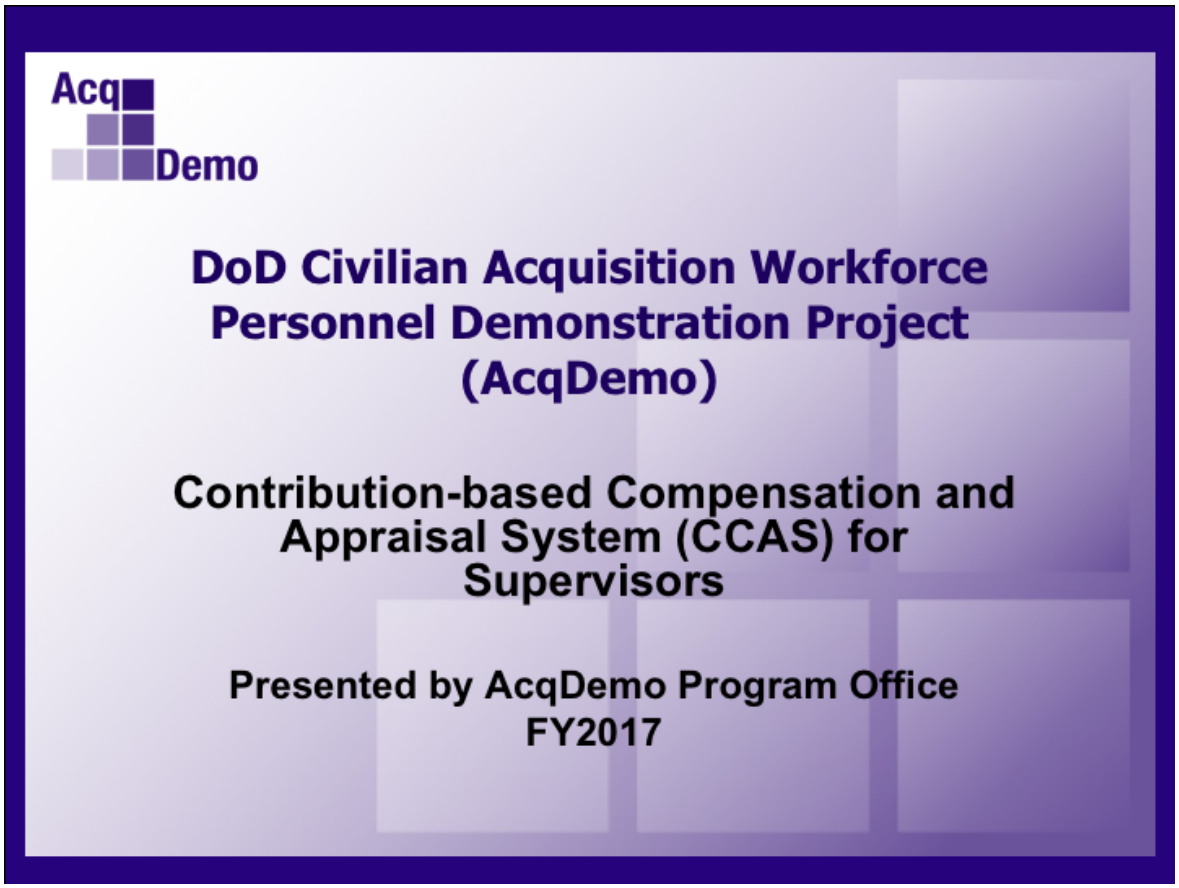
CCAS for Supervisors

DoD Civilian Acquisition Workforce Personnel Demonstration Project



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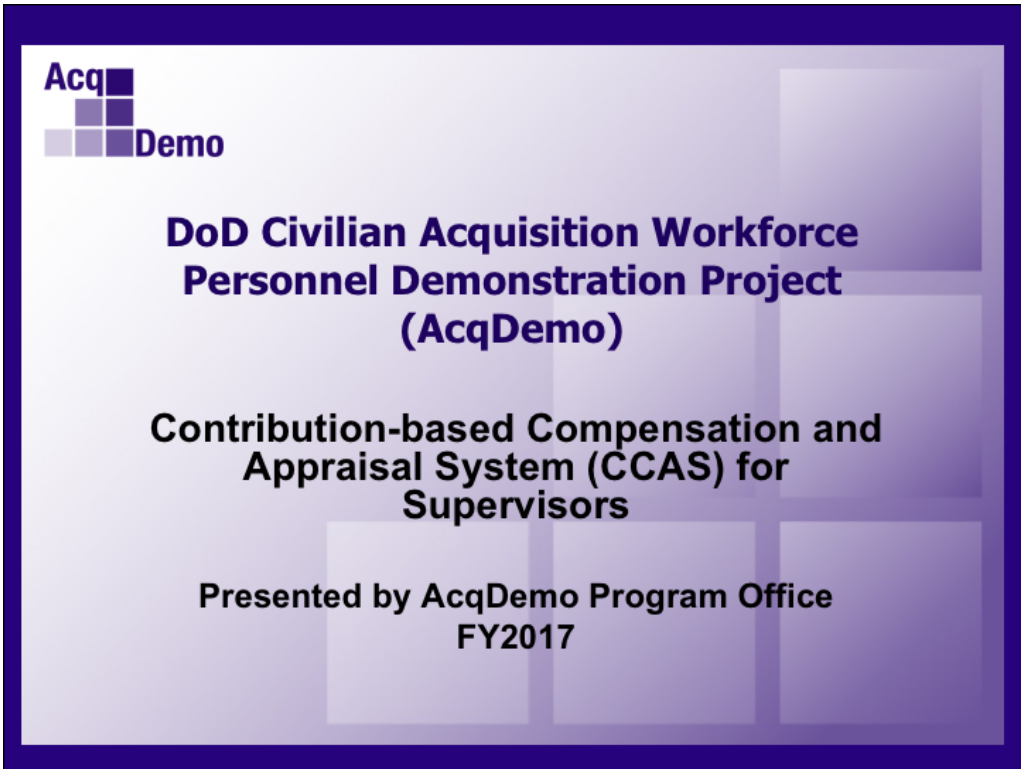


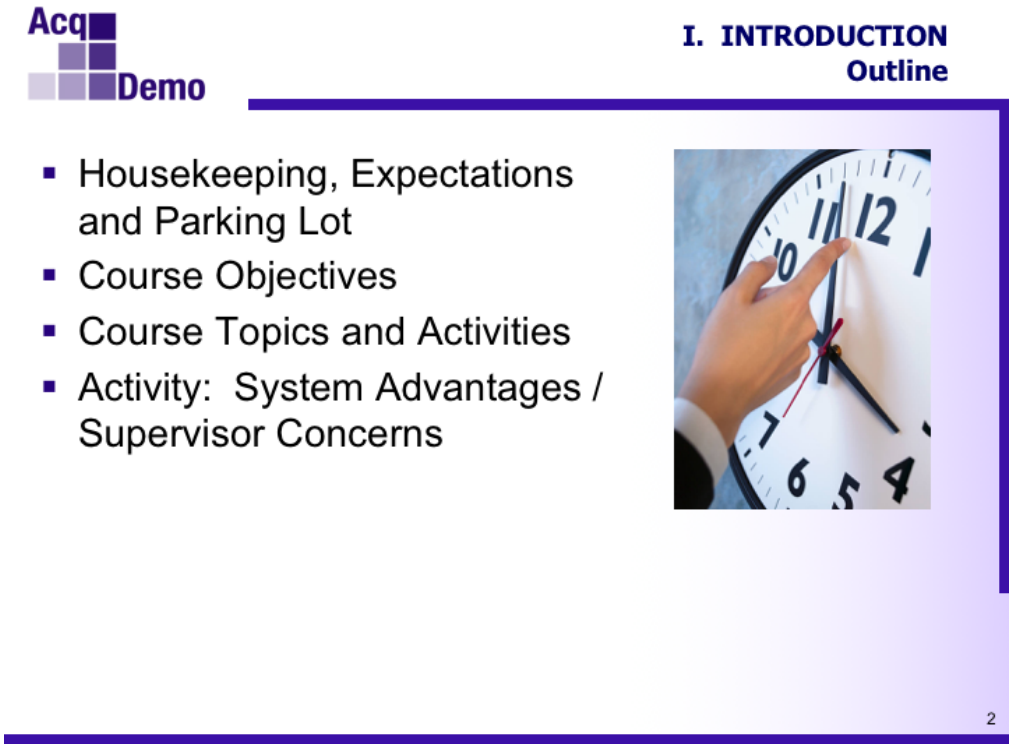
Welcome to the Contribution-based Compensation and Appraisal System (CCAS) for Supervisors one-day class.

The purpose of the Department of Defense Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) is to demonstrate that the effectiveness of DoD acquisition can be enhanced by allowing greater managerial control over personnel processes and functions and, at the same time, expand the opportunities available to employees through a more responsive and flexible personnel system.

