

**CONTRIBUTING FACTORS (Technician/Support Pay Schedule)
Technical Proficiency**

Work Behaviors

Demonstrates and applies relevant and appropriate knowledge and skills to perform work activities.
 Stays up-to-date and acquires new job-relevant knowledge and skills by participating in training or other learning activities.
 Uses appropriate and available technology or tools to perform work activities.
 Demonstrates an understanding of how relevant organizational systems and processes affect own work.
 Maintains an awareness of current events and other external factors that may affect work.

Band 1

Expected

With guidance, applies basic know perform straightforward or well-defined work activities.
 As directed, acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance.
 Demonstrates a basic understanding of relevant systems, processes, and procedures that affect own work; applies this knowledge constructively when completing own assignments.

Enhanced

Additions at the Enhanced level:

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

Band 2

Expected

Applies well-developed knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate.
 Acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance and contribute to the mission.
 Demonstrates an understanding of relevant systems, processes, procedures, and external factors that affect own work and the work of the unit; applies this knowledge to constructively contribute to objectives and priorities.

Enhanced

Additions at the Enhanced level:

Applies knowledge to independently perform more complex tasks.
 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.

Band 3

Expected

Applies advanced-level knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a wide range of complex work activities.
 Acquires, develops, and maintains relevant job skills and required certifications through a variety of methods and applies this knowledge to improve own performance and contribute to the mission.
 Demonstrates a thorough understanding of relevant systems, processes, procedures, and external factors that affect the organization; applies this knowledge to constructively contribute to organizational objectives and priorities.

Enhanced

Additions at the Enhanced level:

Applies depth and breadth of knowledge to independently perform the most complex or varied assignments at this level.
 Takes initiative to develop and maintain job skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.

Band 4

Expected

Applies expert-level knowledge and skills (including use of appropriate technology, tools, and/or equipment) to effectively perform a wide range of highly complex work activities.
 Maintains technical expertise and required certifications 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 relevant systems, processes, procedures, and external factors that affect the organization; applies this knowledge to positively contribute to organizational objectives and priorities.
 Applies this knowledge to constructively contribute to organizational objectives and priorities.

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.

**CONTRIBUTING FACTORS (Technician/Support Pay Schedule)
Critical Thinking**

Work Behaviors

Gathers, organizes, and maintains relevant information.
 Analyzes information to draw sound conclusions.
 Identifies problems and generates solutions.
 Makes reasonable and timely decisions or recommendations.
 Identifies and utilizes innovative or creative methods to accomplish work assignments.

Band 1

Expected
 With guidance, gathers relevant information or data needed to complete assignments; organizes and maintains information according to established procedures.
 Evaluates information against standard procedures and guidelines to identify obvious issues or problems.
 Brings problems to the attention of senior staff/supervisor.
 With guidance, makes logical decisions regarding routine issues that arise in carrying out instructions.

Enhanced
Additions at the Enhanced level:

Takes initiative to identify additional sources of information beyond what would be expected for this level.
 Anticipates when standard procedures may not work in accomplishing own assignments and takes initiative to suggest alternatives.

Band 2

Expected
 Identifies and gathers relevant information from a variety of sources to complete assignments; effectively organizes and maintains information.
 Evaluates a range of information to identify moderately complex problems and suggest effective solutions.
 Makes timely and logical decisions in well-defined, low-risk situations affecting own work.
 Modifies methods for accomplishing assignments when it becomes clear that standard methods will not work.

Enhanced
Additions at the Enhanced level:

Takes initiative to identify additional sources of information to gain a more comprehensive understanding of work assignments.
 Independently recognizes issues or problems and identifies patterns or trends to draw conclusions.
 Anticipates when standard procedures may not work in accomplishing own or work unit assignments and takes initiative to suggest effective alternatives.

Band 3

Expected
 Identifies and gathers relevant information from a variety of sources to gain a comprehensive understanding of issues and problems.
 Evaluates and integrates information from a variety of sources to provide solutions for complex problems.
 Makes timely and logical recommendations or decisions on a variety of complex issues; seeks supervisory assistance for unusual situations.
 Identifies and proposes innovative or creative methods to improve own or work unit efficiency or effectiveness.

Enhanced
Additions at the Enhanced level:

Correctly identifies key issues or problems, assesses their significance, and draws innovative conclusions.
 Displays persistence in tracking down hard-to-obtain information.
 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 procedures and proposes appropriate alternatives.
 Makes effective decisions under pressure or when there is a high degree of uncertainty about the outcome.
 Evaluates the impact of external events on current procedures and develops appropriate alternatives.
 Makes timely and logical recommendations or decisions in complex, ambiguous, or unusual situations.
 Identifies and develops innovative or creative methods to improve own or work unit efficiency or effectiveness.

