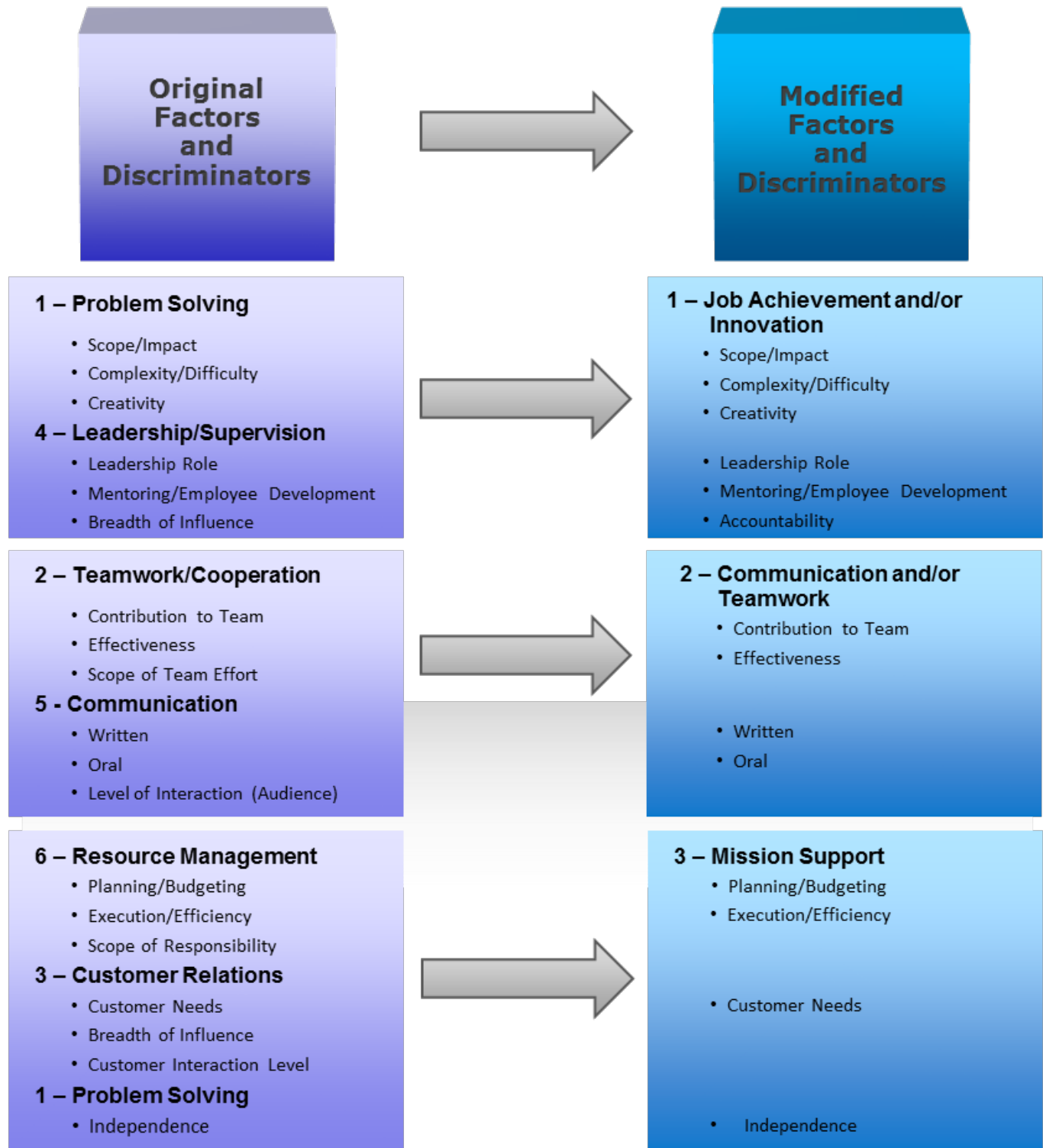


Users: *HR Professionals, Supervisors/Managers, and Employees*

The Details: This graphic depicts how the elements of the former six factors have been assimilated into the new three factors. A description of these changes follows this graphic.



What's changed?