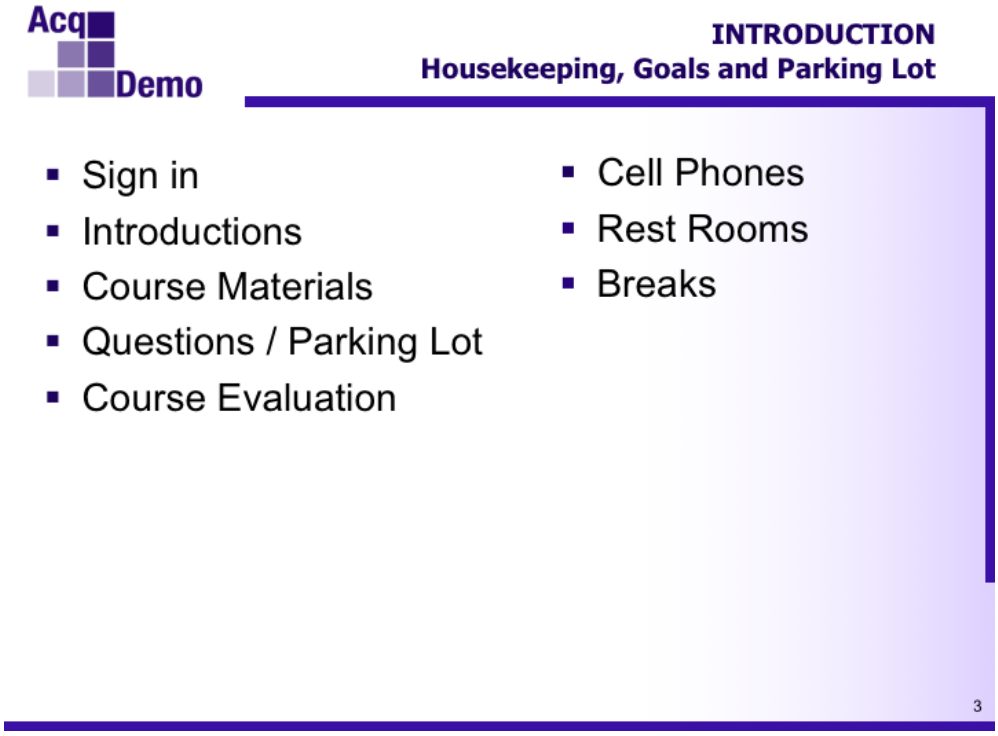
The performance management element of AcqDemo, which is CCAS, is designed to recognize and reward employees for their contributions made throughout each appraisal cycle.

This training session is designed for supervisors to get an in-depth understanding of the theories and mechanics of assessing employee contributions in the Demonstration Project.

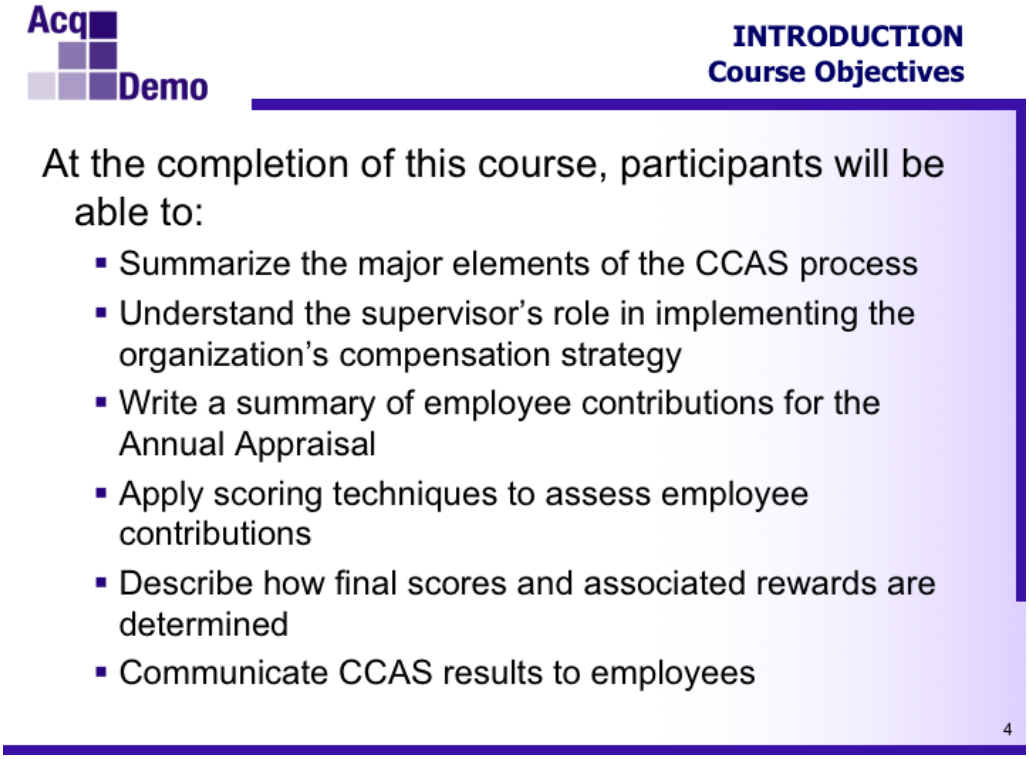
Chapter 1: Introduction



This chapter introduces the (1) Housekeeping, Expectations and Parking Lot (for questions that require follow-up), (2) Course Objectives, (3) Course Topics and Activities, and (4) an activity to understand the advantages of a broadbanding system, as well as the main concerns and roadblocks for effectively supervising employees in AcqDemo.

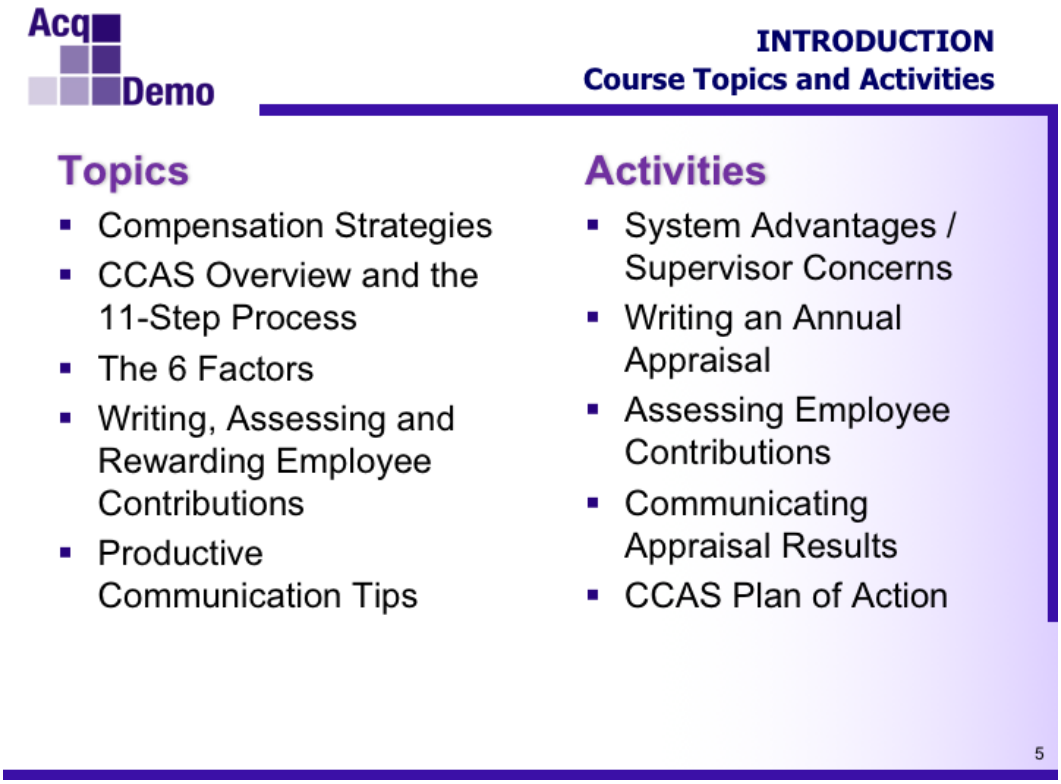


Course Objectives



The objectives of this course are all related to providing supervisors with the knowledge and tools to understand their roles and effectively manage employees within AcqDemo. The slide above shows the specific goals of this one-day class.

