

**CONTRIBUTING FACTORS (Professional/Analytic Pay Schedules)  
Technical Proficiency**

**Work Behaviors**

Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities.  
 Stays up-to-date in professional/technical specialties.  
 Acquires, develops, and maintains relevant and appropriate job skills through training or other developmental activities.  
 Uses appropriate and available technology or tools to perform work activities.  
 Demonstrates an understanding of the organization's mission, functions, values, and applicable policies and procedures.  
 Develops and maintains an awareness of internal/external factors affecting the organization or specific work assignments.

**Band 1**

**Expected**

With supervision, applies basic knowledge and skills (including use of appropriate technology or tools) to perform straightforward or well-defined work activities.  
 As directed, acquires, develops, and maintains relevant job skills through a variety of methods.  
 Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance.  
 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.

**Enhanced**

**Additions at the Enhanced level:**

Applies knowledge to perform more advanced tasks with minimal supervision.  
 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.  
 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.

**Band 2**

**Expected**

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.  
 Acquires, develops, and maintains relevant job skills through a variety of methods.  
 Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance.  
 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.

**Enhanced**

**Additions at the Enhanced level:**

Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level.  
 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.  
 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.

**Band 3**

**Expected**

Applies expert-level knowledge and skills (including use of appropriate technology or tools) to perform a wide range of highly complex work activities.  
 Maintains technical expertise by keeping up-to-date with the latest developments in professional/technical specialties.  
 Applies expert-level 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 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 frequently consulted for depth and/or breadth of expertise to handle the most complex and difficult assignments at this level.  
 Continually strives to broaden and enhance expertise, resulting in contributions that significantly advance key organizational goals and objectives.  
 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.

**CONTRIBUTING FACTORS (Professional/Analytic Pay Schedules)  
Critical Thinking**

**Work Behaviors**

Recognizes issues, problems, opportunities, or emerging trends.  
 Collects information or data that is necessary and appropriate for identifying or addressing issues and problems.  
 Analyzes and integrates relevant information or data to draw sound conclusions.  
 Identifies and evaluates alternative solutions to problems or issues.  
 Makes sound and timely decisions or recommendations.  
 Identifies and utilizes innovative or creative methods to accomplish work.

**Band 1**

**Expected**

With guidance, recognizes obvious issues or problems and collects information from routine sources for a basic understanding of straightforward or well-defined issues.  
 With guidance, analyzes and integrates basic data to identify clear patterns or trends and to draw reasonable, logical conclusions.  
 With guidance, solves straightforward or well-defined problems; makes timely and logical decisions in well-defined, low-risk situations affecting own work.  
 With guidance, modifies procedures for accomplishing assignments when it becomes clear that the original approach will not work.

**Enhanced**

**Additions at the Enhanced level:**

Additions at the Enhanced level: Independently recognizes issues or problems and identifies patterns and trends.  
 When collecting data, takes initiative to identify additional sources of information for a more comprehensive understanding.  
 Makes recommendations for solving problems beyond immediate scope of responsibility.  
 Anticipates when an approach may not work in accomplishing own assignments and takes initiative to suggest alternatives.

**Band 2**

**Expected**

Identifies information necessary to define and understand complex issues; collects necessary information.  
 Efficiently and effectively analyzes and integrates complex data to identify emerging patterns or trends and draw reasonable, logical conclusions.  
 Identifies and evaluates alternative solutions to complex problems or issues that affect own or others' work.  
 Makes timely and logical recommendations or decisions in a variety of complex situations that affect the work unit; seeks supervisory assistance for unusual situations.  
 Reviews current work processes, and identifies innovative or creative ways to improve efficiency or effectiveness.

**Enhanced**

**Additions at the Enhanced level:**

Rapidly and correctly identifies key issues or problems and assesses their significance.  
 Displays persistence in tracking down hard-to-obtain information.  
 Makes effective recommendations for solving problems beyond immediate scope of responsibility.  
 Makes timely and logical recommendations or decisions when circumstances are ambiguous or complete information is not available.  
 Evaluates the impact of external events on current processes and uses this information to develop appropriate alternatives.

**Band 3**

**Expected**

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.  
 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.  
 Identifies and evaluates creative and insightful solutions to highly complex or visible problems/issues.  
 Makes timely and logical recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have significant or far-reaching impact.  
 Develops innovative or creative solutions in response to new and emerging issues.

**Enhanced**

**Additions at the Enhanced level:**

Identifies significant connections between pieces of data to draw innovative conclusions.  
 Focuses on the most critical information needed to define and understand issues.  
 Displays persistence in tracking down hard-to-obtain information.  
 Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization.  
 Makes effective recommendations or decisions in situations where there is a high degree of uncertainty about the outcome.  
 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.

