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How to Use This Guide

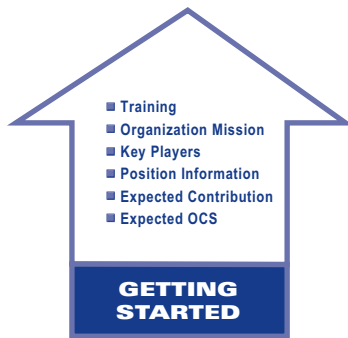
Welcome to the DoD Civilian Acquisition Workforce Personnel Demonstration Project – the AcqDemo. The AcqDemo was implemented in January 1999 to experiment with new and different personnel management concepts to determine whether such changes in personnel policy and procedures would result in improved Federal personnel management. The AcqDemo is a flexible and responsive personnel system designed to enhance the DoD's ability to attract, motivate, and retain a high quality Acquisition, Technology, and Logistics (AT&L) workforce.

This Employee Guide was developed to help employees entering the program to succeed in the AcqDemo. It describes the steps you should take to ensure that the program works for you. This Guide focuses on the role of the employee; future guides will focus on the roles of other key AcqDemo players.

This Guide is not designed to cover every detail of the program. Key terms are highlighted to facilitate "at a glance" navigation. The Training Programs and Index and Cross Reference sections of this Guide link you to a wealth of additional resources such as [Federal Register](#) notices and other policy documents, [operating procedures](#), training opportunities, and contacts for additional information about the AcqDemo. In addition, the AcqDemo Web site is continually updated. Please bookmark our Web site (www.acqdemo.com) and visit it regularly.

The Employee Guide is structured around the annual cycle of the AcqDemo's performance measurement system – the [Contribution-Based Compensation and Appraisal System](#), known as [CCAS](#). CCAS is designed to measure an employee's contribution to the [mission](#) and goals of the organization. It will be the central focus of your AcqDemo experience. The Guide focuses on the key "events" in the annual CCAS cycle and addresses what actions are needed to prepare for each

event, as well as what you should expect to take away from each event. The CCAS **appraisal period** begins on October 1 and ends on September 30 of the following year. The CCAS cycle includes this appraisal period plus the three months immediately following the appraisal period for the **pay pool panel** process. Refer to the chart inside the front cover of this publication for a summary of the key events in the CCAS cycle that AcqDemo will follow.



Getting Started

Training

The key to the success of the AcqDemo is the training provided for all involved. Training at the beginning of implementation and throughout the demonstration project will be provided to employees, supervisors, and administrative and human resource professionals. The **AcqDemo Project Management Office (PMO)** has developed a full course curriculum to address all aspects of the AcqDemo program. Information regarding the AcqDemo training curriculum is addressed in each of the sections as appropriate.

Position Information

When transitioning into the AcqDemo, you will want to understand how your position of record will be defined. First, depending on your occupational series, your position will be grouped into one of three separate and distinct **career paths**:

- NH – Business Management and Technical Management Professional**
- NJ – Technical Management Support**
- NK – Administrative Support**

A crosswalk between occupational series and AcqDemo **career paths** can be found in the **Federal Register**.

Next, you will be assigned to one of the **broadband levels** in your **career path**, which replace the General Schedule (GS) grades of GS-01 through GS-15. The GS grades were used in setting the upper and lower dollar limits of the broadband levels; however, once an employee is moved into the demonstration project, GS grades will no longer apply. Generally, employees will be converted into the broadband level that includes their permanent GS grade of record.

The AcqDemo’s **career paths and **broadband levels**.**

Broadband	NH-Business and Technical Mgmt. Professional	NJ-Technical Mgmt. Support	NK-Administrative Support
I	GS 1-4	GS 1-4	GS 1-4
II	GS 5-11	GS 5-8	GS 5-7
III	GS 12-13	GS 9-11	GS 8-10
IV	GS 14-15	GS 12-13	

Upon transition into the AcqDemo, your General Schedule position description (PD) will be cancelled and replaced by a **Position Requirements Document (PRD)**. The PRD combines position information, staffing requirements, and **factors** into a single document. It will include a description of job-specific information you are already familiar with (position title and occupational series), in addition to information specific to the AcqDemo (**career path, broadband level, factors and descriptors**).

The broadband **factors** and **descriptors** are used to classify positions at the appropriate **broadband level** as well as to measure an employee’s contribution to the **mission** of the organization. Taken together, these factors and descriptors

capture the critical content of jobs in each **career path**. The six factors are:

1. **Problem Solving**
2. **Teamwork/Cooperation**
3. **Customer Relations**
4. **Leadership/Supervision**
5. **Communications**, and
6. **Resource Management**.

Each **factor** contains **descriptors** and **discriminators** for each respective level within the relevant **career path**.

Organization Information

Once you are assigned to a position, you will want to know how your position fits into the organization. First, since under the AcqDemo you will be recognized for your contribution to the **mission**, it is essential that you know and understand the **organization mission**. You will want to ensure that your goals and objectives are linked to the organization mission. There should be no doubt about the relationship between your position, specified duties, and the organization mission.

Under the AcqDemo, you will be grouped into what is called a **pay pool**. A pay pool is a group of employees who will be evaluated together under the AcqDemo's performance management system, **CCAS**. It is usually based on the organizational structure and typically includes employees of many functional areas (such as contracting personnel, engineers, and budget analysts). For example, all employees in a division or a directorate would probably be in the same pay pool. A pay pool should consist of between 35 and 300 employees.

