

**CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)
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.
 Demonstrates an understanding of the relationship between the agency's affirmative employment program and the work unit's support/involvement therein.

Band 1

Expected

Applies substantive knowledge and skills (including use of appropriate technology or tools) to oversee a full range of assignments; seeks occasional guidance from more senior supervisors as appropriate.
 Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance.
 Demonstrates an understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that may affect the work unit; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.

Enhanced

Additions at the Enhanced level:

Applies depth and breadth of knowledge to independently oversee complex or varied assignments at this level.
 Takes initiative to improve knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.
 Is frequently sought out by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect the work unit; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.

Band 2

Expected

Applies advanced-level knowledge and skills (including use of appropriate technology or tools) to manage a wide range of work activities; consults with experts as appropriate.
 Acquires, develops, and maintains relevant skills through a variety of methods; stays up-to-date in relevant disciplines and applies this knowledge to improve own and work unit performance.
 Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and the internal and external factors that may affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.

Enhanced

Additions at the Enhanced level:

Applies depth and breadth of knowledge to independently manage the most complex or varied assignments at this level.
 Takes initiative to acquire, develop, and maintain relevant skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.
 Is frequently consulted by others because of depth and/or breadth of understanding of organizational systems and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to make contributions that have an impact beyond the work unit.

Band 3

Expected

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

Enhanced

Additions at the Enhanced level:

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

CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)
Critical Thinking

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
 Effectively analyzes and integrates complex data to identify emerging patterns or trends; draws reasonable, logical conclusions.
 Identifies information necessary and appropriate to define and understand complex issues and collects the information from a variety of sources.
 Identifies and evaluates alternative solutions to complex problems or issues that affect the work unit.
 Makes sound and timely recommendations or decisions in a variety of complex situations; seeks supervisory assistance as necessary.
 Reviews the unit's current work processes and identifies innovative or creative ways to improve efficiency and/or effectiveness.

Enhanced

Additions at the Enhanced level:

Rapidly and correctly identifies key issues or problems, even when subtle.
 Displays persistence in tracking down hard-to-find information.
 Makes effective recommendations for solving problems beyond immediate scope of responsibility.
 Makes sound and timely recommendations or decisions when circumstances are ambiguous or complete information is not available.
 Evaluates the impact of external events on current processes and develops creative and effective alternatives.

Band 2

Expected
 Effectively analyzes and integrates highly complex data to detect emerging trends, patterns, or opportunities for action; draws reasonable, logical conclusions, considering their immediate, midterm and long range effects.
 Identifies information necessary and appropriate to define and understand highly complex issues; collects information from a variety of sources.
 Identifies and evaluates alternative solutions to unusual, highly complex problems or issues that affect multiple work units.
 Makes sound and timely recommendations or decisions in complex and/or ill-defined situations, conferring with supervisor in unusual situations.
 Reviews work processes and identifies and implements innovative or creative ways to improve efficiency and/or effectiveness and assesses the impact of those innovations on minorities, women and people with disabilities before recommending organizational changes.

Enhanced

Additions at the Enhanced level:

Makes connections between pieces of divergent information that are difficult to recognize; identifies patterns or emerging trends from minimal or incomplete data.
 Focuses on the most critical pieces of information needed to understand a variety of complex issues; displays persistence in tracking down hard-to-find information.
 Makes effective recommendations for solving problems beyond immediate scope of responsibility.
 Makes sound and timely recommendations or decisions in high-risk situations when complete information is not available.
 Anticipates how work processes may be affected by changes in the environment and develops creative and effective alternatives.
 Identifies and utilizes innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.

Band 3

Expected
 Effectively analyzes and integrates highly complex data to detect emerging trends, patterns, or opportunities for action; draws reasonable, logical conclusions, considering their immediate, midterm, and long range effects.
 Identifies sources of information necessary and appropriate to define and understand a variety of highly complex or high-visibility issues and place them in a larger context; evaluates information for completeness and validity.
 Identifies and evaluates creative and insightful solutions to highly complex or highly visible problems/issues that affect the organization.
 Makes sound and timely recommendations or decisions in highly complex, difficult, high pressure, and/or ill-defined situations that have far-reaching impact.
 Develops and directs the implementation of innovative or creative work processes to improve efficiency and/or effectiveness.

Enhanced

Additions at the Enhanced level:

Makes connections between pieces of divergent information that are difficult to recognize; identifies patterns or emerging trends from minimal or incomplete data.
 Focuses on the most critical information needed to define and understand issues; displays persistence in tracking down hard-to-find, relevant information.
 Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contributions to the organization.
 Makes effective decisions in high-risk situations where complete information is not available and there is a high degree of uncertainty about the outcome.
 Anticipates how work processes may be affected by changes in the environment and develops creative and highly effective alternatives.
 Identifies and utilizes innovative and/or creative methods that accomplish current work and support overall Human Capital Strategic Goals, inclusiveness and the accommodation of persons with disabilities.

**CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)
Cooperation/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

Contributes to achieving work unit objectives by working collaboratively with others and building effective partnerships.
Treats everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior.
Shares knowledge and skills with others. Effectively handles minor disagreements or conflicts and resolves them in a positive and constructive manner.
Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities.

Enhanced

Additions at the Enhanced level:

Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals beyond what is expected.
Builds a climate of cooperation and trust by demonstrating behavior that clearly shows respect for and value of individual differences and diversity.
Seeks out opportunities to share knowledge and skills with others.

Band 2

Expected

Contributes to achieving work unit objectives by demonstrating cooperative behaviors and building effective partnerships across units.
Treats everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior.
Encourages and promotes knowledge and skill sharing within the work unit.
Effectively handles disagreements or conflicts, including those that are challenging, and resolves them in a positive and constructive manner.
Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities.
Develops work unit objectives/activities that implement/support agency affirmative employment objectives.

Enhanced

Additions at the Enhanced level:

Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals beyond what is expected.
Builds a climate of cooperation and trust by demonstrating behavior that clearly shows respect for and value of individual differences and diversity.
Seeks out opportunities to increase knowledge and skill transfer in the work unit.

Band 3

Expected

Builds and maintains a positive team atmosphere by promoting and demonstrating collaboration among work units; skillfully builds collaborative networks of partners and decision makers across boundaries that help the organization to achieve its goals.
Builds a climate of cooperation and trust by treating everyone fairly and professionally, respecting and valuing individual differences and diversity; provides guidance to others on respectful behavior and provides direct, clear feedback to individuals who behave in a manner inconsistent with these values.
Seeks out opportunities to increase knowledge and skill transfer in the organization.
Anticipates, strives to mitigate, and effectively handles complex or sensitive disagreements or conflicts and resolves them in a positive and constructive manner.
Respects and valued individual differences, values and diversity, promoting inclusiveness and supporting accomplishments of persons with disabilities and ensures that subordinate supervisors (if any) do the same.
Develops work unit objectives/activities that implement/support agency affirmative employment objectives.

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 beyond what is expected.
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 throughout the organization by serving as a technical resource or initiating and supporting the development of formal knowledge sharing systems (e.g., work aids, technical papers, etc.).

**CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)
Communication**

Work Behaviors

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 and any adaptive technologies needed for accommodation of persons with disabilities.
Actively/consistently communicates agency affirmative employment program objectives/programs to unique work unit customers and to the general public.

Band 1

Expected

Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and responds appropriately, following up to ensure understanding.
Communicates and responds to day-to-day situational issues in an accurate, clear, concise, well-organized, and timely manner; written communications typically require few revisions.
Tailors communication style (e.g., language, tone, and format) and content to meet the audience's needs and level of understanding.

Enhanced

Additions at the Enhanced level:

Adeptly reads social interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others.
Prepares and delivers communications that are of high quality as recognized by peers, supervisors, and/or customers.
Skillfully communicates complex information to a variety of audiences in a manner that enhances their understanding.

Band 2

Expected

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 or sensitive information in an accurate, clear, concise, well-organized, and timely manner; written communications require minimal revisions.
Tailors communication style (e.g., language, tone, and format) and content to meet the audience's needs and level of understanding; takes into consideration political, environmental, and resource implications.
Effectively explains or defends relevant viewpoints when necessary.

Enhanced

Additions at the Enhanced level:

Adeptly reads complex social interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others.
Prepares and delivers communications that are of exceptional quality as recognized by peers, supervisors, and/or customers.
Skillfully communicates complex information to a range of audiences in a manner that enhances their understanding and acceptance of the information.

Band 3

Expected

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 highly complex and potentially controversial information to a wide variety of audiences in an accurate, clear, concise, well-organized, and timely manner; written communications are generally accepted without changes.
Tailors style, materials, and content to communicate information effectively to different levels of audiences, properly emphasizing key issues and considering ramifications of communications; takes into consideration political, environmental, and resource implications.
Effectively explains or defends relevant viewpoints when necessary.

Enhanced

Additions at the Enhanced level:

Adeptly reads complex social interactions and nonverbal cues and adjusts own behavior to communicate more effectively with others.
Conveys the most complex and highest visibility communications effectively, properly emphasizing key issues and considering the full range of ramifications of communications; prepares and delivers communications of exceptional quality as recognized by peers, supervisors, and/or customers.
Skillfully anticipates the needs of diverse audiences and optimally targets consistent and clear communications to different levels and needs in a manner that enhances their understanding and acceptance of the information; consistently persuades them to a relevant point of view.

**CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)
Customer Focus**

Work Behaviors

Effectively identifies and assesses customer requirements, rejecting/renegotiating those that adversely impact agency affirmative employment objectives/programs.
Effectively manages customer expectations and addresses questions and concerns.
Provides timely, flexible, and responsive service to customers.
Utilizes the full and diverse staff resources that are qualified and available to interface with the custom, gathering a variety of perspectives on the customer engagement process.

Band 1

Expected

Maintains contact with customers and is effective in understanding their needs; uses customer feedback to address customer requirements and guides others to do the same.
Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables).
Informs customers of changes, issues, or problems that could affect progress and develops and implements effective solutions to address them.
Provides timely, flexible, and responsive products and/or services to customers.

Enhanced

Additions at the Enhanced level:

Develops creative and useful suggestions for designing and adapting products and/or services; ideas are well received by customers.
Anticipates customer needs and resolves or avoids potential problems, resulting in high customer satisfaction.

Band 2

Expected

Maintains contact with customers and is effective in identifying and assessing their needs; guides others in using customer feedback to design and enhance products and/or services.
Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables).
Informs customers of changes, issues, or problems that could affect progress and directs the implementation of effective solutions to address them.
Provides timely, flexible, innovative, and responsive products and/or services to customers, resulting in high customer satisfaction.

Enhanced

Additions at the Enhanced level:

Systematically monitors quality, delivery, and customer satisfaction levels; makes adjustments based on these data to improve customer products and/or services.
Anticipates and integrates customer needs and expectations into future service offerings, resulting in highly valued deliverables that maximize customer satisfaction.
Takes initiative and works with staff to anticipate and proactively implement effective solutions to prevent problems and avoid gaps in customer expectations.

Band 3

Expected

Guides others in developing Expected, responsive relationships with diverse customers; implements processes to define customer requirements.
Works with, and guides others in working with, customers to set mutually acceptable expectations (e.g., timelines and deliverables).
Intervenes in problem situations with customers, resolving concerns and issues while still maintaining good working relationships.
Manages the delivery of products and/or services by subordinate units and ensures that they are timely, flexible, innovative, and responsive, resulting in high customer satisfaction.

Enhanced

Additions at the Enhanced level:

Systematically monitors quality, delivery, and customer satisfaction levels; makes adjustments based on these data to improve customer products and/or services.
Oversees the development and implementation of long-term product or service strategies that effectively support the organization's strategic direction and surpass customer expectations.
Takes initiative and works with staff to anticipate and proactively implement effective solutions to prevent problems and avoid gaps in customer expectations.

**CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)
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 considerable knowledge of the resources available to the work unit and the processes for acquiring them; identifies and advocates for resources necessary to accomplish work activities or projects.
Ensures that the use and allocation of resources is consistent with projects and/or programs and the mission needs of the organization; safeguards against fraud, waste, and abuse.
Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines.

Enhanced

Additions at the Enhanced level:

Anticipates changes in resource needs and advocates for resources well in advance of when they are needed; adeptly identifies innovative and/or alternative authorized resources.
Is sought out by others to provide advice and guidance on optimizing available resources.
Provides recommendations for improving safety and security procedures.

Band 2

Expected

Demonstrates considerable knowledge of the resources available to the organization and the processes for acquiring them; prepares complex resource plans, and effectively defends resource requirements.
Ensures that the use and allocation of resources is consistent with projects and/or programs and the mission needs of the organization; safeguards against fraud, waste, and abuse.
Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines.

Enhanced

Additions at the Enhanced level:

Displays added resourcefulness by using and advising others on innovative and/or alternative authorized resources, thereby maximizing what can be achieved.
Anticipates changes in workload requirements and advocates for needed resources well in advance.
Devises and implements innovative approaches to use limited resources in a manner that optimizes results.
Provides recommendations for improving safety and security procedures.

Band 3

Expected

Demonstrates expert knowledge of the resources available to the organization and the processes for acquiring them; identifies and effectively negotiates for the resources needed to meet program objectives; prepares complex resource plans, and effectively defends resource requirements.
Manages and oversees resource expenditures for assigned program(s), making adjustments as needed to increase efficiency; safeguards against fraud, waste, and abuse.
Promotes workplace safety, security and applicable safety programs by demonstrating correct behavior and enforcing compliance with proper standards, policies, procedures, and guidelines.
Allocates sufficient staff and other resources to ensure a viable contribution to the EEO program.

Enhanced

Additions at the Enhanced level:

Displays added resourcefulness by using and advising others on innovative and/or alternative authorized resources, thereby maximizing what can be achieved.
Anticipates changes in organizational requirements and advocates for needed resources well in advance.
Manages resource requirements for dynamic and difficult programs, consistently monitoring and regularly redirecting resources to optimize results across initiatives.
Provides recommendations for improving safety and security procedures.

CONTRIBUTING FACTORS (Supervisor/Manager Pay Schedule)

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.