The **Federal Register**, Vol. 82, No. 216, Thursday, November 9, 2017, Notices, p. 52115 and the DoD Civilian Acquisition Workforce Personnel Demonstration (AcqDemo) Project Operating Guide, Chapter 3, paragraph 3.5.7 and Chapter 6, paragraphs 6.8.3–6.8.6, implemented the reduction of the six factors to three. The new factors are Job Achievement and/or Innovation, Communication and/or Teamwork, and Mission Support.

Factor 1. Job Achievement and/or Innovation redefines the original Problem Solving and Leadership factors into a new unified construct. The Independence discriminator associated with the original Problem Solving factor has been expanded and incorporated into the new Factor 3. Mission Support.

Factor 2, Communication and/or Teamwork, is the least changed factor and combines the individual original factors of the same names into one. These two factors have always been interrelated and it makes perfect sense to combine them in this way.

The new Factor 3, Mission Support, blends the original Problem Solving factor's "Independence" discriminator with the original Factor 6, Resource Management and Factor 3, Customer Relations and expands the conceptual requirements to link contributions on the job to the mission of the organization. This sets the foundation for the organization to establish that critical line of sight from the employee's work to the overall performance of the organization in contribution planning activities and potential strategic staffing and compensation strategies.

Appendix B of the November 2017 AcqDemo Operating Procedures is attached for reference. The Appendix is a complete set of Factor Level Descriptors, Discriminators, and Expected Contribution Criteria. The complete AcqDemo Operating Guide is available at <http://acqdemo.hci.mil/library>.

Appendix B – Expected Contribution Criteria, Factor Descriptors, Discriminators, and Point Ranges

CAREER PATH: Business Management and Technical Management (NH)

FACTOR 1: Job Achievement and/or Innovation

FACTOR DESCRIPTION: This factor captures qualifications, critical thinking, calculated risks, problem solving, leadership, supervision, and personal accountability aspects appropriate for the positions classified to the broadband levels of the NH career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Produces desired results, in the needed timeframe, with the appropriate level of supervision through the use of appropriate knowledge, skills, abilities and understanding of the technical requirements of the job. Achieves, demonstrates and maintains the appropriate qualifications necessary to assume and execute key acquisition and/or support requirements. Demonstrates skilled critical thinking in identifying, analyzing and solving complex issues, as appropriate. Takes and displays personal accountability in leading, overseeing, guiding, and/or managing programs and projects within assigned areas of responsibility.</p>	<p>NH Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Proactively seeks opportunities to contribute to assigned tasks. • Seeks and takes advantage of development opportunities. Takes initiative to pursue completion of qualification requirements. • Effectively accepts feedback on assigned and accomplished work, and incorporates it to create a better end product. • Resolves routine problems within established guidelines. Seeks assistance as required. • Takes initiative in determining and implementing appropriate procedures. • Conducts activities on a collective task; assists supervisor, or other appropriate personnel, as needed. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
<p>Work is timely, efficient and of acceptable quality. Completed work meets project/program objectives. Leadership and/or supervision effectively promotes commitment to organization goals. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NH Level II (Score Range 22 – 66)</p> <ul style="list-style-type: none"> • Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems. • Identifies and pursues individual/team development opportunities. Achieves and maintains qualification and certification requirements. • Proactively guides, coordinates, and consults with others to accomplish projects, assuming ownership of personal processes and products. • Identifies, analyzes, and resolves complex/difficult problems. • Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes. • Plans and conducts functional technical activities for projects/programs. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
<p>For Supervisors (as appropriate): Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit System Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.</p>	<p>NH Level III (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance. • Pursues or creates certification, qualification, and/or developmental programs and opportunities for self and others. • Guides, motivates, and oversees the activities of individuals and teams with focus on project/ program issues. Assumes ownership of processes and products, as appropriate. • Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines. • Develops plans and techniques to fit new situations to improve overall program and policies. Establishes precedents in application of problem-solving techniques to enhance existing processes. • Defines, directs, or leads highly challenging projects/programs. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
	<p>NH Level IV (Score Range 79 – 100)</p> <ul style="list-style-type: none"> • Recognized as a technical/functional authority within and outside of the organization. • Fosters the development of others by providing guidance or sharing expertise. Directs assignments to encourage employee development and cross-functional growth to meet organizational needs. Pursues professional self-development. • Leads, defines, manages, and integrates efforts of several groups or teams. Assumes and assigns ownership of processes and products, as appropriate. • Assesses and provides strategic direction for resolution of mission-critical problems, policies, and procedures. • Works with senior management to establish new fundamental concepts and criteria and stimulate the development of new policies, methodologies, and techniques. Converts strategic goals into programs or policies. • Defines, establishes, and directs organizational focus on challenging and highly complex projects/programs. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact

Chapter 6, Contribution –Based Compensation and Appraisal System

	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--105, 110, or 115. Select only one score.)</p> <p>In addition to fully meeting the expected contribution criteria:</p> <p>Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan.</p> <p>Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization.</p> <p>Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year.</p>
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CAREER PATH: Business Management and Technical Management (NH)

FACTOR 2: Communication and/or Teamwork

FACTOR DESCRIPTION: This factor captures communication, both verbal and written; interactions with customers, coworkers, and groups; and assignments crossing functional boundaries appropriate for the positions classified to the broadband levels of the NH career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Effectively communicates, verbally and in writing, as needed to coordinate work and keep chain-of-command, coworkers and customers informed of work-related issues, developments and statuses. Actively seeks and promotes diverse ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements.</p> <p>Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at the appropriate level. Personal and organizational interactions exhibit and foster teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NH Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Clearly explains status/results of assigned tasks. • Provides timely data and written analyses for input to management/technical reports or contractual documents. • Contributes ideas in own area of expertise. Interacts cooperatively with others. • Routinely completes assignments, as required, in support of team goals. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NH Level II (Score Range 22 – 66)</p> <ul style="list-style-type: none"> • Presents informational briefings. • Writes, or is a major contributor to, management/technical reports or contractual documents. • Uses varied approaches to resolve or collaborate on projects/programs issues. Facilitates cooperative interactions with others. • Guides/supports others in executing team assignments. Proactively functions as an integral part of the team. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NH Level III (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Presents briefings to obtain consensus/approval. • Reviews and approves, or is a major contributor to/ lead author of, management reports or contractual documents for external distribution. Provides inputs to policies. • Introduces and/or implements innovative approaches to resolve unusual/difficult issues significantly impacting important policies or programs. Promotes and maintains environment of cooperation and teamwork. • Leads and guides others in formulating and executing team plans. Sought by team members to contribute to teaming effort. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NH Level IV (Score Range 79 – 100)</p> <ul style="list-style-type: none"> • Presents organizational briefings to convey strategic vision or organizational policies. • Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues. • Solves broad organizational issues. Implements strategic plans within and across organizational components. Ensures a cooperative teamwork environment. • Leads/guides workforce in achieving organizational goals. Participates on high-level teams. Is sought out for solutions and/or strategies. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--105, 110, or 115. Select one of these scores.) In addition to fully meeting the expected contribution criteria: Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan; Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization; and/or Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year.</p>	

CAREER PATH: Business Management and Technical Management (NH)