The **pay pool manager** is the individual within the organization who is responsible for managing the **CCAS** process. As such, the pay pool manager has annual pay pool adjustment authority. Determinations made by the pay pool

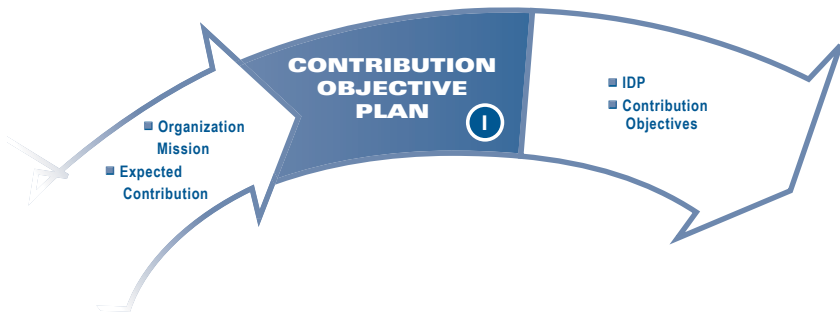
manager may be subject to higher management review. Pay pool managers are determined by the local installation commander or equivalent.

The **pay pool panel**, which includes the **pay pool manager** and rating officials who normally report directly to the pay pool manager, determines employees' final **Overall Contribution Score (OCS)**, salary adjustments, and **contribution awards**.

The **Personnel Policy Board** is a group of senior level managers representing each organizational unit. The Personnel Policy Board is responsible for overseeing the civilian pay budget, for determining the organization's **pay pool** structure, for providing guidance to **pay pool managers**, and for overseeing the overall operation of the **CCAS** process.

Related Training Opportunities

The **AcqDemo Overview** is designed for new organizations joining the AcqDemo and may also be used as a refresher, or to familiarize new personnel with the AcqDemo. The AcqDemo Overview consists of a Web-based tutorial, three introductory videos and a briefing that provides a broad introduction to the 11 AcqDemo interventions.



1 The Contribution Objective Plan

The AcqDemo’s performance management system – the **Contribution-Based Compensation and Appraisal System**, or **CCAS** – is designed to make an employee’s compensation consistent with his/her contributions to the **mission** of the organization.

The process of developing **contribution objectives** provides you and your supervisor with the opportunity to discuss and agree on how you will contribute to the **mission** of your organization for the upcoming year. Some organizations require (and we recommend) that you put this plan in writing in the form of a **Contribution Objective Plan**.

Using the **mission**, **factors**, and **descriptors** described in the **Position Requirements Document (PRD)** as a baseline, the **Contribution Objective Plan** should detail your objectives and link them to the mission and objectives of the organization. The process begins with the employee listing proposed **contribution objectives** based on mission priorities, needs, and duties of his or her position. Each of the six factors must be addressed.

The objectives should be as detailed as possible, focusing on expected results and measurable milestones or targets that

need to be reached, and their timing. These objectives can also be used to assess progress (for example, during the **mid-point assessment** or **self-assessment**).

If possible, you should complete your list of proposed objectives prior to meeting with your supervisor to discuss where you are and how you plan to contribute to the **organization mission** during the assessment year. This provides your supervisor with a clear picture of “your” understanding of your desired contribution toward meeting the organization mission. If you’re right on track—great! If not, what better way to get your supervisor’s direction for the coming year? Creating the roadmap to accomplish this should be the main topic between the employee and supervisor at the beginning of the appraisal cycle.

The following items listed should be covered in your meeting:

- **Career path & broadband Level**
- **Factors**
- Expected **Overall Contribution Score (OCS)**
- **Organization mission**
- **Expected contribution** and expected results
- Professional/career development (**Individual Development Plan**, or **IDP**).

Be sure to use this exchange with your supervisor for the mentoring opportunity it presents. Discuss areas where you’d like to grow or expand your responsibilities, and solicit your supervisor’s feedback on ways to accomplish your goals.

As you consider how you will contribute, you should also discuss the intended results. Is there a specific target you are trying to reach? Try to identify milestones or other measurable aspects of success. Don’t hesitate to ask questions about anything you don’t understand. This is your opportunity to create a clear plan for the coming year.

At the conclusion of this step, you should have a clear understanding of what you need to do to effectively

contribute to your **organization mission**. You should also understand how the **factors, descriptors, and discriminators** will be used to measure your contribution, and what requirements for education, training, and experience are necessary to enhance your ability to contribute (i.e., elements of your **IDP**).

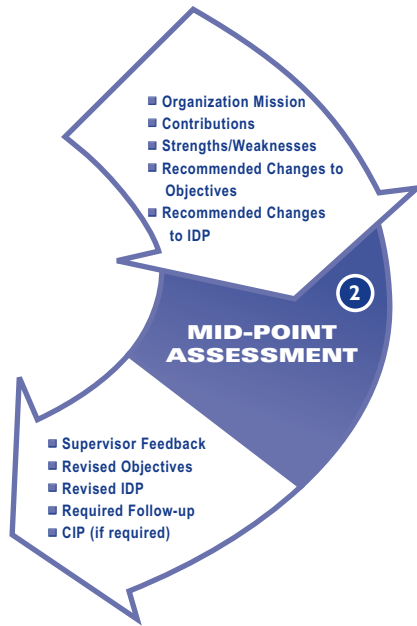
This meeting with your supervisor should result in specific work expectations based on your **career path** and **broadband level** - with the **mission** remaining center stage. Supervisors should adopt a **contribution objective** setting process that allows employees/supervisors a chance to agree on areas of planned employee contributions. There should be no doubt about the relationship between the assigned position, specified duties and the **organization mission**.