Band 4

Expected
 Identifies and gathers relevant information from a variety of sources to gain a comprehensive understanding of issues and problems.
 Efficiently and effectively evaluates and integrates information from a variety of sources to address complex and unusual problems; develops alternative solutions to issues or problems.
 Makes timely and logical recommendations or decisions in complex, ambiguous, or unusual situations.
 Identifies and develops innovative or creative methods to improve own or work unit efficiency or effectiveness.

Enhanced
Additions at the Enhanced level:

Correctly identifies significant connections between pieces of data, focusing on the most critical information needed to draw innovative conclusions.
 Displays persistence in tracking down hard-to-obtain information.
 Takes the initiative to resolve highly complex problems affecting the work unit.
 Makes effective decisions under pressure or when there is a high degree of uncertainty about the outcome.
 Evaluates the impact of external events on current procedures and develops appropriate alternatives.

**CONTRIBUTING FACTORS (Technician/Support Pay Schedule)
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.
Helps others learn by sharing knowledge and information.
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.
Collaborates effectively with others to resolve differences and reach mutually acceptable agreements.

Band 1

Expected

Works collaboratively and flexibly with others to accomplish shared goals.
Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity.
Provides information and assistance to others as needed.
With guidance, handles minor work-related disagreements or conflicts in a positive and constructive manner.

Enhanced

Additions at the Enhanced level:

Takes initiative to make extra contributions to work unit efforts and provide assistance to others beyond what is expected.
Seeks out opportunities to share knowledge and skills with others.
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.

Band 2

Expected

Works collaboratively and flexibly with others to accomplish work unit goals.
Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity.
Shares relevant knowledge and information with others.
Handles minor work-related disagreements or conflicts and resolves them in a positive and constructive manner; seeks assistance from senior staff on more difficult situations.

Enhanced

Additions at the Enhanced level:

Takes initiative to make extra contributions to work unit efforts and provide assistance to others beyond what is expected.
Seeks out opportunities to share knowledge and skills with others.
Participates in the development of formal knowledge sharing systems.
Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.

Band 3

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; demonstrates respect for and value of individual differences and diversity and promotes these values within the work unit.
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:

Takes initiative to make extra contributions to work unit efforts beyond what is expected; recognizes when others need assistance and provides support to advance work unit goals.
Seeks out opportunities to share knowledge and skills with others and develops formal knowledge sharing systems.
Anticipates and strives to mitigate work-related disagreements or conflicts.

Band 4

Expected

Contributes to achieving work unit goals by demonstrating collaboration and flexibility and building effective partnerships internal and external to the organization.
Treats everyone fairly and professionally; demonstrates respect for and value of individual differences and diversity and promotes these values within the work unit.
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; 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 work unit efforts beyond what is expected; 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 throughout the work unit by serving as a technical resource and initiating or overseeing the development of formal knowledge sharing systems.

**CONTRIBUTING FACTORS (Technician/Support Pay Schedule)
Communication**

Work Behaviors

Actively listens and appropriately responds to the instructions, questions, ideas, and concerns of others.
Writes in an accurate, concise, and clear manner.
Orally communicates in an accurate, concise, and clear manner.
Tailors communication (e.g., language, tone, level of specificity) in ways that are appropriate to the audience.

Band 1

Expected

Actively listens to others and asks for clarification when needed to ensure understanding; shows respect for others' ideas, comments, and suggestions.
With guidance, communicates basic information in an accurate and clear manner.
Written communications may require revisions.

Enhanced

Additions at the Enhanced level:

Prepares and delivers communications with minimal guidance.
Written communications require fewer revisions than would ordinarily be expected at this level.
With guidance, effectively tailors communications as appropriate to the audience.

Band 2

Expected

Actively listens and appropriately responds to straightforward questions and concerns from others; shows respect for others' ideas, comments, and questions.
Communicates substantive information in an accurate, clear, and concise manner.
Written communications typically require few revisions.
Effectively adjusts communications to the audience's level of understanding.

Enhanced

Additions at the Enhanced level:

Written communications require fewer revisions than would ordinarily be expected at this level.
Tailors the amount and format of information included in communications to meet the audience's needs.

Band 3

Expected

Solicits and actively listens to others' questions, ideas, and concerns; shows respect for diverse viewpoints and responds appropriately.
Communicates moderately complex information in an accurate, clear, and concise manner.
Written communications typically require no revisions.
Tailors communication style (e.g., language, tone, and format) to meet the audience's needs and level of understanding.

Enhanced

Additions at the Enhanced level:

Interprets verbal and nonverbal cues in interpersonal interactions and adjusts own behavior to more effectively communicate with others.
Prepares and delivers communications that are of exceptional technical quality.

