first consideration given to those entitled to veterans' preference. Three-year extended probationary period for research scientists. Monetary incentives and relocation travel and transportation expenses for travel to first post of duty. Recruitment bonuses are not limited to a percent of salary and can be paid to all employees, regardless of grade and pay plan.
Pay	No changes to the pay statutes.
Classification	No changes to classification statutes.
Classification Appeals	Does not change the classification appeals law.
Performance Management	No changes to statute.
Reduction In Force	RIF rules not affected.

Project	Air Force Research Laboratory -Top-
Status	Implemented March 2, 1997. Amended January 21, 2000.
Purpose	To enhance lab effectiveness by allowing greater managerial control over personnel functions and expanding the opportunities available to employees through a more responsive and flexible personnel system.
Participants	Approximately 2,800 General Schedule positions in the Scientific and Engineering specialties at approximately 18 sites.
Unions	NFFE and IFPTE
Staffing	Two appointment options: Regular Career and Contingent. Contingent appointments use the existing term appointment authority including limit of four years and most benefits. Contingent appointments are competitive. Uses an extended three-year probationary period for newly hired regular career employees.
Pay	Contribution-based Compensation System – measures an employee’s contribution to the organization by six factors relevant to the success of an R&D laboratory. Each factor has four levels that correspond to the four broad banding levels that make up the broad banding pay structure. The four broad banding levels replace the GS grades 7 - 15 in which the S&E employees in Air Force are found. The broad banding levels are designed to facilitate pay progression and allow more competitive recruitment. Competitive promotions will be less frequent and movement through the band levels a more seamless process. Advancement is contingent on merit. CCS uses pay pools and salary adjustments are based on the relationship between assessed contribution scores and present salaries. Maximum pay rate is GS-15, step 10. Decisions for broadband movement are also based on this relationship. A mathematical relationship between assessed contribution and compensation is defined using a Standard Pay Line.
Classification	The Air Force uses the current occupational series and groups. Current OPM classification standards used to identify proper series and occupational titles of positions. CCS broadband level descriptors are used for broadband level determination. Each broadband level is represented by a set of six level descriptors that are the same as the six factors relevant to the success of an R&D laboratory used in CCS. Under classification only level I descriptors are applied for each of the six factors for a level 1 employee. The factors are sorted first by level and then by factor.
Classification Appeals	Did not waive 5112. No change.
Performance Management	Employees are assessed annually on their level of contribution to the organization based on the broadbanding level descriptors. For the CCS assessment process, the six factors are presented with all four levels of contribution. The level descriptors are sorted first by factor and then by level. The process uses a mid-year feedback session. Assessment begins with employee self-assessment, then supervisor determines yearly contribution based on six factors. Final scores are rendered in a group setting with other supervisors. Final scores are plotted using a Standard Pay Line and salary adjustment guidelines to determine pay adjustments.
Reduction In Force	A process is provided for using the CCS assessment scores as additional service credit during RIF. A separate competitive area will be established by geographical location for all lab personnel. Competitive levels consisting of all positions in a competitive area which are in the same broadband level and occupational family and which are similar enough that the incumbent of one position could succeed in the new position without a loss of productivity.
Misc.	Voluntary Emeritus Corps - Authority to offer retired or separated employees voluntary assignments in the laboratory.

Project	Department of the Army: -Top- Aviation Research, Development, & Engineering Center (AVRDEC); Missile Research, Development & Engineering Center (MRDEC), U.S. Army Missile Command (MICOM)
Status	Implemented September 28, 1997.
Purpose	To demonstrate that the effectiveness of DoD labs can be enhanced by allowing greater managerial flexibility. To demonstrate that the effectiveness increases with greater managerial control over the personnel functions, and, at the same time, expand the opportunities available to employees through a more responsive and flexible personnel system.
Participants	Employees of the Missile Research, Development and Engineering Center and the Aviation Research, Development, and Engineering Center, excluding SES and FWS employees, and a few other specialized groups. Aviation total population: 464 Missiles total population: 1823
Unions	Missiles: AFGE Aviation: NFFE
Staffing	Extended probationary periods: up to three years for engineer/scientist occupations, two years for all others. Modified term appointments (up to six years total) with conversion to permanent position if original hiring action was competitive; streamlined numerically-based categorical grouping staffing process; elimination of rule of three; distinguished scholar appointment.
Pay	A broadbanding system is used. Aviation: Employees eligible for general pay increase and locality pay. Employees receive additional pay increases based on their evaluations under the Pay for Performance Management System. Pay Band V developed to create a new category of positions, the Senior Scientific Technical Manager. Missiles: Employees receive locality pay, receipt of the general increase depends upon rating.
Classification	The present system of OPM classification standards is used for the identification of series and occupational titles of positions. New and simplified standards are developed for occupational family and pay band determinations.
Classification Appeals	Waived sections 5101-5102, 5104-5107. Appeal through DoD to OPM or go straight to OPM.
Performance Management	Employee's performance is part of the pay for performance system, which more directly links pay and performance.
Reduction In Force	Competitive area limited to occupational families, and the emphasis on performance in the RIF process is increased. Demonstration employees are in a separate competitive area.
Misc.	Voluntary Emeritus program, sabbaticals.