Remember: the **Contribution Objective Plan** is a “living document.” Frequent communication with your supervisor is encouraged throughout the **CCAS** cycle to discuss how your work is progressing and where adjustments need to be made.

Related Training Opportunities

The CCAS Process (CT 101) provides general CCAS review, including **pay pool panel** information, followed by an example payout of a fictitious pay pool. This material is designed for a combined employee/supervisor audience, to allow for discussion of material. However, separate employee or supervisor sessions will be conducted upon request.

Communicating CCAS (CT 102) focuses on the importance of continual verbal communication throughout the rating cycle. It provides effective feedback techniques that can be used to conduct initial, mid-year, end of rating period, and final feedback and/or in preparing effective and concise **self-** and **supervisor assessments**.



2 Mid-Point Assessment

Frequent formal and informal feedback during the appraisal cycle is a cornerstone of how the AcqDemo promotes increased communication between supervisors and employees. Without feedback, you have no checkpoints to gauge if you're on the right path. At best, you may accidentally reach your goal. At worst, you'll wander aimlessly, never reaching your destination. People need to know how they're doing, what's working, and what's not.

At the mid-point of the **CCAS** cycle, you will have a **mid-point assessment** meeting with your supervisor. This meeting provides you with important feedback regarding your progress. A few things to consider as you prepare for communication sessions with your supervisor:

- Your supervisor should write out an agenda in advance to ensure major issues are not overlooked. You may wish to provide your supervisor with a list of concerns prior to your meeting so that you are both prepared to discuss your contributions and have any relevant documentation to support your activities on hand. Write out your questions so they are not overlooked during the course of the meeting.
- During the **mid-point assessment** you and your supervisor will measure the progress you've made compared to your **contribution objectives**, discuss your strengths and weaknesses in areas of contribution to the **organization mission**, and make adjustments as necessary. Specific work assignments may change based on **mission** requirements. Your contribution objectives need to remain up-to-date.
- You and your supervisor should document the discussion focusing on agreed-upon milestones and follow-up activities.
- You should get feedback on each one of the contribution **factors**. Your supervisor should talk to you about opportunities for improvements, such as training options and adjustments to your **Individual Development Plan (IDP)** if you've identified gaps in skills.
- If you learn that your contributions are not meeting expectations, you need to find out:
 - What improvement is required?
 - How will improvement be recognized?
 - What assistance is required?
 - Are there consequences for not improving?

Your supervisor should identify the deficiency and lead the discussion towards ways you can improve your contribution. If it is determined that you are not effectively contributing to the **mission**, you may need a **Contribution Improvement Plan**, or **CIP**. The CIP is a formal process to correct deficiencies by identifying specific areas where your contribution is inadequate, emphasizing standards for adequate contribution, and outlining actions required of

you. It will also identify resources available to assist you. The CIP can become the starting point to help you get back on track. For more details on the CIP, see Chapter 6: Communicating CCAS Results.

There should be no doubt in your mind where you stand after feedback sessions with your supervisor, and there should be no surprises when it comes time to review your **CCAS** results at the end of the CCAS cycle.

Related Training Opportunities

Communicating CCAS (CT 102) focuses on the importance of continual verbal communication throughout the rating cycle. It provides effective feedback techniques that can be used to conduct initial, mid-year, end of rating period, and final feedback and/or in preparing effective and concise **self-** and **supervisor assessments**.



3 Employee Self-Assessment

At the end of the **appraisal period**, your supervisor will ask you to complete a **self-assessment** of your contributions to the **mission** of the organization. You may describe your contributions on the **CCAS Salary Appraisal Form, Part III, Employee Self-Assessment**. While submission of this form is not mandatory, we urge you to take advantage of the opportunity to be heard and combine your personal assessment with your supervisor’s knowledge of your contribution. This form is available at www.acqdemo.com.

Your supervisor should provide guidance on applicable local policies for submitting this document, such as writing style (bullets or narratives), amount of detail required, and a due date. Time management is critical for completing the writing tasks related to your assessment. Managers and supervisors should build a timeline that identifies when the assessments will be due - as early as 60 days out. Included may be a request for periodic updates or a draft prior to submission date. You should consider setting a self-imposed completion schedule that complements your supervisor’s directives. Build plenty of time into your schedule to review and perfect your final product.

As you prepare your **self-assessment**, you will need to have a copy of your **organization mission** statement and a copy of your **Position Requirements Document (PRD)**, which contains the six **factors** for your **broadband level** and **career path** that will be used to measure your contribution. It is essential that you understand your organization mission. Your supervisor and the **pay pool panel** will rate your level of contribution to the **mission** for each of the six factors. You must describe at least one contribution for each factor since each factor is considered critical to the success of your organization mission. A review of the factor **descriptors** and **discriminators** in the PRD will give you an idea of the types of contributions considered typical for an employee at the top of your broadband level. You can review factor descriptors for all career paths and broadband levels at the AcqDemo Web site, www.acqdemo.com.

To write an effective assessment, you need to ask yourself, “So what?” after each input. Identify the impact your contribution had on achieving an organizational goal. Concentrate on substance and content as opposed to length. Focusing on the link between your contribution and the benefit to the **mission** is more important than lengthy descriptions of your tasks. You may want to have your supervisor review your assessment prior to the due date for additional writing tips.