FACTOR 3: Mission Support

FACTOR DESCRIPTION: This factor captures understanding and execution of organizational goals and priorities; working with customers to develop a mutual understanding of their requirements; monitoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the positions classified to the broadband levels of the NH career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Possesses an operational understanding of organizational goals and priorities and fully complies with administrative policies, regulations and procedures when performing job operations. Works with customers to develop a mutual understanding of their requirements. Probes for detail, as appropriate, and pays attention to crucial details of needs or requests. Monitors and influences cost parameters of work, tasks and projects, ensuring an optimum balance between cost and value. Establishes priorities that reflect mission and organizational needs.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NH Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Performs assigned tasks within area of responsibility; identifies situations to supervisor or other appropriate personnel when existing guidelines do not apply. • Participates as a team member in meeting customer needs. • Productively plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NH Level II (Score Range 22 – 66)</p> <ul style="list-style-type: none"> • Identifies and resolves conventional problems which may require deviations from accepted policies or instructions. • Initiates meetings and interactions with customers to understand customer needs/expectations. • Optimizes resources to accomplish projects/programs within established schedules. • Effectively accomplishes projects'/programs' goals within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NH Level III (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment. • Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to programs/projects. • Identifies and optimizes resources to accomplish multiple projects'/programs' goals. • Effectively accomplishes multiple projects'/programs' goals within established guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NH Level IV (Score Range 79 – 100)</p> <ul style="list-style-type: none"> • Defines, integrates, and implements strategic direction for vital programs with long-term impact on large numbers of people. Initiates actions to resolve major organizational issues. Promulgates innovative solutions and methodologies. • Assess and promulgate, fiscal, and other factors affecting customer and program/project needs. Works with customer at management levels to resolve problems affecting programs/projects (e.g., problems that involve determining priorities and resolving conflicts among customers' requirements). • Formulates organizational strategies, tactics, and budget/action plan to acquire and allocate resources. • Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--105, 110, or 115. Select one of these scores.) In addition to fully meeting the expected contribution criteria: Contributed results substantially beyond what was expected in the face of extremely difficult obstacles; contributions were exemplary in quality, quantity, and/or impact to the stated expectations for the goals/objectives described in the contribution plan; Created novel and innovative business methods and processes that contributed substantially beyond expectations to accomplishment of current work and the mission of the organization; and/or Demonstrated the highest standards of professionalism establishing the model for others to follow. Accomplishments and outcomes were of such magnitude that they contributed to the extraordinary success of the organization in exceeding its mission goals and objectives for the year.</p>	

CAREER PATH: Technical Management Support (NJ)

FACTOR 1: Job Achievement and/or Innovation

FACTOR DESCRIPTION: This factor captures qualifications, critical thinking, calculated risks, problem solving, leadership, supervision, and personal accountability aspects appropriate for the positions classified to the broadband levels of the NJ career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Produces desired results, in the needed timeframe, with the appropriate level of supervision through the use of appropriate knowledge, skills, abilities and understanding of the technical requirements of the job. Achieves, demonstrates and maintains the appropriate qualifications necessary to assume and execute key acquisition and/or support requirements. Demonstrates skilled critical thinking in identifying, analyzing and solving complex issues, as appropriate. Takes and displays personal accountability in leading, overseeing, guiding, and/or managing programs and projects within assigned areas of responsibility.</p> <p>Work is timely, efficient and of acceptable quality. Completed work meets project/program objectives. Leadership and/or supervision effectively promotes commitment to organization goals. Flexibility, adaptability, and decisiveness are exercised appropriately.</p> <p>For Supervisors (as appropriate): Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit System Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.</p>	<p>NJ Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> Proactively seeks opportunities to contribute to assigned tasks. Asks for assistance as appropriate. Seeks and takes advantage of developmental opportunities. Takes initiative to pursue completion of qualification requirements. Effectively accepts feedback on assigned and accomplished work, and incorporates it to create a better end product. Resolves routine problems within established guidelines. Takes initiative in selecting and implementing appropriate procedures. Performs activities on a task; assists supervisor or other appropriate personnel. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact
	<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> Actively contributes as team member; takes initiative to accomplish assigned projects. Identifies and pursues individual/team developmental opportunities. Consults and coordinates with others to complete projects within established guidelines, assuming ownership of personal processes and products. Identifies and resolves non-routine technical problems utilizing established patterns or methods. Adapts existing plans and techniques to fit new situations. Plans and conducts technical activities for projects. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability / Complexity Difficulty Creativity Scope/Impact
	<p>NJ Level III (Score Range 43 – 66)</p> <ul style="list-style-type: none"> Actively contributes as team member or leader. Recognized for functional/technical expertise. Promotes developmental opportunities for self and team. Advises others to seek specific training. Guides, motivates, and oversees others in accomplishing projects/programs. Assumes ownership of processes and products, as appropriate. Develops, integrates, and implements solutions to complex problems on projects/programs. Develops plans and techniques to fit new situations. Plans and conducts challenging and difficult technical activities for projects/programs. 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact
	<p>NJ Level IV (Score Range 61 – 83)</p> <ul style="list-style-type: none"> Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert. Directs assignments to encourage employee development and cross-technical/functional growth to meet organizational needs. Pursues self-development. Guides, motivates, and oversees multiple complex projects/programs. Assumes and assigns ownership of processes and products, as appropriate. Develops, integrates/implements solutions to diverse, complex problems which may cross multiple projects/programs or functional/technical areas. Develops concepts and techniques to address new situations or challenges, and/or to address issues that cross technical/ functional areas. Identifies and resolves complex problems that may cross 	<ul style="list-style-type: none"> Leadership Role Mentoring/Employee Development Accountability Complexity/Difficulty Creativity Scope/Impact