Course Topics and Activities

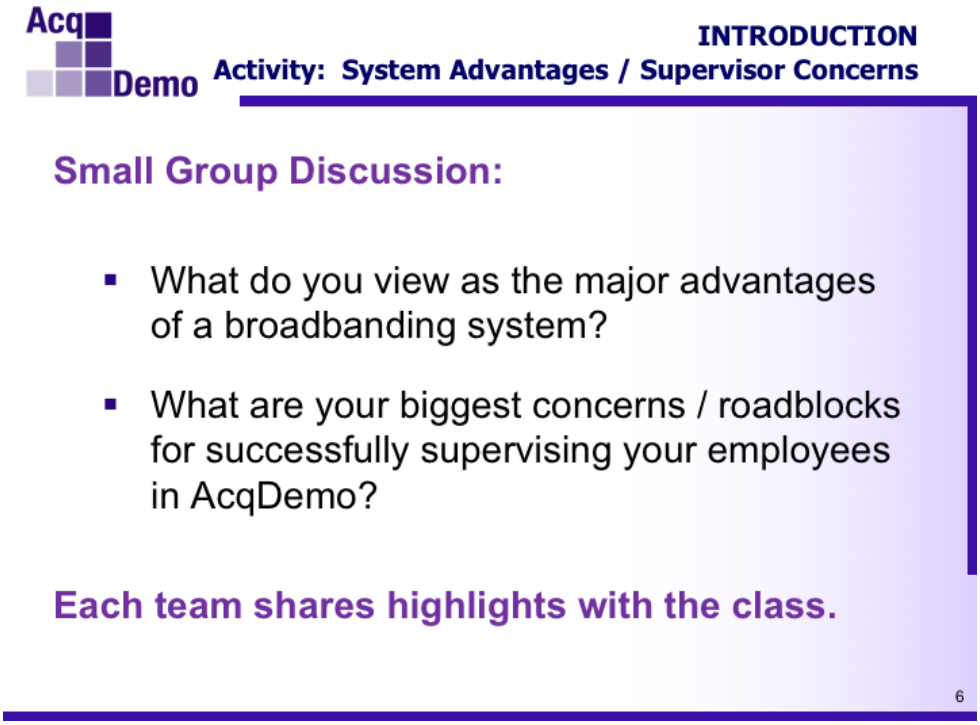


This is an interactive class. The slide above shows a list of the most important topics presented in this course, as well as the activities included in the class.

This course contains the following chapters:

- **Introduction** - a review of the course objectives, topics and activities
- **Compensation Strategies** – a brief explanation of the theories behind a compensation strategy, as well as a discussion on your organization's strategy
- **CCAS Overview** – a review of the CCAS cycle, and an introduction to the 11-steps in the pay pool process
- **Factors and Descriptors** – a look at the 6 factors, their corresponding descriptors and discriminators, as well as the rationale of how they were created
- **Writing an Annual Appraisal** – tips on how to write an effective Annual Appraisal, along with a suggested model for writing one
- **Assessing Employee Contributions** – the steps taken to assess an employee's contributions and an activity aimed at creating a shared understanding of scoring in AcqDemo
- **Rewarding Employee Contributions** – an explanation of how the pay pool determines the distribution of pay pool funds
- **Feedback on Contributions and Expectations** – productive communication tips and an activity to practice providing meaningful feedback during the End-of-Cycle discussion
- **CAS2Net** – instructions for electronically capturing CCAS-related data using CAS2Net
- **The Way Forward** – a look at what steps come next in the appraisal cycle

Activity: System Advantages / Supervisor Concerns



Break into small groups of approximately 5 people and discuss the questions posed above. Elect one member of your group to capture the main comments/ideas of the group. You have 10 minutes to capture your results. Finally, present your highlights with the rest of the class.

1. What do you view as the major advantages of a broadbanding system?

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2. What are your biggest concerns / roadblocks to successfully supervising your employees in AcqDemo?

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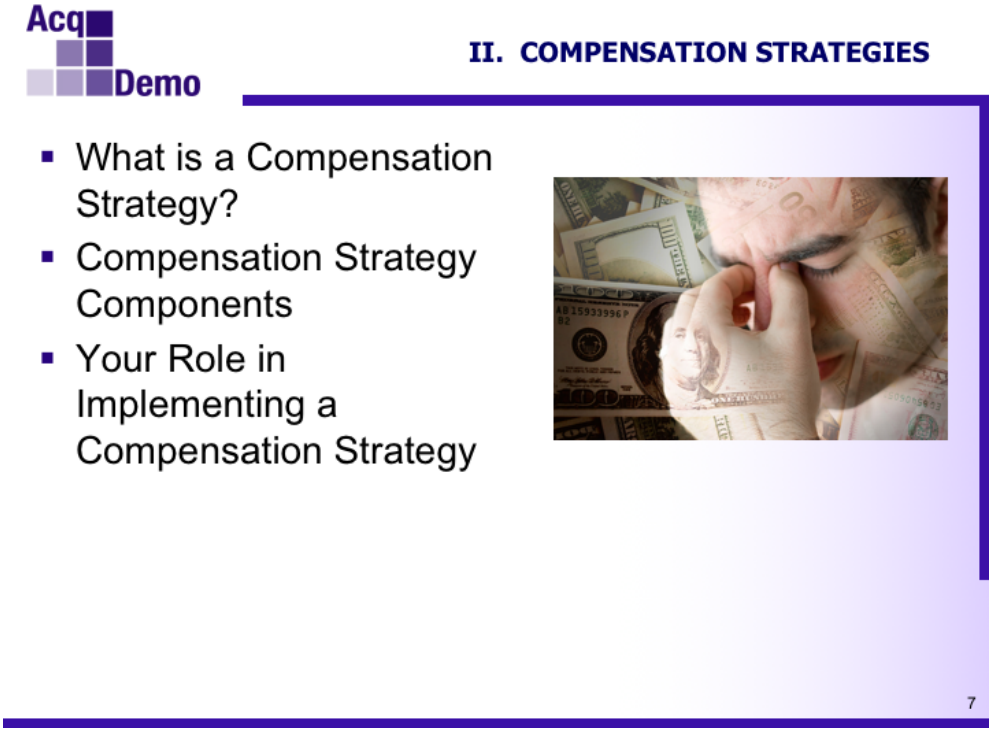
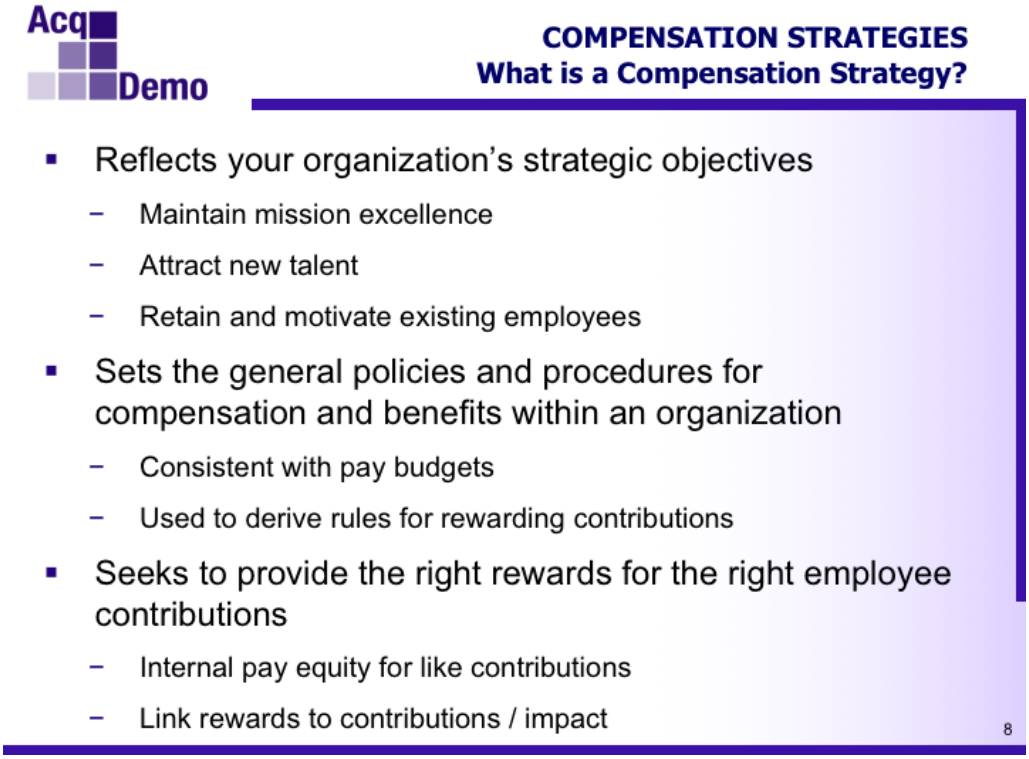
Chapter 2: Compensation Strategies



This chapter provides a look into the theory behind compensation strategies. We will also discuss your organization's specific compensation strategy, if available, and the role you play in implementing that strategy.

We start here with compensation strategies, even though you may or may not be involved in actually setting this strategy or corresponding policies, as it is the foundation of any broadbanding system. It should help to produce consistent, equitable pay related decisions, from the on-set of pay setting and throughout the pay progression stages.

What is a Compensation Strategy?