Related Training Opportunities

Communicating CCAS (CT 102) focuses on the importance of continual verbal communication throughout the CCAS cycle. It provides effective feedback techniques that can be used to conduct initial, mid-year, end of **appraisal period**, and final feedback and/or in preparing effective and concise **self-** and **supervisor assessments**.



4 Supervisor Assessment

At the end of the **appraisal period**, your supervisor will conduct an assessment to determine the level of your contribution for each **factor**, or your **factor score**. In preparing your assessment, your supervisor will weigh inputs from a variety of sources, to best capture the impact of your contributions on the **organization mission**. During this time, the initial source that many supervisors consider is their own observations and knowledge of your contributions. If you and your supervisor jointly established your **contribution objectives** at the beginning of the appraisal period and monitored them throughout, then your supervisor should have an excellent frame of reference for the assessment.

However, as previously mentioned, never count on the supervisor's knowledge and observations alone to best capture your contributions. Even the most effective supervisor could use a reminder of your contributions throughout the appraisal period.

Remember, YOU are the best source of inputs that your supervisor should consider in preparing YOUR assessment. Only you are the expert at what you do, so be sure to capture that information and forward it for your supervisor's consideration. Also, make sure to follow the guidance mentioned previously in the **Employee Self-Assessment** section.

In addition to your input, and your supervisor's personal knowledge of your contributions, there are other various sources of input that may be considered by your supervisor. These sources are generally referred to as customers, based upon their having been a recipient of some service or product provided by you during the cycle. Customers may include other supervisors and teams that you have worked with on projects, counterparts in a related organization, or personnel at the end of a product chain that you support.

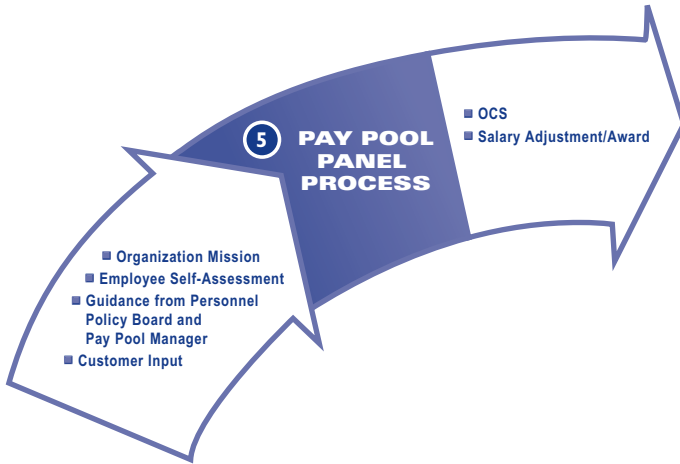
Using these inputs, your supervisor will assess the contribution range or score that best reflects your contribution within each **factor** area. Supervisors normally prepare the **CCAS Salary Appraisal Form, Part II, Supervisor Assessment**, by the end of October/first week of November so that it is ready for review by the **pay pool panel** by mid-November. The pay pool panel uses the **Employee Self-Assessment** and the Supervisory Assessment as the primary source of information about the employee's contribution. Along with this form, the supervisor submits suggested **factor scores** to the pay pool panel.

The Supervisory Assessment is also used in the feedback session held between you and the supervisor at the end of the **CCAS** cycle. Because of the qualitative information that it gives on your contributions within each **factor** area, this

form is the best source of the details that led to your **Overall Contribution Score (OCS)**.

Related Training Opportunities

Communicating CCAS (CT 102) focuses on the importance of continual verbal communication throughout the CCAS cycle. It provides effective feedback techniques that can be used to conduct initial, mid-year, end of **appraisal period**, and final feedback and/or in preparing effective and concise **self-** and **supervisor assessments**.



5 The Pay Pool Panel Process

The AcqDemo’s **pay pool panel** process encompasses a significantly different way of scoring an employee’s contributions. Unlike the previous (Title 5) system where each employee’s performance was evaluated against a set of pre-defined standards by a single supervisor, the pay pool panel process is designed to validate the evaluation of contribution against the six **CCAS** contribution **factors** among a group of peer managers from across the organization. The result: fairness and standard application of the factor **descriptors**. Let’s explore the actions that are taken to prepare for a **pay pool** review and what happens during a pay pool panel meeting.

Actions Taken Before the Pay Pool Panel Process

At the onset of each **appraisal period**, **Personnel Policy Boards** convene to establish the **pay pool** structure for the organization, determine if **factor** weights will be applied

during the rating cycle, and administer funds to **pay pool managers**.

Actions Taken by the Pay Pool Panel

The **pay pool panel** is normally composed of the **pay pool manager** and those who report directly to him/her. Their purpose is to share a common view of the **organization mission**, goals, and objectives in reviewing the assessments of subordinate supervisors and bring a common perspective to how employees are evaluated and, therefore, compensated.

Employees are assessed based on the same six **factors** addressed in the **Position Requirements Document (PRD)** within a high, medium, or low range of categories. The factor **descriptors** are written to reflect the high end of contribution for each factor. That then provides perspective to a rating supervisor. If the individual is contributing solidly against all of the major points in the descriptor provided, then a higher category of rating would be appropriate than for someone who is only contributing against some of the descriptor requirements. In addition, supervisors and the **pay pool panel** may consider the input of customers and other sources in determining a score. A **factor score** is determined for each factor, and the total is divided by six to produce an **Overall Contribution Score**, or **OCS**.