VERY HIGH SCORE (Mid-level Descriptors)

(Three scores available—87, 91, or 95. Select only one score.)

- In addition to fully meeting the expected contribution criteria:
 - Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level IV accomplishments;
 - Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations;
 - Contributions to successful organizational performance are well beyond what is expected; and/or
 - Demonstrated the highest standards of professionalism establishing the model for others to follow.

CAREER PATH: Technical Management Support (NJ)

FACTOR 2: Communication and/or Teamwork

FACTOR DESCRIPTION: This factor captures communication, both verbal and written; interactions with customers, coworkers, and groups; and assignments crossing functional boundaries appropriate for the positions classified to the broadband levels of the NJ career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Effectively communicates, verbally and in writing, as needed to coordinate work and keep chain-of-command, coworkers and customers informed of work-related issues, developments and statuses. Actively seeks and promotes diverse ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements.</p> <p>Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at the appropriate level. Personal and organizational interactions exhibit and foster teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NJ Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Explains status/results of assigned tasks. • Provides data and accurate draft documentation of assigned tasks for input to reports or documents. • Contributes ideas in own area of expertise. Interacts cooperatively with others. • Regularly completes assignments in support of team goals. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> • Communicates individual and group/team results. • Writes segments of management/technical reports or documents. • Contributes ideas in own area of expertise. Facilitates cooperative interactions with others. • Supports others in executing team assignments. Proactively functions as an integral part of the team. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NJ Level III (Score Range 43 – 66)</p> <ul style="list-style-type: none"> • Presents projects/programs briefings. • Consolidates input and writes management/technical reports/documents for projects/programs. • Guides others to resolve or collaborate on complex projects/programs issues. Promotes cooperative interactions with others. • Integrates technical expertise and guides activities to support team accomplishment. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NJ Level IV (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Presents projects/programs briefings to obtain consensus/approval. Represents the organization as technical subject matter expert. • Prepares, reviews, and approves management/technical reports for internal and external distribution. • Applies innovative approaches to resolve unusual/difficult technical/management issues. Promotes and maintains environment for cooperation and teamwork. • Leads and guides others in formulating and executing team plans. Expertise is sought by others. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available—87, 91, or 95. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level IV accomplishments; ▪ Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; ▪ Contributions to successful organizational performance are well beyond what is expected; and/or ▪ Demonstrated the highest standards of professionalism establishing the model for others to follow. 	

CAREER PATH: Technical Management Support (NJ)

FACTOR 3: Mission Support

FACTOR DESCRIPTION: This factor captures understanding and execution of organizational goals and priorities; working with customers to develop a mutual understanding of their requirements; monitoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the positions classified to the broadband levels of the NJ career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Possesses an operational understanding of organizational goals and priorities and fully complies with administrative policies, regulations and procedures when performing job operations.</p> <p>Works with customers to develop a mutual understanding of their requirements. Probes for detail, as appropriate, and pays attention to crucial details of needs or requests. Monitors and influences cost parameters of work, tasks and projects, ensuring an optimum balance between cost and value. Establishes priorities that reflect mission and organizational needs.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NJ Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Works with others in solving problems with appropriate guidance. • Participates as a team member in meeting customer needs. • Plans individual time to accomplish tasks. • Effectively accomplishes assigned tasks with appropriate guidance. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NJ Level II (Score Range 22 – 51)</p> <ul style="list-style-type: none"> • Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance. • Interacts with customers to respond to customer needs/expectations. • Plans resources to achieve task schedules. • Accomplishes assigned tasks. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NJ Level III (Score Range 43 – 66)</p> <ul style="list-style-type: none"> • Identifies problems; develops solutions and action plans with minimal guidance. • Initiates meetings and interactions with customers to understand customer needs/expectations. • Optimizes resources to accomplish projects within established milestones. • Effectively accomplishes projects/programs within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NJ Level IV (Score Range 61 – 83)</p> <ul style="list-style-type: none"> • Resolves and coordinates technical problems involving multiple projects/programs. • Establishes customer alliances; anticipates and fulfills customer needs and translates customer needs to projects/programs. Organizes and leads customer interactions. • Identifies and optimizes resources to accomplish multiple projects/programs goals. • Effectively accomplishes multiple projects'/programs' goals within established thresholds. Develops innovative approaches to attain goals and minimize resource expenditures. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--87, 91, or 95. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level IV accomplishments; ▪ Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; ▪ Contributions to successful organizational performance are well beyond what is expected; and/or ▪ Demonstrated the highest standards of professionalism establishing the model for others to follow. 	