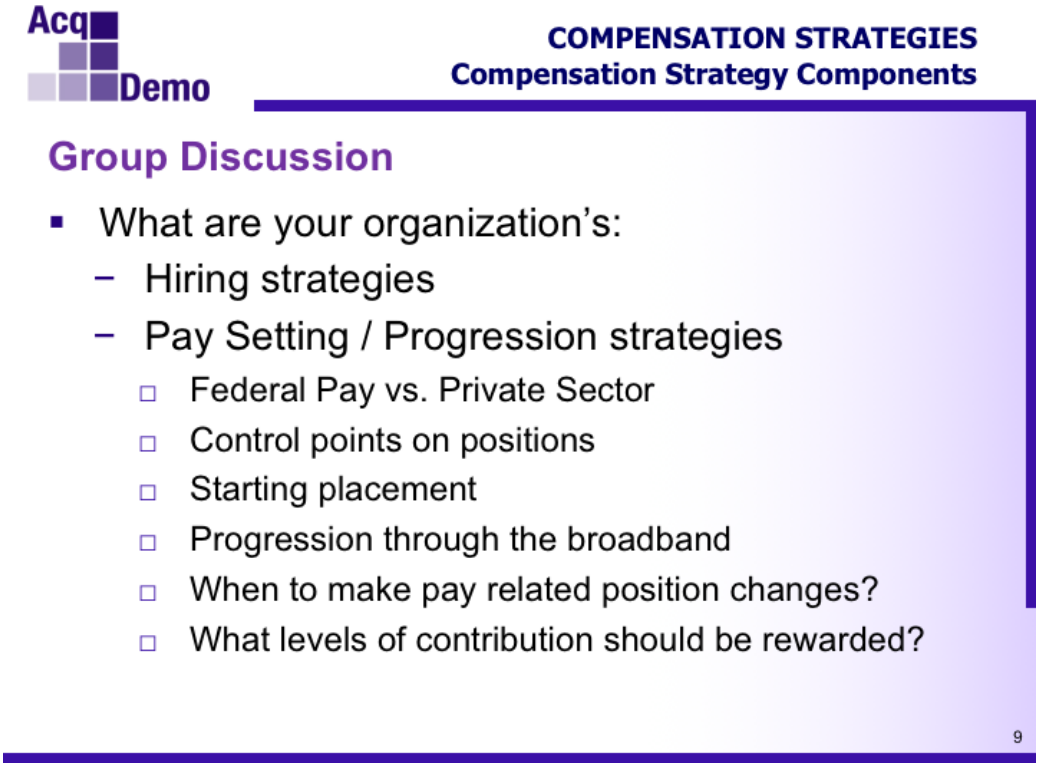
The **Compensation Strategy** is one of the most important strategies in an organization since it influences the costs of the organization and can significantly impact mission achievement. Poor decisions can lead to serious budgetary issues for the organization.

The main objective of a compensation strategy is to give the right rewards for the right employee contributions. Achievement of the desired contributions is, of course, important in order to enhance your organization's effectiveness. Compensation is a key motivator when it rewards achievement of desired organizational results. The compensation strategy must also support fulfillment of the organization's budgetary constraints.

The compensation strategy not only sets the general rules for compensation within the organization, it is also a significant component in determining organizational goals. An organization could, for example, wish to set pay at the lowest possible levels. However, the organization has to respect the reality of the job market and, by doing so, may need to rethink its compensation strategy in order to most effectively and efficiently reach organizational goals.

The compensation strategy can also help to reinforce the organizational culture that you desire. There is an enabling organizational culture under which pay is linked to performance and contribution. For example, the role of bonuses can be primarily in rewarding actual contributions or the retention of the employees. Either way the organization decides, supervisors and pay pools must enforce the decisions.

Compensation Strategy Components



What are your organization's compensation strategies?

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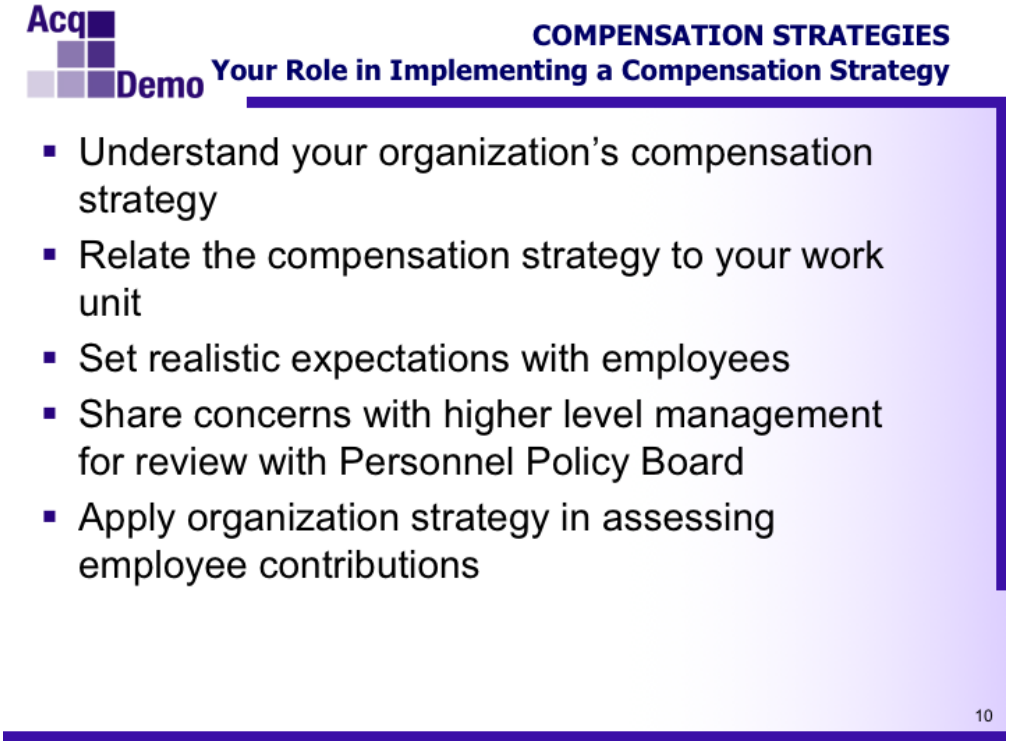
Your Role in Implementing a Compensation Strategy



The Federal Government, along with many private sector companies, modified their compensation plans during the recent economic recession in an effort to reduce costs. For example, the General Pay Increase was frozen for two years.

It is said "that money is a powerful source of motivation." But it is also said that a pay increase can only motivate until the next pay increase is due.

What are the main components identified in your organization's compensation strategy that will help you maintain a positive broadbanding culture in an extremely constrained budgetary environment?

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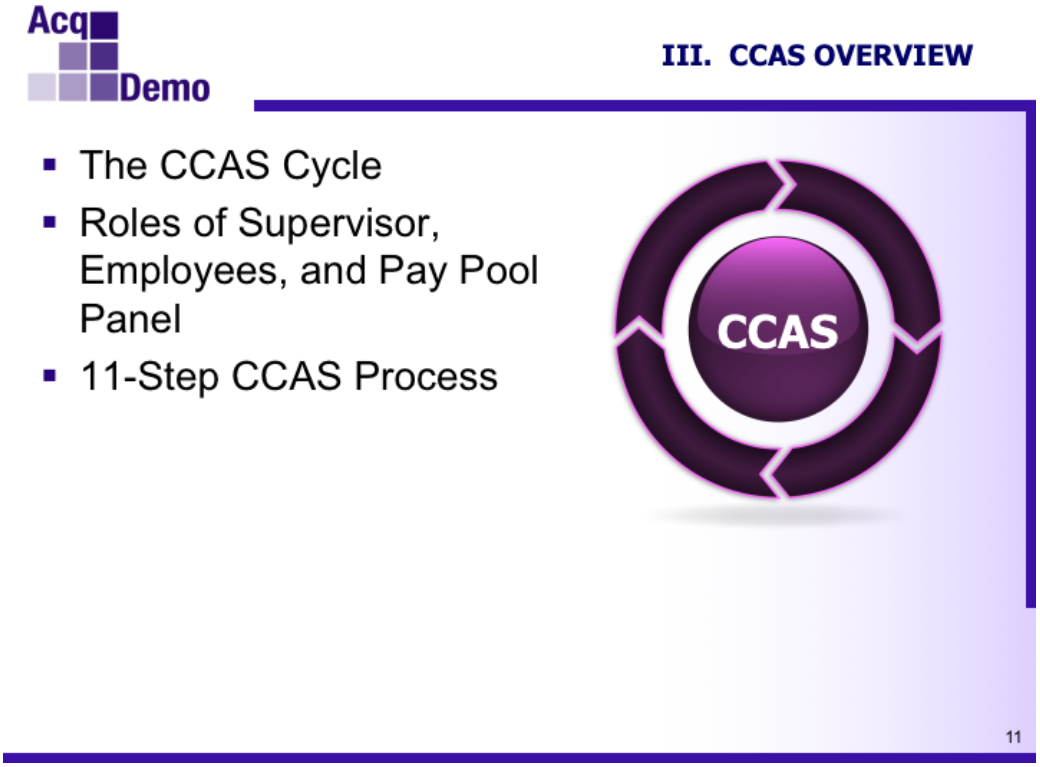
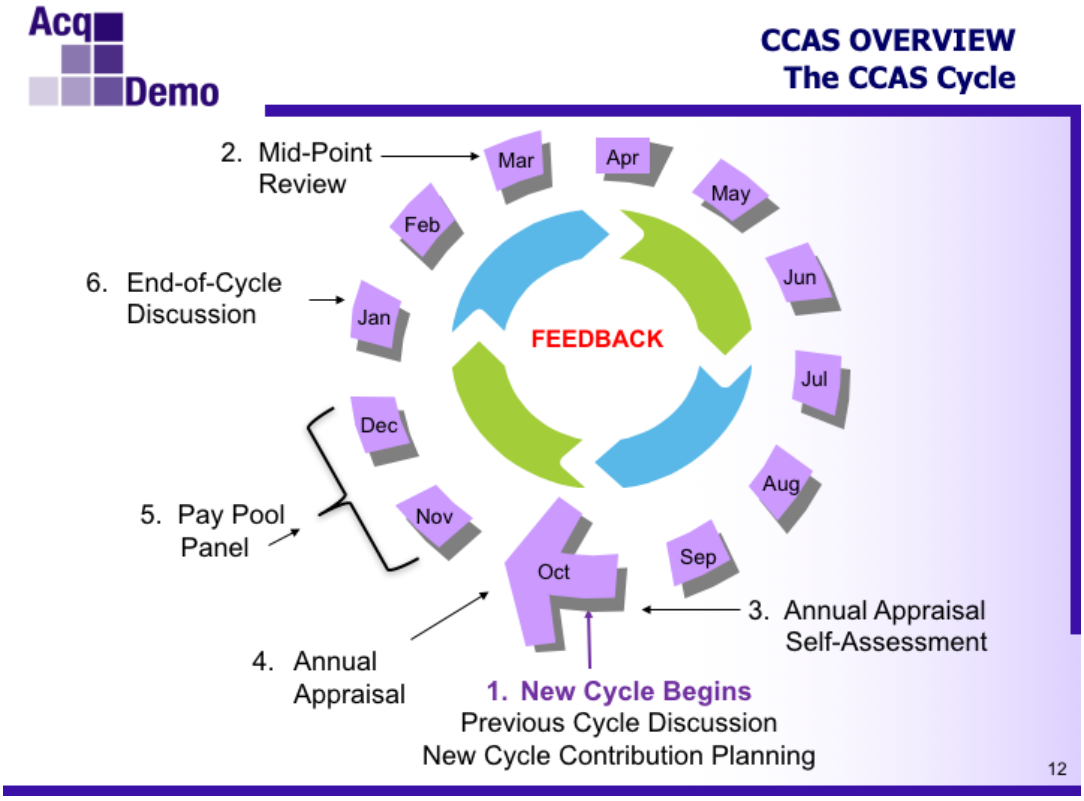
Chapter 3: CCAS Overview