The results are then reviewed again by the **pay pool panel** to determine that employees who have received the same category and point scores have contributed in a similar manner. If there are concerns about how employees are grouped together, further discussion and/or **OCS** adjustment may be required.

The **pay pool panel** conducts a final review of the **OCS** and the recommended compensation adjustments for the **pay pool** members. The pay pool panel has the authority to make OCS adjustments, after discussion with the supervisor/initial rating officials, to ensure equity and

consistency in the ranking of all employees. Final approval of OCS rests with the **pay pool manager**. Final approval of the OCS, as approved by the pay pool manager, becomes the rating of record.

Setting Compensation

Based on the final score set by the **pay pool panel**, a relationship is established by the **CCAS** software that compares the difference between the salary level at which you have contributed during the **appraisal period** and the salary level at which you are currently being paid. This delta in salaries is calculated by the CCAS software for all employees of the **pay pool**. The total delta is then compared with the funds available in the pay pool and a payout percentage **factor** is established for all employees.

The amount of money available within a **pay pool** includes the money that was used for within-grade increases, quality step increases, performance-based awards, and certain promotions, under the old (Title 5) system. (Cash award funds are allocated separately and cannot be used for salary increases.) Your score is entered on your **CCAS Salary Appraisal Form, Part I, Summary of Results**. This form will serve as the basis for discussions between you and your supervisor. Depending upon which category you fall into, the **pay pool panel** has the authority to award three forms of compensation.

General Pay Increase (GPI)

GPI is the pay increase authorized by Congress and the President. If your **OCS** is in the acceptable range, you will receive the full percentage of the GPI authorized by Congress.

Contribution Rating Increase (CRI)

CRI is a permanent increase in your base salary. Each point of your **OCS** delta value is worth a percentage increase of

your base salary. This salary increase percentage value is equal for all employees in the **pay pool**.

Contribution Award (CA)

CA is a bonus that does not affect your base salary. The CA fund includes money that will be used for **contribution awards** (formerly performance awards) under the **CCAS** process.

Related Training Opportunities

Pay Pool Training (CT104) includes three general categories of information: a basic review of information that is of particular importance to **pay pool panel** members, the 11 steps of the **CCAS** appraisal and pay pool panel process, and information on using the CCAS spreadsheet during the pay pool panel process. This training is primarily designed for pay pool panel members and managers. A separate offering can be provided for workforce members interested in better understanding the pay pool panel process.

Internal Mock Pay Pool Panels are often conducted in conjunction with other courses and are designed to apply skills learned in prior training. These mock panels are designed to review and apply the 11 steps of the **pay pool** process. AcqDemo trainers often conduct the mock panels and use locally-provided databases. Lessons learned from the mock **pay pool panels** can ease the process of conducting the formal pay pool process.



6 Communicating CCAS Results

One of the most critical times for feedback occurs at the end of the **CCAS** cycle (after the **pay pool panel** process). This is when your supervisor will formally review with you the level of your contribution for the previous **appraisal period**. Your supervisor will discuss with you his/her supervisory assessment, the appraisal scores that were approved by the pay pool panel, compensation, and opportunities for you to increase your contribution. As always, it is important to clearly document any feedback session.

CCAS Salary Appraisal Forms

The basis for this discussion is the **CCAS Salary Appraisal Form, Part II, Supervisor Assessment** and the **CCAS Salary Appraisal Form, Part I, Summary of Results**. The Part II form contains the supervisor's written appraisal for each of the six **factors**. This information will give you detailed information about your supervisor's view of the contribution you made to the organization. You should review this form carefully and ask for clarification from your supervisor as needed.

The **Part I** form gives you important information about your appraisal results, **factor scores** and **Overall Contribution Score (OCS)**, and compensation. Your supervisor should carefully review each part of the form with you, and you should both sign and date the form. Your signature does not indicate that you agree with the appraisal results; it simply documents that you have reviewed the document with your supervisor. A copy of the form is kept by both you and your supervisor. An illustration and description of each aspect of the form follows and may be found at the AcqDemo Web site, www.acqdemo.com. Please note that an alternative version of the **CCAS Salary Appraisal Form**, combining parts I, II and III, may also be found at the Web site.

CCAS Salary Appraisal Form, Part I, is made up of the following sections:

Employee Essential Guide to Succeeding in the AcqDemo – DRAFT

Part I: CCAS Salary Appraisal Form

Name: Yolanda Yeakley Series: 0548 **1**

SSAN: 812-60-0023 Broadband Level: III 1-Oct-01

Organization: AMCL-H058 Retention Pay: No 30-Sep-02

Career Path: N4

CCAS appraisal:

Francis Evans, Pay Pool Manager Date: 2-Dec-02

Date: **2**

Date:

Employee Signature Date:

Appraisal Detail **3**

Overall Contribution Score Upper Rail OCS 74

Next Year's Expected SPL OCS SPL OCS 77

Lower Rail OCS 62

The graph plots the Employee Appraisal results to the standard pay line (SPL) and rails. The top and bottom lines are the **Upper and Lower Rails**. The middle line is the **SPL**. The point is the **Employee Appraisal**.