Project	Naval Sea Systems Command Warfare Center -Top-
Status	Implemented March 15, 1998. Amended and expanded July 21, 1999.
Purpose	To implement an HRM system that facilitates mission execution and responds to today's environment of downsizing by obtaining, developing, retaining high performing employees and adjusting workforce levels to meet program and organizational needs.
Participants	Five divisions of Naval Surface Warfare Center and two divisions of Naval Undersea Warfare Center, for a total of 23,697 employees, at 14 major sites and several smaller sites. 683 employees of the Naval Warfare Assessment Station were reorganized into the project. Includes all GS employees; FWS employees for purposes of performance development, RIF, and competitive examining; and SL/ST for incentive pay, and performance development.
Unions	AFGE, NAGE, NFFE, Metal Trades Council, International Association of Machinists, and FOP.
Staffing	Simplified examining and appointment process. Veterans' preference applies. Uses categorical groupings Eliminates rule-of-three. Eligible candidates are grouped into three Quality Groups: Basically Qualified, Highly Qualified, or Superior. Preference eligibles will be entered ahead of others. Career progression between levels will occur by promotion. Distinguished Scholastic Achievement Appointments based on GPA of 3.5 or better.
Pay	A broad banding system with six bands. Pay progression within levels will occur through incentive pay. Supervisors conduct annual review and decide how total compensation should be adjusted, which can be an increase to base pay or a one-time cash bonus. Upon appointment, pay may be set anywhere within the band level consistent with individuals' qualifications, education, training, and experience. Upon promotion, an employee will normally receive a six percent increase.
Classification	Similar occupations are grouped together into three career paths: Scientific/Engineering, Administrative/Technical, and General Support. Standards are referred to as level descriptors or benchmark standards and are the core of position descriptions.
Classification Appeals	Chapter 51, Sections 5101-5111 waived. No other specific mention of appeals in Notice.
Performance Management	Two-level rating system: Acceptable or Unacceptable. Performance Development System provides for a process in which supervisors and employees discuss requirements and establish goals and expectations. The PDS typically consists of a pool of people who act as a support system to identify or help provide for the needs of employees and managers.
Reduction In Force	Single round of competition. Retention standing based on tenure, veterans' preference, length of service, and performance. No augmented service credit based on performance ratings.
Misc.	The cost of operating the NSSCWC is paid by billing customers for work performed.

Project	Department of Commerce -Top-
Status	Implemented March 29, 1998.
Purpose	To strengthen the contribution of human resources management in helping to achieve the missions of the Department of Commerce operating units.
Participants	2,645 employees in NOAA; BEA; Technology Administration; and Telecommunications & Information Administration.
Unions	AFGE units, all within NOAA.
Staffing	Veterans' preference applies. Delegated examining authority. Supplemental tools include: -paid advertising; -flexible entry salaries; -extended probationary period for research & development positions; -local authority for recruiting and retention payments; and -more flexible promotion pay increases.
Pay	Performance-based pay within a broadbanding system, which is divided into five bands with four career paths. Employees receive scores based on the application of a weighted 100-point scoring system. Pay pool managers then will determine the amount of performance pay increases based on these scores and the amount of money in the funding pools. Also includes supervisory performance pay.
Classification	Occupations are divided into four career paths: Scientific & Engineering, Scientific & Engineering Technician, Administrative, and Support.
Classification Appeals	All of Chapter 51 was waived. Employees may appeal first to the Operating Unit, and if dissatisfied, may appeal to the Department level. Department decision is final.
Performance Management	Two-level rating system: Eligible or Unsatisfactory. The appraisal system is based on the application of a weighted 100-point scoring system linked to pay for performance.
Reduction In Force	All employees enter new system equally: no performance-based RIF credit will be carried over from present system. Performance-based credit in the new system will be awarded to employees ranked in the top 20 percent of their career paths and within a pay pool.