In Chapter 3, we will review some of the CCAS structural information presented during the AcqDemo Employee Orientation Briefing. We will also preview the 11-Step CCAS process and the roles supervisors play in this process that will be discussed in detail in the following chapters.

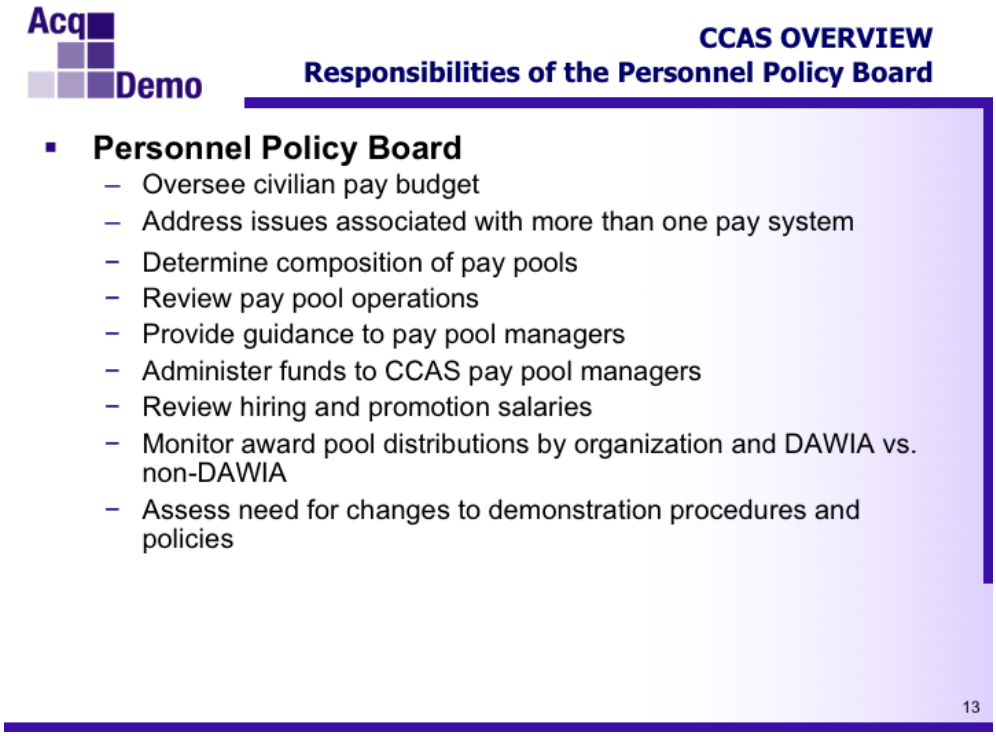
The CCAS Cycle



As long as an employee is under AcqDemo for at least 90 consecutive calendar days and in AcqDemo on 30 September, they will receive an appraisal and be eligible to be considered for pay pool awards. To receive the pay pool payout, the employee must be in AcqDemo on the effective date of the payout (i.e., first full pay period in January).

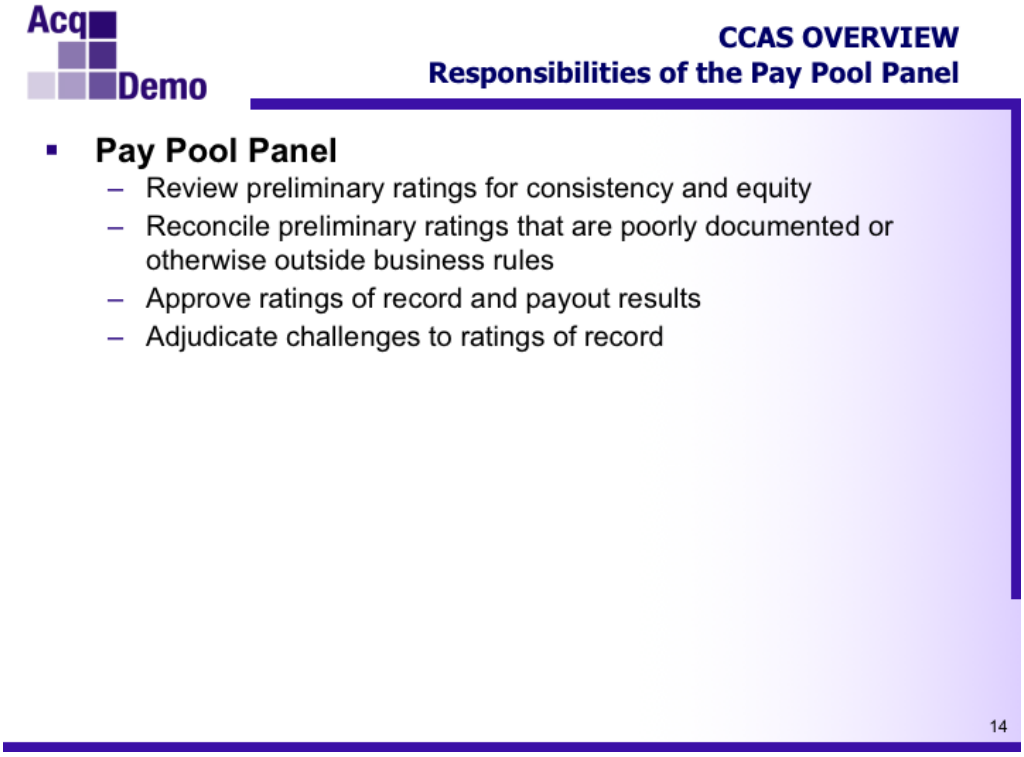
The CCAS appraisal period begins on 1 October and ends on 30 September of the following year. The full CCAS cycle includes this appraisal period plus the three months immediately following the appraisal period for the pay pool panel process.

Responsibilities of the Personnel Policy Board



Each participating DoD activity is required to establish a **Personnel Policy Board (PPB)** for the demonstration project, or modify the charter of an existing group. This Board will consist of the senior civilian in each major office and directorate within the activity and be chaired by the Commander/Director. The PPB's areas of responsibility are listed above.

Responsibilities of the Pay Pool Panel



The **Pay Pool Panel / Sub Pay Pool Panel (when applicable)**, which includes the pay pool manager and supervisors who normally report directly to the pay pool manager, approves the final employee overall contribution scores and determines the distribution of the pool funds.