\$69,683	Current Rate of Base Pay	3.1%
+ \$ 2,130	G Incentive	1.00%
+ \$ 2,000	CW	
= \$72,813	Net Pay	
+ \$11,481	Loss	@ 16.05%
= \$84,294	New Total salary	
\$ 750	Contribution Award	

4

5

6

1. AUTHORITY: Section 8.0, Federal Register Notice dated January 6, 1999.

2. PURPOSE: This form summarizes the annual evaluation of an employee's contribution through CCAS assessment.

3. ROUTINE USE: This form is a computer-generated form that is produced for each employee and contains the overall contribution score and space for the signature of the PPM, the supervisor, and the employee. The original of this form will be maintained in accordance with agency procedures.

4. DISCLOSURE: Failure to verify the SSAN may result in a delayed or erroneous processing of the individual's CCAS and applicable appraisal. The information contained within this form is personnel in nature and is restricted to those with appropriate permissions. Information collected on this form may be used for statistical and impact analyses.

- 1** Identification section containing data such as name, **broadband level**, occupational series, the dates of the appraisal period, etc.

- 2 Signature section for the name of the **pay pool manager**, and signatures from the supervisor(s) and employee. Please note that the employee's signature does not indicate agreement with the rating, only that he/she had a discussion with the supervisor and was shown the score/compensation summary.
- 3 Appraisal detail section displaying the **OCS** as well as the employee's expected OCS for the new rating cycle, based upon the new base pay. The three numbers to the right of the OCS tell the employee what their expected OCS was for the past rating cycle, as well as the scores correlating to the upper and lower rails. An employee who scores between this range is considered to be in the normal pay range.
- 4 Employee pay contribution pay comparison chart is the graph on the lower left that plots the employee's OCS with their base pay.
- 5 Compensation detail section containing the employee's current base pay, salary increase from **general pay increase (GPI)**, salary increase from **contribution rating increase (CRI)**, total new base pay, locality amount, new total salary, and the lump sum **contribution award (CA)** amount.
- 6 Remarks section that is available for any necessary comments.

During the feedback session, employees may be curious about how they stand in relationship to their peers. This information may be delivered in any number of ways, but is best delivered through aggregate data presented by the leaders of the organization. Organizations may also wish to publish data on the average pay adjustment (by category—salary increase and awards) or average OCS scores by **broadband level**. However, organizations must take care not to subject any employee to embarrassment or risk compromising the identity of individual OCS scores or compensation. For that reason, small **pay pools** may choose

to avoid providing aggregate data where individual employees could be identified.

An optional second page was recently added to the Part I. An organization can elect to include some, all, or none of the following on the second page of the form:

Employee Essential Guide to Succeeding in the AcqDemo – DRAFT

Part I: CCAS Salary Appraisal Form Page 2

Name:	Yolanda Yearley	Series:	036	Appraisal Period:	
SSAN:	612-93-9023	Broadband Level:	III	From:	1-Oct-01
Organization:	AMCLHXSD	Retained Pay:	No	To:	30-Sep-02
Career Path:	3H	Presumptive:	None		

Factor	Category Score	Final Score
Problem Solving	3H	83
Teamwork	3H	83
Customer Relations	3H	83
Leadership	3H	83
Communications	3H	83
Resource Management	3H	83
OCS		93
Delta OCS	6	
Relative Score	-10.35	

- 7 Six individual **factor scores**, both categorical and numerical, that led to the **OCS**.
- 8 Delta **OCS**.
- 9 Relative Score.
- 10 Larger employee pay contribution pay comparison chart.

Increased Contribution and Goal Adjustment

During the end-of-cycle feedback session, the supervisor should also discuss opportunities for increased contribution with the employee. This is critical not only for those

employees who may not be contributing at a level consistent with their pay, but also for employees who are excellent contributors and are searching for additional responsibility and opportunities to excel.

A great place to start is to take a fresh look at the new **Contribution Objective Plan** that you set up with your supervisor at the beginning of the new **appraisal period**. You and your supervisor should ask if the goals and objectives that were set will lead to the level of contribution that you desire and is expected of you. It is also a good time to again make sure that your objectives align to the **mission** and goals of the organization itself.

Contribution Improvement Plans

For those employees whose contribution level is not meeting expectations, the supervisor may elect or be required to place the employee on a **Contribution Improvement Plan**, or **CIP**. A CIP is mandatory when an employee receives any **factor score** at or below the mid-point of the next lower broadband.

If a supervisor puts an employee onto a **CIP**, he/she must do so formally in writing. The plan must contain specific areas in which the employee is inadequately contributing, and required improvements. This is because employees cannot be expected to improve their contributions if they don't have details. The plan should be as descriptive as possible about what equates to a satisfactory level. The employee should know how his/her contribution is being judged, and what specific actions are required by the employee.

The minimum time period for improvement is 60 days; however more time may be given. There may be training or other assistance that could assist the employee in improving his or her contribution. If so, it should be detailed in the **CIP**. Finally, it must contain the proposed consequences to the employee if the contribution is not increased and sustained at the acceptable level.

Training Programs

Effective training is critical to any organization’s successful participation in the AcqDemo. Therefore, to assist all organizations in understanding the various aspects of the AcqDemo, the Project Management Office (PMO) has developed a three-phase training concept designed to provide entry-level through sustainment information. Information on how to obtain training and updates to the training program can be found at the Web site, www.acqdemo.com.

Phase I-AcqDemo Overview

The AcqDemo overview consists of a Web-based tutorial, three introductory videos and a PMO briefing that provides a broad introduction to the 11 demonstration interventions, with a special emphasis on the Contribution-Based Compensation and Appraisal System (CCAS). This set of training is designed primarily for new organizations; however it may also be used as a refresher, or to familiarize new personnel (within an existing pay pool) on the demonstration.