CAREER PATH: Administrative Support (NK)

FACTOR 1: Job Achievement and/or Innovation

FACTOR DESCRIPTION: This factor captures qualifications, critical thinking, calculated risks, problem solving, leadership, supervision, and personal accountability aspects appropriate for the positions classified to the broadband levels of the NK career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Produces desired results, in the needed timeframe, with the appropriate level of supervision through the use of appropriate knowledge, skills, abilities and understanding of the technical requirements of the job. Achieves, demonstrates and maintains the appropriate qualifications necessary to assume and execute key acquisition and/or support requirements. Demonstrates skilled critical thinking in identifying, analyzing and solving complex issues, as appropriate. Takes and displays personal accountability in leading, overseeing, guiding, and/or managing programs and projects within assigned areas of responsibility.</p> <p>Work is timely, efficient and of acceptable quality. Completed work meets project/program objectives. Leadership and/or supervision effectively promotes commitment to organization goals. Flexibility, adaptability, and decisiveness are exercised appropriately.</p> <p>For Supervisors (as appropriate): Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit System Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.</p>	<p>NK Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Proactively seeks opportunities to contribute to assigned tasks. Asks for assistance as appropriate. • Seeks and takes advantage of developmental opportunities. Takes initiative to pursue completion of qualification requirements. • Effectively accepts feedback on assigned and accomplished work, and incorporates it to create a better end product. • Applies standard rules, procedures, or operations to resolve routine problems. • Takes initiative in selecting and implementing appropriate procedures. • Conducts activities on a segment of a task. Assists supervisor or 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
	<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Actively contributes as team member; takes initiative to accomplish assigned projects. • Identifies and pursues individual/team developmental opportunities. • Guides others in accomplishing projects, assuming ownership of personal processes and products. • Develops, modifies, and/or applies rules, procedures, or operations to resolve problems of moderate complexity/difficulty. • Identifies and adapts guidance for new or unusual situations. • Plans and conducts administrative activities for projects. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
	<p>NK Level III (Score Range 38 – 61)</p> <ul style="list-style-type: none"> • Provides guidance to individuals/teams; resolves conflicts. Expertise solicited by others. • Promotes individual/team development; leads development of training programs for self and others. • Guides and accounts for results or activities of individuals, teams, or projects. Assumes ownership of processes and products, as appropriate. • Develops rules, procedures, or operations for complex/difficult organizational tasks. • Identifies issues requiring new procedures and develops appropriate guidelines. • Plans and conducts complex administrative activities. 	<ul style="list-style-type: none"> • Leadership Role • Mentoring/Employee Development • Accountability • Complexity/Difficulty • Creativity • Scope/Impact
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available—64, 67, or 70. Select only one score.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level III accomplishments; ▪ Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; ▪ Contributions to successful organizational performance are well beyond what is expected; and/or ▪ Demonstrated the highest standards of professionalism establishing the model for others to follow. 	