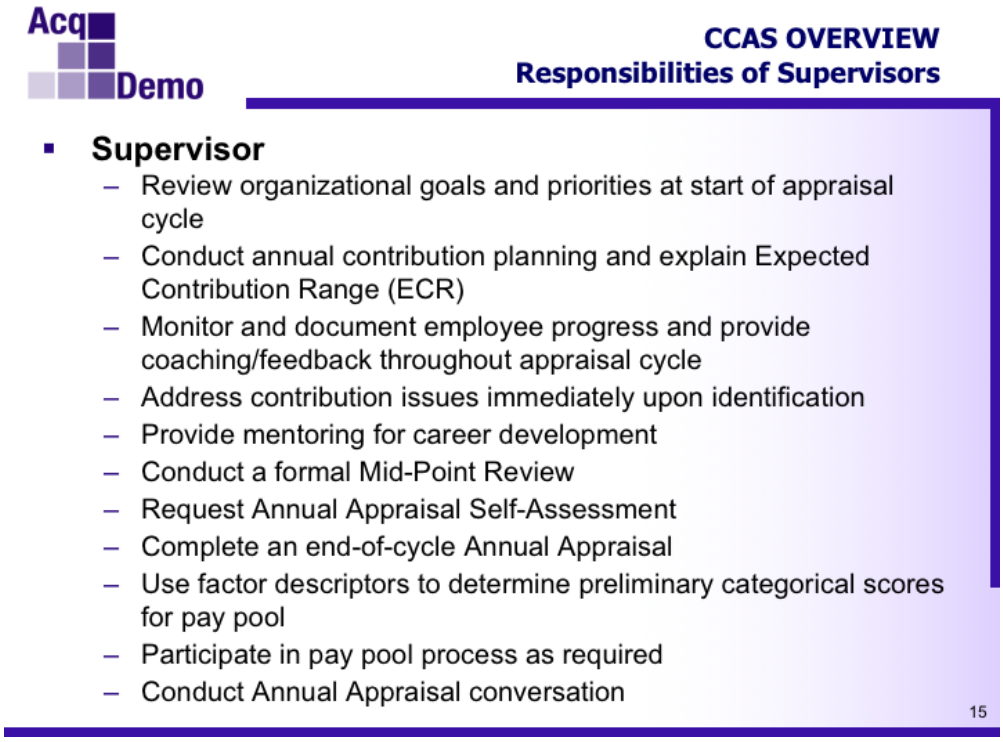
The **Pay Pool / Sub Pay Pool Manager** is the individual within the organization who is responsible for managing the CCAS process. As such, the pay pool manager has annual pay adjustment authority. Determinations made by the pay pool manager may be subject to higher management review.

The pay pool process provides an opportunity to evaluate how the contributions of each individual in the pay pool have led to the accomplishment of the overall goals/objectives of the organization in support of the mission. The use of pay pool panels ensures that individual supervisors' preliminary scores are reviewed by their peers (i.e., by other supervisors in the same pay pool) and by the supervisor of all raters in that pool.

In addition, employee contributions are rank-ordered by the entire pay pool panel. The intent here is not so much to require ranking per se, as to ensure that inflation or deflation by any supervisor will be identified and corrected via the normal operation of the panel process.

A pay pool panel member shall not recommend or set his/her own rating or pay. The pay pool manager shall not recommend or set his/her own rating or pay.

Responsibilities of Supervisors



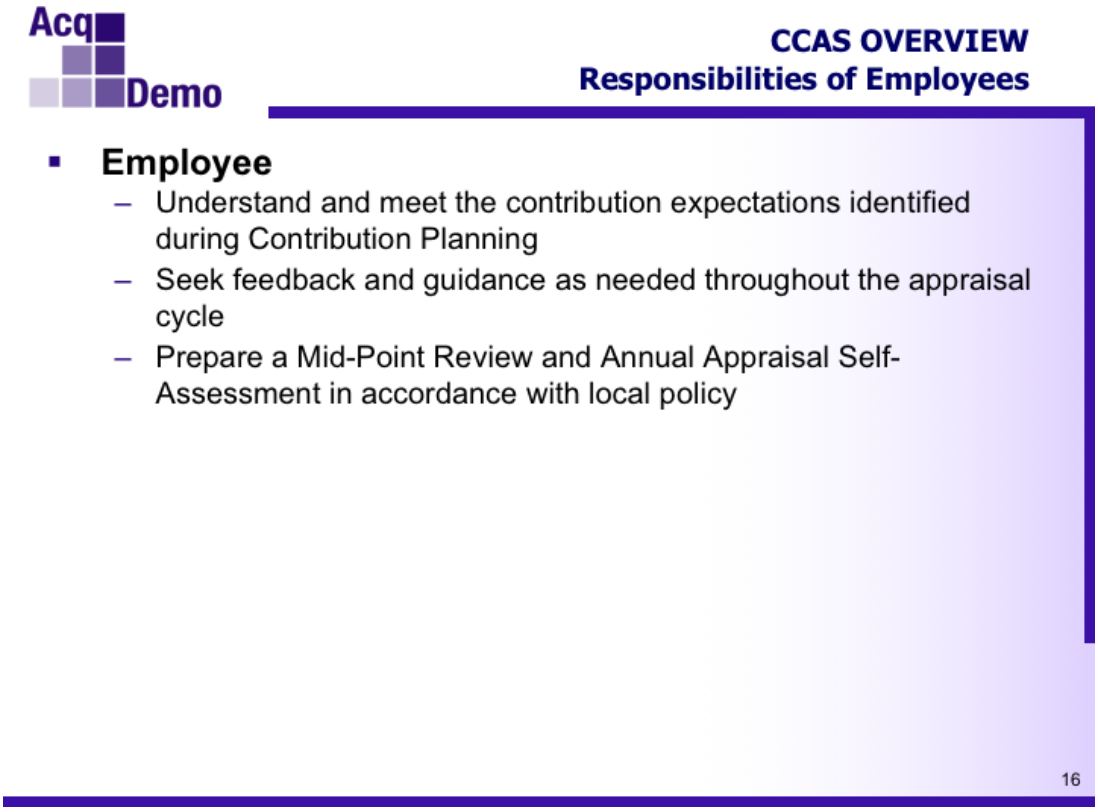
At the beginning of the appraisal period, or shortly after a new employee or supervisor reports for duty, the supervisor discusses with the employee their expected contributions for the appraisal period. This includes discussion of career path, broadband level, factors, and weights (if applicable). The supervisor is encouraged to review with each employee the Expected Contribution Range (ECR) corresponding to current base pay.

During the appraisal cycle, informal and frequent communication between supervisor and employee is essential. This must include discussion of any inadequate contribution in one or more of the factors. Approximately midway through each appraisal cycle, the supervisor will meet with the employee to discuss their progress under CCAS and make a notation of this in the Mid-Point Review discussion.

At the conclusion of the appraisal period, the supervisor requests that employees provide input describing their own contributions throughout the year for each factor. However, depending on local policy an employee *may* elect not to provide such information. The supervisor considers inputs from the employee, personal observations, and other sources as appropriate, to assess the level of employee's contribution for each factor. The supervisor then determines the preliminary categorical score for each factor and submits them to the pay pool for further deliberation.

After the pay pool manager has approved the results, the supervisor communicates the final Overall Contribution Score (OCS), factor scores and pay adjustments, if applicable, to each employee. Potential opportunities for increasing contribution for the upcoming appraisal period are also discussed. The supervisor and employee sign the original of the Part I CCAS Appraisal Form. The employee receives the original form, while a copy is kept by the supervisor.

Responsibilities of Employees



The employee is responsible for meeting all assignments identified during contribution planning with their supervisor. If an employee feels there are any roadblocks that could potentially impact their success, it is their responsibility to bring the issue(s) to the attention of their immediate supervisor.

An employee may complete a Mid-Point Review Self-Assessment and an Annual Appraisal Self-Assessment, in accordance with local policy.

11-Step CCAS Process

CCAS OVERVIEW
11-Step CCAS Process

Eleven Steps

- **Step 1** – Employee (optionally) completes Annual Appraisal Self-Assessment at the end of the rating period in accordance with local policy.
- **Step 2** – Supervisor assesses employee contributions against six factors and assigns preliminary categorical scores.
- **Step 3** – First Pay Pool / Sub Pay Pool meeting - review for equity, consistency, and grouping; adjustments are made, as necessary. Pay pool manager resolves problems.
- **Step 4** – Pay Pool / Sub Pay Pool Panel converts matrix placement into numerical contribution scores.
- **Step 5** – Second meeting of Pay Pool / Sub Pay Pool Panel - identifies inconsistencies, makes adjustments, as appropriate.
- **Step 6** – Pay Pool / Sub Pay Pool Manager approves results, which become employee's rating of record.

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CCAS OVERVIEW
11-Step CCAS Process Con't.

Eleven Steps Con't.