Web-based Tutorial.....4.0 Hours

The AcqDemo Web-based tutorial allows employees to gain a basic knowledge of Broadbanding, Classification, CCAS and Workforce personnel actions in a self-paced format. The training materials found on the Web include information on the following: an All-Hands demo tutorial, Supervisor’s/ Manager’s Tutorial, Supervisor’s Workbook, Manager’s Workbook, and CCAS Tools (CAS2Net and Spreadsheet).

AcqDemo Videos (5)1.5 Hours

Five AcqDemo videos are available to provide supervisors and employees new to the project with an initial introduction. This format lends itself to manager/supervisor-led small group discussions (with the associated handbook

and presentations available on the Web-based tutorial), designed to stimulate interaction and questions. Each topic—First Year Experience, AcqDemo Year Two, The Third Year Retrospective, Pay Pool, and Communicating CCAS—provides a 14-minute introduction on the following key project characteristics:

First Year Experience, AcqDemo Year Two, and Third Year Retrospective - Provides the senior perspective on project benefits from project leaders and service representatives. An introduction to the 11 interventions is provided, with special emphasis on CCAS principles. Additional updates will be offered as they become available.

Pay Pool – Focuses on the pay pool panel process by providing the challenges, discussions and considerations of a mock pay pool panel.

Communicating CCAS – Provides a comprehensive review of the communication requirements needed throughout the CCAS cycle, to assist in making the supervisor-employee relationship a success.

AcqDemo “All Hands” Overview Briefing2.5 Hours

The All Hands overview briefing explains the 11 AcqDemo interventions, and provides a brief history and the objectives of the demo, and demo statistics to include feedback from the attitude survey. These sessions will be presented onsite by PMO personnel upon request. A representative from the civilian personnel office (or servicing civilian personnel office, as appropriate) should be in attendance to answer questions on interventions other than CCAS, i.e. hiring time.

Prerequisites: Accomplishment of the Web-based tutorial and viewing of AcqDemo videos.

Phase II-Implementation Training

Human Resources Management (HRM) Policy & Processes for HR Professionals (HRM 101).....6.5 Hours

Information covered in this section includes an overview of the different processes presented to HRM professionals in facilitating the AcqDemo. Course material includes an in-depth exploration of classification authorities, contribution appraisals, simplified staffing regulations, flexibility in hiring, the use of modified appointments, a revised pay adjustment process, expanded developmental opportunities, and changes in Reduction-in-Force (RIF) procedures. The course also includes guidance on how employees will transition into and convert out of the AcqDemo. **Maximum Class Size: 30**

Target Audience: This material is targeted to human resource specialists and other personnel who will assume a day-to-day role in managing HRM processes, policies, and procedures for employees assigned under the AcqDemo program.

Human Resources Management (HRM) Policy & Processes for Managers (HRM 102).....2.5 Hours

Information covered in this section includes an overview of the authorities given managers under the AcqDemo. Course material includes an exploration of classification authorities, simplified staffing regulations, flexibility in hiring, the use of modified appointments, expanded developmental opportunities, and changes in Reduction-in-Force (RIF) procedures. The course also includes guidance on how employees will transition into the AcqDemo. **Maximum Class Size: 30**

Target Audience: This material is targeted to managers who will assume a day-to-day role in the management or supervision of the workforce, who may benefit from the increased classification, hiring, and developmental processes provided by the AcqDemo program.

The CCAS Process (CT 101).....2.0 Hours

Information covered in this session will include a general CCAS review, including pay pool panel information, followed by an example payout of a fictitious pay pool. Specific discussions include Normal Pay Range and SPL, expected OCS, target OCS, final OCS, etc. **Maximum Class Size:** 30 (Recommended)

Target Audience: This material is designed for a combined employee/supervisor audience, to allow for discussion of material. However, separate employees or supervisors' sessions will be conducted upon request.

Prerequisites: Accomplishment of the Web-based tutorial and viewing of AcqDemo videos.

Communicating CCAS (CT 102).....1.5 Hours

This session focuses on the importance of continual verbal communication throughout the rating cycle. Additionally, it provides effective feedback techniques which can be used to conduct initial, mid-year, end-of-rating-period, and final feedback. Also, the material covers written feedback techniques that can be used in preparing effective and concise self- and supervisor assessments that clearly relate one's contribution to the mission of the organization. Emphasis is placed on both the employee and supervisor's individual and joint roles in identifying and documenting employee contributions. **Maximum Class Size:** 30 (Recommended)

Target Audience: This material is designed for a combined employees/supervisors audience, to allow for discussion and role-play of material. However, separate employees or supervisors' sessions will be conducted upon request.

Prerequisites: Accomplishment of the Web-based tutorial and viewing of AcqDemo videos.

Data Maintenance Basic (DM 101)3.5 Hours

During this training session students will be given an overview of the CCAS process, a briefing showing the flow of data between the database and the spreadsheet, and a nominal schedule of activities during the cycle. Students will be shown how to access the Web site and log on to the application. Next, they will receive a detailed description of each data element and instructions on how to modify data for existing employees, add/delete employees, enter post-cycle activities, view/print reports, and download/upload data to/from the spreadsheet. Instruction will be a combination of briefings and a guided, hands-on walk-through of the Option 2 Oracle application (CAS2Net). A detailed description of CAS2Net will be distributed during the training. **Maximum Class Size: 30**

Target Audience: This course is intended for database maintainers ONLY; others will find it very tedious. Therefore, attendees of this program should be NEW database maintainers who have never used either the Access or Oracle database applications.