**CONTRIBUTING FACTORS (Professional/Analytic Pay Schedules)  
Cooperation and Teamwork**

**Work Behaviors**

Develops and maintains effective working relationships with others.  
Respects and values individual differences and diversity by treating everyone fairly and professionally.  
Contributes to organizational or institutional knowledge by sharing information with others.  
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.  
Collaborates effectively with others to resolve disagreements or conflicts in a positive and constructive manner.

**Band 1**

**Expected**

Works collaboratively and flexibly to accomplish shared goals.  
Treats everyone fairly and professionally, respecting and valuing individual differences and diversity.  
Shares relevant knowledge and information with others within the work unit.  
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.  
With guidance, handles minor work-related disagreements or conflicts in a positive and constructive manner.

**Enhanced**

**Additions at the Enhanced level:**

Builds effective partnerships within units that contribute to a team environment.  
Takes initiative to provide assistance to others.  
Seeks out opportunities to share knowledge and skills with others.  
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.

**Band 2**

**Expected**

Contributes to achieving work unit goals by working collaboratively and flexibly with others and building effective partnerships across units.  
Treats everyone fairly and professionally, respecting and valuing individual differences and diversity.  
Shares relevant knowledge and information with others.  
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.  
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.

**Enhanced**

**Additions at the Enhanced level:**

Contributes to achieving organizational objectives by building effective partnerships across organizations.  
Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals.  
Fosters a climate of trust by demonstrating respect for and value of individual differences and diversity.  
Seeks out opportunities to share relevant knowledge and skills with others.  
Develops formal knowledge sharing systems (e.g., work aids, technical papers, etc.).  
Anticipates and strives to mitigate potential conflicts or disagreements.

**Band 3**

**Expected**

Contributes to achieving organizational objectives by modeling collaboration and flexibility and building effective partnerships internal and external to the organization.  
Treats everyone fairly and professionally, respecting and valuing individual differences and diversity.  
Seeks out opportunities to share relevant knowledge and skills with others.  
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.  
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.

**Enhanced**

**Additions at the Enhanced level:**

Takes initiative to make extra contributions to cross-organizational efforts; recognizes when others need assistance and provides support to advance organizational goals.  
Champions respect for and value of individual differences and diversity, fostering a climate that reinforces these values.  
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.).

<b>CONTRIBUTING FACTORS (Professional/Analytic Pay Schedules)</b>	
<b>Communication</b>	
<b>Work Behaviors</b>	
<p>Actively listens and appropriately responds to the questions, ideas, and concerns of others.  Writes in an accurate, clear, concise, well-organized, and timely manner.  Orally communicates in an accurate, clear, concise, well-organized, and timely manner.  Tailors communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.</p>	
<b>Band 1</b>	
<p><b>Expected</b>  Actively listens and appropriately responds to questions and concerns from others; shows respect for others' ideas, comments, and questions.  With guidance, communicates routine information in an accurate, clear, concise, well-organized, and timely manner; written communications may require some revisions.  With guidance, effectively adjusts communications to the audience's level of understanding.</p> <p><b>Enhanced</b>  <b>Additions at the Enhanced level:</b>  Prepares and delivers communications with minimal guidance; written communications require fewer revisions than would ordinarily be expected at this level.  With minimal guidance, tailors communications to meet the audience's needs.</p>	
<b>Band 2</b>	
<p><b>Expected</b>  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.  Communicates moderately complex information, concepts, and ideas in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications typically require minimal revisions.  Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding.</p> <p><b>Enhanced</b>  <b>Additions at the Enhanced level:</b>  Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others.  Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers.  Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding.</p>	
<b>Band 3</b>	
<p><b>Expected</b>  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.  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.  Tailors style and materials to communicate information effectively to different levels of audiences, properly emphasizing critical issues.</p> <p><b>Enhanced</b>  <b>Additions at the Enhanced level:</b>  Adeptly reads complex interpersonal interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others.  Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers.  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.</p>	