- **Step 7** – Plotted Pay vs. OCS data compares employee contribution to compensation, placing each employee in compensation region A, B or C.
- **Step 8** – Pay Pool / Sub Pay Pool Manager and panel implement payout plan, using software tool to determine potential pay adjustment and contribution award for each employee.
- **Step 9** – Pay Pool / Sub Pay Pool Panel reviews for consistency and fairness. Where no consensus can be reached, Pay Pool Manager makes final decision.
- **Step 10** – Pay Pool Manager officially approves payout. Scores and pay adjustments are recorded on CCAS Appraisal Form Part I.
- **Step 11** – Supervisor communicates results to each employee. Supervisor and employee sign CCAS Appraisal Form. Pay adjustments are effective first pay period in January.

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In accordance with the AcqDemo Operating Procedures, the following describes the steps of the contribution appraisal process:

STEP 1. At the conclusion of the appraisal period, the supervisor requests that employees provide input describing their own contributions made throughout the year for each factor. However, depending on local policy an employee may elect not to provide such information.

STEP 2. The supervisor considers inputs from the employee, personal observations, and may consider other sources as appropriate, to assess the level of the employee's contribution for each factor. The supervisor assigns a preliminary categorical rating for each factor for each employee. *NOTE: Categorical (and later numerical) scores should not be discussed with employees until final scores are officially approved by the pay pool manager.*

STEP 3. The Pay Pool Panel (Pay Pool Manager and the supervisors in the pay pool who report directly to him/her) meet for the first time to determine and document appraisal decisions using the CCAS spreadsheet. *NOTE:* The Pay Pool may be broken down into Sub Pay Pool Panels. If so, the Sub Pay Pools will meet first, agreement on categorical score placements are reached and the results are forwarded to the pay pool.

- In the first meeting, each supervisor in the Pay Pool/Sub Pay Pool Panel, in turn, enters into the contribution matrix the name of an individual (starting with those who fit the descriptors best). The "Very High" category is reserved for those individuals who score well above the descriptors in any one of the six factors.

- This process continues until all employees are placed in the contribution matrix. Supervisors are not included in the matrix.

- The Pay Pool/Sub Pay Pool Panel reviews each cell of the matrix for equity and consistency. Are the right people grouped together? For example, are the individuals who communicate at the same level grouped together? Are individuals who are making exceptional contributions in a factor or factors at the top broadband level of their career path rated in the "Very High" category?

- Adjustments are made until consistency and equity are reached. If disagreements persist, the pay pool panel meets until issues are resolved. If agreement cannot be reached, the Pay Pool Manager makes the final determination.

STEP 4. The Pay Pool/Sub Pay Pool Panel converts the matrix placement of each employee from Step 3 into a numerical contribution score for each factor. The overall contribution scores (OCSs) are then calculated.

- Following the first meeting, the Pay Pool/Sub Pay Pool Manager lists all employees in order by OCS and name; several persons may be at the same level. The list is distributed to the Pay Pool/Sub Pay Pool Panel members for their review prior to the second meeting. Any categorical or numerical score change must be communicated to the appropriate subordinate supervisor(s).

STEP 5. In this step, the Pay Pool/Sub Pay Pool Panel meets for the second time to identify any perceived inconsistencies in the employees' OCS consolidated listing. If inconsistencies in the OCS list are identified, the supervisors revisit the contribution matrix, reconsider the placement of the employees, and make adjustments, if appropriate. Any categorical or numerical score change must be communicated to the appropriate subordinate supervisor(s).

STEP 6. The Pay Pool/Sub Pay Pool Panel turns over the OCS list to the Pay Pool Manager for official approval, after which this approved OCS becomes the employee's rating of record.

STEP 7. After the Pay Pool/Sub Pay Pool Manager approves the OCS, the current pay vs. OCS is plotted for all employees. This plot relates contribution to compensation, and identifies the placement of each employee into one of three categories:

Category A (above the rails): inappropriately compensated - overcompensated
Category B (on or within the rails): appropriately compensated
Category C (below the rails): inappropriately compensated - undercompensated

NOTE: "The Rails" will be defined and explained in more detail in Chapter 7: Rewarding Employee Contributions.

STEP 8. The Pay Pool Manager, in consultation with the Pay Pool/Sub Pay Pool Panel, determines the potential pay adjustment and contribution award for each employee.

- All employees are entitled to the full locality pay.

- The appropriately compensated – Category C employee (employee whose contribution versus pay falls on or within the rails) must receive the full general pay increase, may receive a contribution rating increase of up to 6%, and may receive a contribution award. The contribution rating increase is included as a permanent increase in base pay, but the contribution award is a lump- sum payment that does not affect base pay.

- The overcompensated – Category A employee could be denied part or all of the general pay increase and will receive no contribution rating increase or contribution award. The intent of the demonstration project is to allow managers to retain the ability to determine how much, if any, of the general pay increase an overcompensated – Category A employee shall receive, on a case-by-case basis.

- The undercompensated – Category B employee must receive the full general pay increase, may receive up to a 20% permanent increase in pay, and also may receive a contribution award.

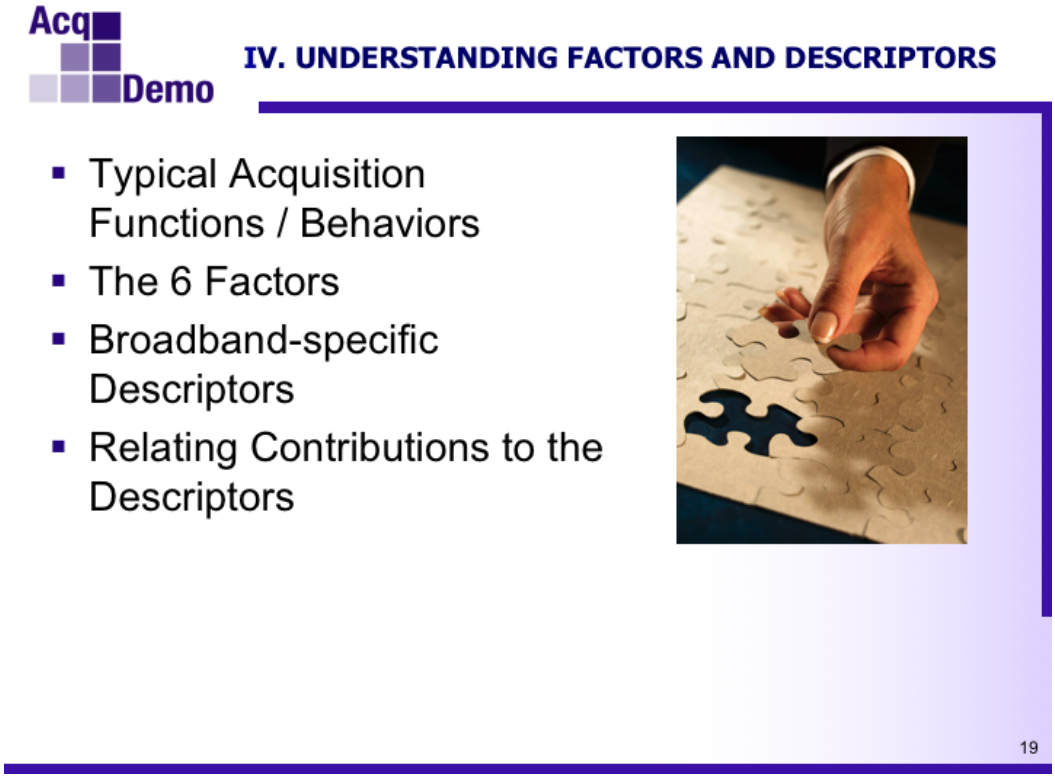
STEP 9. The Pay Pool/Sub Pay Pool Panel reviews the compensation adjustments for fairness and consistency with the contribution scores. If consensus cannot be reached, the Pay Pool Manager makes the final decision. All Pay Pool Results may be required to be forwarded to the Personnel Policy Board (PPB) for review prior to being signed by the Pay Pool Manager.

STEP 10. Following the review, the pay pool manager officially approves the contribution scores and pay adjustments. Once the scores and pay adjustments have been approved, they are documented on the CCAS Appraisal Form, Part I. This form, generated by the CCAS spreadsheet, serves as the basis for individual discussions with the employees. Supervisors should ensure that their Annual Appraisal reflects the approved appraisal results (i.e., scores and narrative).

STEP 11. The supervisor may seek additional clarification from the pay pool panel, if needed, before meeting with the employee. The supervisor communicates the final OCS, factor scores and pay adjustments to each employee. Potential opportunities for increasing contribution for the upcoming appraisal period are also discussed. The supervisors and employee sign the original of the CCAS Appraisal Form, Part I. The employee receives the original form, while a copy is kept by the supervisor.