CAREER PATH: Administrative Support (NK)

FACTOR 2: Communication and/or Teamwork

FACTOR DESCRIPTION: This factor captures communication, both verbal and written; interactions with customers, coworkers, and groups; and assignments crossing functional boundaries appropriate for the positions classified to the broadband levels of the NK career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Effectively communicates, verbally and in writing, as needed to coordinate work and keep chain-of-command, coworkers and customers informed of work-related issues, developments and statuses. Actively seeks and promotes diverse ideas and inputs. Works well with and in groups, and with others to accomplish mission requirements.</p> <p>Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at the appropriate level. Personal and organizational interactions exhibit and foster teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NK Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Explains status/results of assigned tasks. • Writes timely and accurate draft documentation. • Contributes ideas on routine procedures. Interacts cooperatively with others. • Regularly completes tasks in support of team goals. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Communicates/presents internal administrative/functional procedures and tasks internally and externally. • Prepares, coordinates, and consolidates documents, reports, or briefings. • Resolves administrative problems; facilitates cooperative interactions with others. • Guides others and coordinates activities in support of team goals. Proactively functions as an integral part of the team. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>NK Level III (Score Range 38 – 61)</p> <ul style="list-style-type: none"> • Explains and/or communicates administrative/functional procedures at all levels. • Prepares, reviews, and/or approves documents, reports, or briefings. • Promotes and maintains environment for cooperation/teamwork. Sets tone for internal/external cooperation. • Leads and guides others in formulating and executing plans in support of team goals. 	<ul style="list-style-type: none"> • Oral • Written • Contribution to Team • Effectiveness
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available—64, 67, or 70. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness and impact to the expectations described in the Contribution Plan for Level III accomplishments; ▪ Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; ▪ Contributions to successful organizational performance are well beyond what is expected; and/or ▪ Demonstrated the highest standards of professionalism establishing the model for others to follow. 	

CAREER PATH: Administrative Support (NK)

FACTOR 3: Mission Support

FACTOR DESCRIPTION: This factor captures understanding and execution of organizational goals and priorities; working with customers to develop a mutual understanding of their requirements; monitoring and influencing cost parameters or work, tasks, and projects; and establishing priorities that reflect mission and organizational goals appropriate for the positions classified to the broadband levels of the NK career path.

Expected Contribution Criteria	Classification Level and Appraisal Descriptors	Discriminators
<p>Possesses an operational understanding of organizational goals and priorities and fully complies with administrative policies, regulations and procedures when performing job operations. Works with customers to develop a mutual understanding of their requirements. Probes for detail, as appropriate, and pays attention to crucial details of needs or requests. Monitors and influences cost parameters of work, tasks and projects, ensuring an optimum balance between cost and value. Establishes priorities that reflect mission and organizational needs.</p> <p>Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.</p>	<p>NK Level I (Score Range 0 – 29)</p> <ul style="list-style-type: none"> • Carries out routine tasks. • Meets routine customer needs. • Plans individual time and assigned resources to accomplish tasks. • Effectively accomplishes assigned tasks. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NK Level II (Score Range 22 – 46)</p> <ul style="list-style-type: none"> • Plans and executes assignments; resolves problems and handles deviations. • Independently interacts with customers to understand customer needs/expectations. • Plans resources to achieve project schedules. • Effectively accomplishes projects within established resource guidelines. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>NK Level III (Score Range 38 – 61)</p> <ul style="list-style-type: none"> • Identifies issues and determines approaches and methods to accomplish tasks. Initiates effective actions and resolves related conflicts. • Establishes customer alliances and translates needs to customer service. • Coordinates resources across projects. • Optimizes resource utilization across projects. 	<ul style="list-style-type: none"> • Independence • Customer Needs • Planning/Budgeting • Execution/Efficiency
	<p>VERY HIGH SCORE (Mid-level Descriptors) (Three scores available--64, 67, or 70. Select one of these scores.)</p> <ul style="list-style-type: none"> • In addition to fully meeting the expected contribution criteria: <ul style="list-style-type: none"> ▪ Achieved outcomes and results that are far superior in quality, quantity, timeliness, and impact to the expectations described in the Contribution Plan for Level III accomplishments; ▪ Persisted in overcoming obstacles and putting forth extra effort to accomplish difficult assignments with contributed results significantly beyond expectations; ▪ Contributions to successful organizational performance are well beyond what is expected; and/or ▪ Demonstrated the highest standards of professionalism establishing the model for others to follow. 	