<b>CONTRIBUTING FACTORS (Professional/Analytic Pay Schedules)</b>	
<b>Customer Focus</b>	
<b>Work Behaviors</b>	
Effectively identifies and assesses customer requirements. Effectively manages customer expectations and addresses questions and concerns. Provides timely, flexible, and responsive service to customers.	
<b>Band 1</b>	
<b>Expected</b>	As directed, interacts effectively with customers to understand their needs and address questions and concerns. Keeps supervisor informed of progress and issues associated with the delivery of customer products and/or services. With guidance, provides timely, flexible, and responsive products and/or services to customers.
<b>Enhanced</b>	<b>Additions at the Enhanced level:</b> 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. Recognizes potential issues or inconsistencies in customer requests and recommends solutions. Displays flexibility in responding to changing customer needs.
<b>Band 2</b>	
<b>Expected</b>	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. 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. Responds to questions or requests from customers in a timely manner.
<b>Enhanced</b>	<b>Additions at the Enhanced level:</b> Develops innovative and useful suggestions for designing and adapting customer-focused products and/or services. Correctly anticipates customer needs and resolves or avoids potential problems, resulting in improved overall customer satisfaction.
<b>Band 3</b>	
<b>Expected</b>	Proactively communicates with customers to help define their needs and obtain feedback; strives to continually enhance products and/or services. 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. Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high overall customer satisfaction.
<b>Enhanced</b>	<b>Additions at the Enhanced level:</b> Develops innovative and useful approaches for improving or expanding products and/or services, resulting in highly valued services that improve overall customer satisfaction. Takes initiative to anticipate and implement effective solutions to prevent problems, thus avoiding gaps in customer expectations.

**CONTRIBUTING FACTORS (Professional/Analytic Pay Schedules)  
Resource Management**

**Work Behaviors**

Maintains an awareness of available resources and the process for acquiring needed resources.  
Identifies and advocates for resources required to accomplish work activities or projects.  
Makes effective and efficient use of available resources.  
Safeguards available resources to prevent fraud, waste, and abuse.  
Promotes workplace safety and security.

**Band 1**

**Expected**

Demonstrates a basic knowledge of available resources and the process for acquiring the resources needed to accomplish own work.  
With guidance, requests basic resources needed to perform own work; uses resources in an efficient manner that safeguards against fraud, waste, and abuse.  
Properly follows all workplace safety and security procedures.

**Enhanced**

**Additions at the Enhanced level:**

Takes initiative to learn as much as possible about available resources and the process for acquiring them.  
Makes meaningful suggestions for increasing efficiency in the use of resources.

**Band 2**

**Expected**

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.  
Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.  
Promotes workplace safety and security by demonstrating correct behaviors.

**Enhanced**

**Additions at the Enhanced level:**

Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.  
Takes initiative to contribute to resource planning efforts.  
Actively assists others in using resources more efficiently:  
Suggests flexible and innovative approaches to stretch limited resources.

**Band 3**

**Expected**

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.  
Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.  
Promotes workplace safety and security by modeling correct behaviors.

**Enhanced**

**Additions at the Enhanced level:**

Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.  
Balances competing resource requirements to ensure alignment with mission objectives.  
Identifies alternative resources and actively assists others in using resources more efficiently.  
Devises and implements flexible and innovative approaches to stretch limited resources, resulting in greater contributions to the organization.

**CONTRIBUTING FACTORS**  
**(Supervisors and Selected Employees in the Professional/Analytic Pay Schedules)**

**Leadership**

**Work Behaviors**

Seeks out and capitalizes on opportunities to help the organization accomplish its mission and objectives and move toward its long-term vision.  
 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.  
 Effectively assigns, coordinates, and monitors the work of others.  
 Provides timely and constructive feedback (formal or informal) to others.  
 Develops others through motivation, mentoring, and coaching.  
 Fosters an environment that facilitates a high performing workforce and models a high standard of performance for others.  
 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.

**Band 1**

**Expected**

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.  
 Appropriately considers strengths and developmental needs of subordinates in assigning work.  
 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.  
 With guidance, develops others through motivation, mentoring, coaching, and instruction.  
 Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.  
 Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.

**Enhanced**

**Additions at the Enhanced level:**

Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support work unit goals.  
 Actively helps staff to develop new skills and competencies by encouraging them to attempt more difficult tasks and try new approaches.

**Band 2**

**Expected**

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.  
 Appropriately considers strengths and developmental needs of subordinates in assigning work.  
 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.  
 Develops others through motivation, mentoring, coaching, and instruction.  
 Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.  
 Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.

**Enhanced**

**Additions at the Enhanced level:**

Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals.  
 Helps staff to identify their own developmental needs and provides challenging assignments to address those needs.

**Band 3**

**Expected**

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.  
 Translates broad organizational goals into objectives and assignments and helps unit leaders determine how to execute them efficiently and effectively.  
 Appropriately considers strengths and developmental needs of subordinates in assigning work.  
 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.  
 Develops others through motivation, mentoring, coaching, and instruction.  
 Creates an environment that facilitates a high performing work unit and demonstrates a high standard of performance and ethical behavior.  
 Actively supports and adheres to Merit System Principles, efforts to improve the representativeness, and all applicable personnel policies and regulations.

**Enhanced**

**Additions at the Enhanced level:**

Anticipates new or changing demands and plans effectively for the future by developing strategies for units to meet organizational goals.  
 Identifies feedback measures that provide information for assessing priorities and advancing organizational goals.  
 Influences subordinates to pursue developmental opportunities and provides support for those opportunities.