Band 4

Expected

Solicits and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and provides clear and organized responses, following up to ensure understanding.
Communicates complex information in an accurate, clear, concise, and well-organized manner.
Written communications are generally accepted without revisions.
Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding.

Enhanced

Additions at the Enhanced level:

Interprets verbal and nonverbal cues in interpersonal interactions and adjusts own behavior to more effectively communicate with others.
Prepares and delivers communications that are of exceptional technical quality.
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.

CONTRIBUTING FACTORS (Technician/Support Pay Schedule)	
Customer Focus	
Work Behaviors	
<p>Communicates with customers to understand their needs. Responds appropriately to customer questions and concerns. Provides timely and effective service to customers.</p>	
Band 1	
<p>Expected Communicates with customers to understand their needs. Responds appropriately to customer questions and concerns. Provides timely and effective service to customers.</p> <p>Enhanced Additions at the Enhanced level: Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services. Independently interacts with customers and provides high quality products and/or services. Displays flexibility when interacting with customers.</p>	
Band 2	
<p>Expected Effectively interacts with customers to understand their needs, answer questions, and provide them with routine information about products and/or services. Within scope of responsibility, provides timely and effective products and/or services to customers. Quickly and effectively responds to customer questions and requests.</p> <p>Enhanced Additions at the Enhanced level: Takes initiative to learn about and engage with customers to better understand their needs, resulting in a higher quality of products and/or services. Recognizes potential issues or inconsistencies in customer requests and proposes solutions. Displays flexibility in responding to changing customer needs.</p>	
Band 3	
<p>Expected Maintains regular contact with customers to understand their needs and provides timely and effective products and/or services to meet those needs; uses customer feedback to enhance products and/or services. Works with customers to discuss or set mutually acceptable expectations (e.g., timelines and deliverables). Keeps relevant stakeholders informed of problems that could impede progress and suggests workable solutions. Quickly and effectively responds to customer questions and requests.</p> <p>Enhanced Additions at the Enhanced level: Takes initiative to learn about and engage with customers to better understand their needs and improve customer satisfaction. Anticipates and proactively resolves potential problems, thus avoiding gaps in customer expectations. Displays flexibility in responding to changing customer needs.</p>	
Band 4	
<p>Expected Maintains regular contact with customers to understand and anticipate their needs and provides timely and effective products and/or services to meet those needs; uses customer feedback to adapt and improve service offerings. Works with customers to set mutually acceptable expectations (e.g., timelines and deliverables). Keeps relevant stakeholders informed of problems that could impede progress and develops effective solutions to address them. Quickly and effectively responds to customer questions and requests.</p> <p>Enhanced Additions at the Enhanced level: Takes initiative to learn more about customers and their environment to better understand their current and future needs and uses this information to improve the overall level of customer satisfaction and service. Anticipates and implements effective solutions to prevent problems, thus avoiding gaps in customer expectations. Displays flexibility in responding to changing customer needs.</p>	

**CONTRIBUTING FACTORS (Technician/Support 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.
Complies with workplace safety and security requirements.

Band 1

Expected

Demonstrates a basic awareness of available resources and the process for acquiring resources needed to accomplish own work.
With guidance, requests basic resources needed to perform own work; uses resources in a 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 useful suggestions for increasing efficiency in the use of resources.

Band 2

Expected

Demonstrates knowledge of available resources and the process for acquiring them; identifies and requests resources necessary to accomplish own work activities or projects.
Ensures that use of resources is consistent with planned activities and safeguards against fraud, waste, and abuse.
Properly follows all workplace safety and security procedures and reinforces correct behaviors in others.

Enhanced

Additions at the Enhanced level:

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

Band 3

Expected

Demonstrates knowledge of available resources and the processes to acquire them; identifies and advocates for resources necessary to accomplish work unit activities or projects.
Uses resources in an efficient and effective manner that safeguards against fraud, waste, and abuse.
Promotes workplace safety and security by demonstrating correct behaviors and reinforcing proper procedures with others.

Enhanced

Additions at the Enhanced level:

Anticipates changes in workload requirements and advocates for resources well in advance of when they are needed.
Identifies alternative resources and actively assists others in using resources more efficiently.
Suggests flexible and innovative approaches to stretch limited resources.

Band 4

Expected

Demonstrates knowledge of available resources and the processes to acquire them; identifies and effectively advocates for the resources necessary to meet work unit objectives.
Actively contributes to resource planning efforts and competently defends resource requirements.
Ensures that resources are used effectively and efficiently and safeguards against fraud, waste, and abuse.
Promotes workplace safety and security by demonstrating correct behaviors and reinforcing proper procedures with others.

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 Technician/Support 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 2

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.

Bands 3 and 4

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.

Actively helps staff to identify their own developmental needs and provides challenging assignments to address those needs.