Project	Army Research Laboratory -Top-
Status	Implemented June 7, 1998. Amended January 21, 2000.
Purpose	To achieve the best workforce for the mission of the laboratory, adjust the workforce for change, and improve workforce quality.
Participants	ARL civilian employees under Title 5, except those in the SES, ST, and FWS pay systems. Total population: 1,967
Unions	Employees are represented by AFGE, NFFE, IAM/AW and FOP.
Staffing	Extended probationary periods: up to three years for engineer/scientist occupations, two years all others. Modified term appointments (up to six years total) with conversion to permanent position if original hiring action was competitive.
Pay	A broadbanding system is used. Almost all employees eligible for general pay increase and locality pay. Employees receive additional pay increases based on their evaluations under the Pay for Performance Management System. Pay Band V developed to create a new category of positions, the Senior Scientific Technical Manager.
Classification	The present system of OPM classification standards used for the identification of series and occupational titles of positions. New and simplified standards developed for occupational family and pay band determinations.
Classification Appeals	Waived Section 5101-5102, 5104-5107. Appeal through DoD to OPM.
Performance Management	Employee's performance is part of the pay for performance system, which more directly links pay and performance.
Reduction In Force	Competitive area limited to occupational family and locality. Uses four basic factors with performance adding additional years.
Misc.	Voluntary Emeritus program, sabbaticals.

Project	Department of the Army: -Top- Medical Research and Materiel Command - MRMC
Status	Implemented June 7, 1998.
Purpose	To achieve the best workforce for the Medical Research and Materiel Command (MRMC) mission, adjust the workforce for change, and improve workforce quality.
Participants	Approximately 1,250 MRMC civilian employees at all geographic sites within the U.S.
Unions	NFFE and AFGE represent professional and nonprofessional GS employees at some sites within MRMC. The bargaining units of MRMC not endorsing the demo do not participate.
Staffing	Appointment authorities include career, career conditional and temporary (not to exceed one year.) Contingent Employee authority available. Probationary period extended up to three years for all newly hired employees in all pay bands. Expanded Developmental Opportunities Program covers all permanent demo employees.
Pay	The MRMC pay-for-performance plan expands the concept used at China Lake and NIST by creating Pay Band V of the Engineers and Scientists Occupational family, designed for Senior Scientific Technical Managers. All employees get full locality pay increases when they apply. Annual General Increase is not part of the funding for performance pay increases and/or bonuses. However, an employee with a performance rating "F" does not receive the General Increase. Supervisory bonuses (up to 10%) are available. Promotions are 6% at a minimum or the minimum rate of the new band. Promotions are capped at \$10,000.
Classification	MRMC uses a modified version of the San Diego portion of the Navy Demo system. GS titles and occupational series are maintained, allowing for new OPM series to be added as needed. GS standards used to create local benchmark position descriptions (PD's) for each pay band. At least one benchmark PD for each pay band. Supervisory benchmark PD's used. Classification authority can be delegated to activity managers.
Classification Appeals	Waives sections 5101-5111. Classification appeals are internal first, and then to OPM (up to GS-15 level).
Performance Management	Performance appraisal system links compensation to performance through annual performance evaluations and performance ratings. Allows for optional use of peer evaluation input and/or input from subordinates. Employees and supervisors jointly develop performance objectives. Performance appraisal consists of mid-year performance review and evaluation feedback meeting.
Reduction In Force	Current Government-wide procedures apply with modifications pertaining to competitive areas, assignment rights (bumping and retreating restricted to positions in the employee's current occupational family), credit for performance ratings and service computation date.
Misc.	Voluntary Emeritus Program available for retired or separated individuals (not considered Federal employment).

Project	Department of the Army: -Top- Engineer Research & Development Center (ERDC)
Status	Implemented September 13, 1998. Amended and expanded October 16, 1998.
Purpose	To improve the hiring process and allow ERDC to compete more effectively; motivate and retain staff through pay-for-performance, sabbaticals, and a more responsive personnel system; strengthen the manager's role in personnel management; increase the efficiency of the personnel; and create a model for other government agencies.
Participants	All GS employees - about 1,400 are covered. About 500 bargaining unit employees did not implement Sept. 13, 1998 because negotiations were not finalized. Bargaining unit employees implemented Feb. 14, 1999. Federal Wage System, Civilian Intelligence Personnel Management System Employees covered by title 10, and title 5 Scientific and Technical are not covered but will follow the employee development provisions. About 1,000 additional employees were added in the expansion for a total of about 2,400.
Unions	AFGE represents about 500 GS and FWS employees at ERDC. NFFE represents about 250 employees in the expanded demo.
Staffing	Using modified term appointment for period not to exceed five years and one-year extension. May be eligible for conversion to career-conditional. Two-year probationary period for new Scientists and Engineers. Streamlined grouping categorical numerical staffing process, elimination of rule-of-three; distinguished scholar appointment.
Pay	Pay-for-Performance using a Broadbanding structure. Four occupational families will be established and divided into four to 6 pay bands covering the pay range of one or more grades. Creates a pay band VI of the Engineers and Scientists occupational family – Senior Scientific Technical Managers. Pay adjusted based on performance score using rules and formula. Uses staffing supplements, supervisory pay adjustments and supervisory pay differentials.
Classification	Current GS system of classification will be retained. Four occupational families are established. Current class standards will be used to create local benchmark position description/standard for each pay band.
Classification Appeals	Did not waive 5112. Appeal to agency, then DoD, then OPM as final.
Performance Management	Performance appraisal system evaluating performance against generic performance standards. All rating elements are critical and scored on a scale of 0 to 5. Employees must have an average score of 2.5 and above to be eligible for performance pay increases. Employees with average scores of 2.0 or greater are eligible for performance awards and full General Schedule increases.
Reduction In Force	Limit competitive areas to occupational families and will cover all geographical locations. Performance scores are part of the retention order increasing emphasis on performance.
Misc.	Voluntary Emeritus Corps - Authority to offer retired or separated employees voluntary assignments in the laboratory. Employee Development -sabbaticals and training for degrees for permanent employees.