Prerequisite(s): None

Spreadsheet Basics (SS 101)3.5 Hours

This training program will give students an overview of the CCAS process, a briefing showing the flow of data between the database and the spreadsheet, and a nominal schedule of activities during the cycle. Students will be shown how to download the new spreadsheet from the Web site and how to import data from CAS2Net. Next, students will be given a detailed description of each tab and column in the spreadsheet and will be shown how to enter category and final numerical scores, how to set compensation parameters, and how to adjust pay and awards. Finally, students will be shown how to view/print reports and export files for uploading data to CAS2Net. The instruction format will be a combination of briefings and a guided, hands-on walk-

through of the revised CCAS spreadsheet. A detailed description of the CCAS spreadsheet will be distributed during the training. **Maximum Class Size: 30**

Target Audience: Attendees of this program should be NEW spreadsheet users. This will be a very tedious class for anyone who used the spreadsheet last year, or for anyone who does not intend to use it this year (e.g., senior managers).

Prerequisite(s): It is highly suggested that students attend CT 101 prior to this course, to gain the maximum benefit of the material presented.

Pay Pool Panel Training (CT 104)1.0 – 1.5 Hours

This training provides a uniform understanding of all pay pool panel functions and responsibilities. This course includes three general categories of information. The first is a basic review of information that is of particular importance to pay pool panel members, e.g., roles and responsibilities of all CCAS players, a notional CCAS process event calendar, and important terms and concepts (factors, presumptive status, etc.). The next section covers the 11 steps of the CCAS appraisal and pay pool panel process. The final set of information deals with using the CCAS spreadsheet during the pay pool panel process for the purpose of identifying anomalies and inconsistencies in the pay pool data. This instruction is given in briefing format. The training will conclude with a discussion of observations and recommendations regarding the entire pay pool process. This course will be offered upon request to the PMO. **Maximum Class Size: 30**

Target Audience: Sub/pay pool panel training is primarily designed for sub-pay pool panel members, pay pool panel members, and pay pool panel managers. A separate offering can be provided for workforce members interested in better understanding the pay pool panel process. All training material can easily be tailored to either experienced or new organizations.

Prerequisite(s): It is highly suggested that students attend CT 101, CT 102, and CT 103 prior to this course, to gain the maximum benefit of the material presented.

Internal Mock Pay Pool Panel.....4-8 Hours

Although there is no instruction currently offered that facilitates a mock pay pool panel, all units in Phase II AcqDemo Training are encouraged to apply the skill gained in Phases I & II to an internal mock pay pool. It is suggested that personnel attending the sub/pay pool panel training take part in an internal mock pay pool panel process with a locally-provided data base, and accomplish the eleven steps of the pay pool process. AcqDemo Trainers onsite conducting the pay pool panel training can serve as excellent CCAS experts. Lessons learned promise to ease the actual conducting of the formal pay pool process.

Phase III-CCAS Sustainment

Data Maintenance Update (DM 201)1.5 Hours

This course shows students how to access the Web site, log on to the application, modify data for existing employees, add/delete employees, enter post-cycle activities, view/print reports, download/upload data to/from the spreadsheet. Instruction will be a high-level guided walk through of the Option 2 Oracle application (CAS2Net), focusing on the differences from last year. A detailed description of CAS2Net will be distributed during the training. **Maximum Class Size: 30**

Target Audience: This course is intended for database maintainers ONLY. Therefore, attendees of this program should be EXPERIENCED database maintainers who used either the Access or Oracle applications last year.

Prerequisites: DM 101

Spreadsheet Update (SS 201)1.5 Hours

During this training, students will learn how to download the new spreadsheet from the Web site, and will be shown each of the new features. The format of the instruction will be a high-level guided walk-through of the revised CCAS spreadsheet, focusing on the differences from last year. A detailed description of the CCAS spreadsheet will be distributed during the training. **Maximum Class Size: 30**

Target Audience: Attendees of this program should be EXPERIENCED spreadsheet users from last year (database maintainers, CCAS experts, and managers).

Prerequisites: SS 101

Index and Cross-Reference

Throughout this index, we'll refer to three publications where each term is cross-referenced.

Employee Guide references the **Employee Guide** you are currently reading. This Employee Guide was produced by the AcqDemo Project Management Office (PMO).

Federal Register references the **Federal Register**, which describes the AcqDemo. It is formally designated Part VII, Office of Personnel Management, Civilian Acquisition Workforce Personnel Demonstration Project; Department of Defense (DoD); Notice, Federal Register/Vol. 64, No. 5/Friday, January 8, 1999/Notices. Three subsequent amendments to the initial Federal Register Notice were published on May 21, 2001; April 24, 2002; and July 1, 2002. The original document and each amendment can be found at www.acqdemo.com. (Note: Page numbers refer to the January 8, 1999 document as found on the AcqDemo Web site)

Operating Procedures references the DoD **Operating Procedures**. Using the Federal Register as a starting point, the AcqDemo's DoD Operating Procedures outline the demonstration projects processes, including detailed information on specific procedures. You can find the DoD Operating Procedures at www.acqdemo.com.

A

AcqDemo Project Management Office (PMO) The AcqDemo Project Management Office and AcqDemo Program Manager were chartered on September 9, 1999 to manage the AcqDemo in a manner consistent with the policies and principles articulated in DoD directives and initiatives. A point of contact (POC) list for the PMO can be found at www.acqdemo.com.

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