Project	Department of Defense Acquisition Workforce -Top-
Status	Phased implementation completed October 10, 1999.
Purpose	To show that the effectiveness of DoD acquisition can be enhanced by allowing greater managerial control over personnel processes and functions, while expanding the opportunities available to employees through a more responsive and flexible personnel system.
Participants	Approximately 5,000 employees. First demonstration project to be designed and implemented across organizational lines. All services will participate.
Unions	Negotiation/Consultation for all units.
Staffing	Scholastic Achievement Appointment: Selection to GS-5/7 may be made based on a 3.5 (4.0 scale) in a field of study specified for an occupation with a positive education requirement; must also have at least a 3.0 GPA overall and meet qualification standards. Veterans' preference applies. Same for GS-9/11 with a GPA of 3.7 or higher in graduate work. Streamlined appointment process using categorical rating. Qualified candidates are rated 70,80, 90. Veterans' preference points added. Selection is made in score order, with preference eligibles ahead of others having the same score. No rule-of-three. Three appointment options: permanent, temporary, limited, and modified term appointments. No additional recruitment incentives, however, use of the current FEPCA authorities is strongly encouraged.
Pay	Acquisition has developed a contribution-based compensation and appraisal system. Employees will receive a score based on their contribution as measured against a set of six factors. The score will then be reviewed by a pay panel and a final score assigned and placed within a pay range to determine if the employee is under-, over-, or appropriately compensated. Using a mathematical equation, this score will then equate into the amount of the pay change.
Classification	Occupations with similar characteristics will be grouped together into three career paths with broadbands. However, series identifiers will still be used.
Classification Appeals	Waived Sections 5101- 5102, 5104 -5107. Appeal through DoD to OPM.
Performance Management	The employee's performance is one part of the total contribution score, which is measured using a set of factors, discriminators, and descriptors.
Reduction In Force	Single round of competition. Retention standing basis same as GS system. "Undue disruption" standard maintained. Veterans' preference maintained.
Misc.	Sabbaticals, voluntary emeritus program.

Project	Naval Research Laboratory -Top-
Status	Implemented September 26, 1999.
Purpose	To demonstrate a flexible and responsive personnel system that will enhance NRL's ability to attract, retain, and motivate a high quality workforce.
Participants	All 3,106 NRL employees except: - SES - ST employees - guards - trades & crafts employees
Unions	Union representatives from the following bargaining units participated in the Staffing Design Team: Federal Firefighters Association of Chesapeake Beach, MD; Washington Area Metal Trades Council - Trades and Crafts Employees, Washington, DC; and International Association of Machinists and Aerospace workers - Guards, Washington, DC.
Staffing	-Streamlined hiring processes; -Contribution-based compensation system (CCS); -Three-year probation period for non-status candidates; -Non-citizen hiring; -Rule-of-three will be eliminated; when there are no more than 15 qualified candidates and no preference eligibles, all candidates are immediately referred to selecting official.
Pay	Contribution based pay in a broad banding system with five bands. CCS will measure employee contribution by breaking down each career track using a common set of "elements." They are: Scientific & Technical Problem Solving; Cooperation; Supervision; R&D Business Management; Customer Relations; Program Management; Resources Management; and Office Administration. All elements are critical and can be weighted. Also includes a Distinguished Contributions Allowance.
Classification	Occupations with similar characteristics are divided into four career paths: Science & Engineering Professional, Science & Engineering Technical, Administrative Specialist & Professional, and Administrative Support.
Classification Appeals	All of Chapter 51 waived, except a portion of 5104. Employees may appeal first to the supervisor, and if dissatisfied, may appeal to the DoD appellate level. Employees may appeal to OPM only after DoD has rendered a decision. Appellate decisions from OPM are final.
Performance Management	Two-level rating system: Acceptable or Unacceptable. Appraisal score is based on the career track and level, applicable elements, descriptors and discriminator, element weights, and established benchmark examples. Pay pool panel compares scores and determines Overall Contribution Score for each employee.
Reduction In Force	A CCS RIF Assessment Category that will be used to determine the number of RIF years credited.