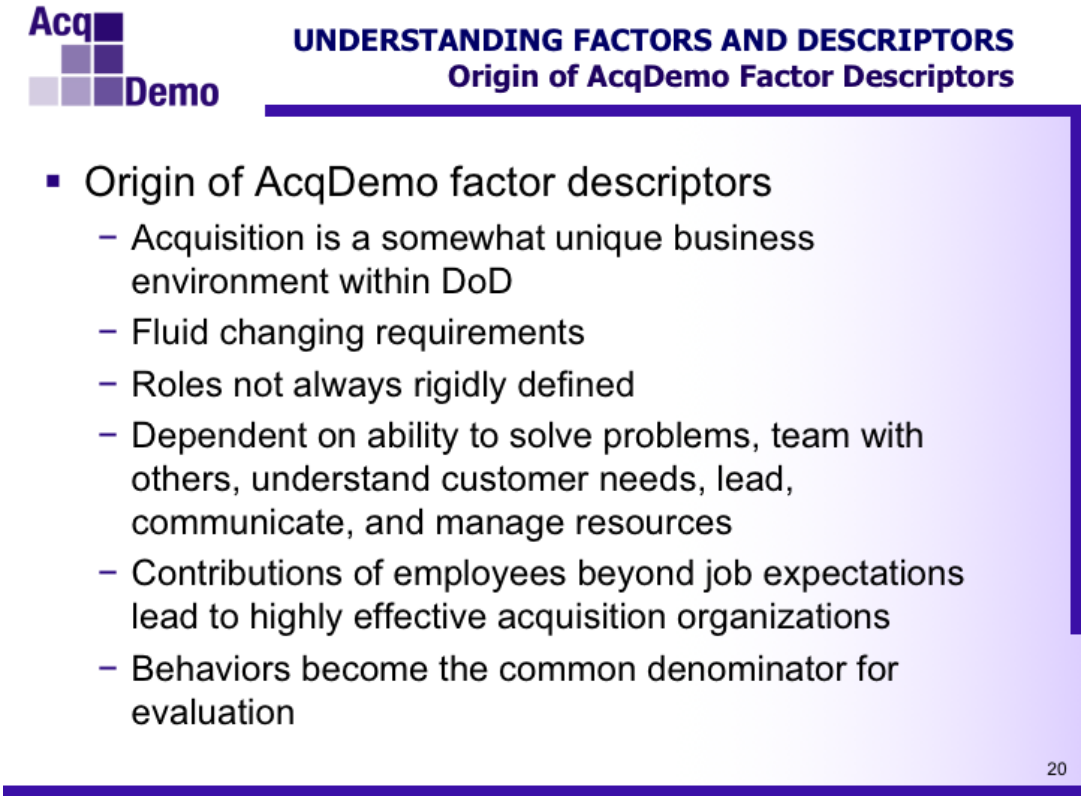
The pay adjustments become effective the first full pay period in January.

Chapter 4: Understanding Factors and Descriptors



This chapter covers the 6 factors used to appraise employee contributions during the CCAS appraisal cycle, as well as their associated descriptors and discriminators.

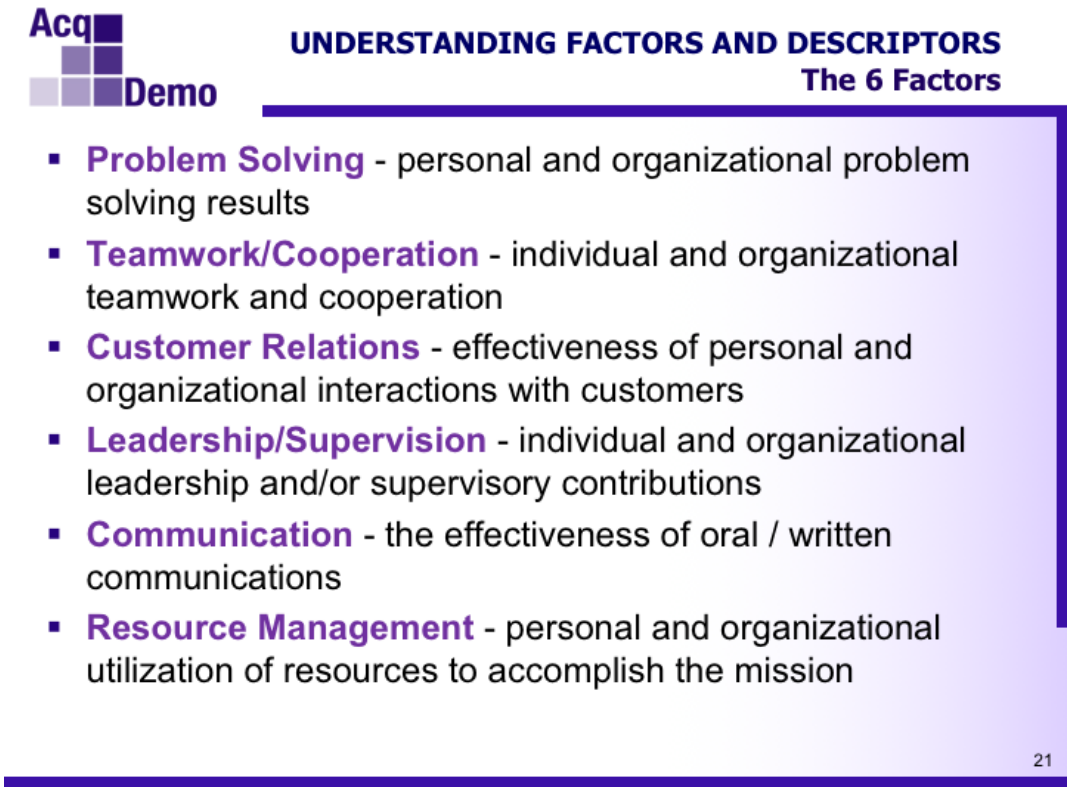
Origin of AcqDemo Factor Descriptors



Contribution designs are intentionally more flexible in evaluating the accomplishments of employees because they want to encourage people to step outside of their job and contribute beyond expectations. For that reason, AcqDemo focuses on evaluating behaviors in getting objectives/plans/goals accomplished and permits more opportunity to contribute to the overall mission.

The AcqDemo design team reviewed typical work performed in Acquisition business environments and developed factors and descriptors to reflect the behaviors exhibited in effectively accomplishing it.

The 6 Factors



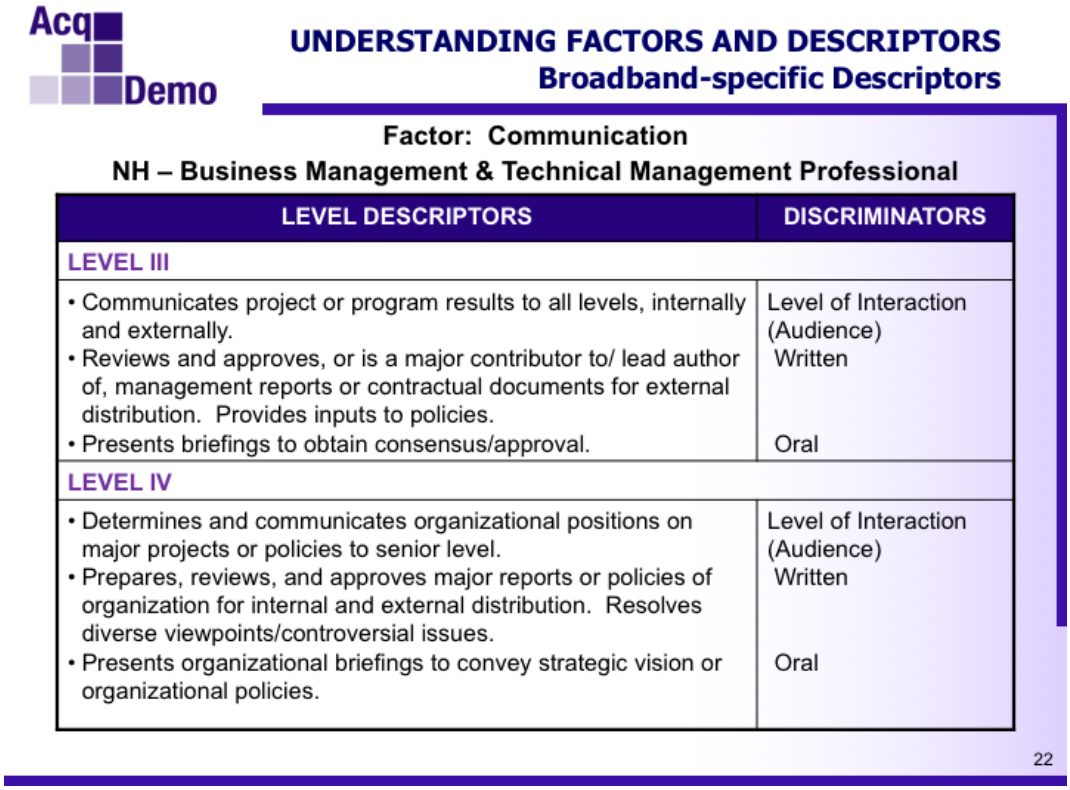
An employee's performance is a component of contribution that influences the ultimate Overall Contribution Score (OCS). Contribution is measured by using a set of factors, descriptors, and discriminators, each of which is relevant to the success of a DoD acquisition organization. Taken together, these factors, descriptors, and discriminators capture the critical content of jobs in each career path. They may not be modified or supplemented and are the same as those used to classify a position at the appropriate broadband level.

All six factors apply to all career paths (NH, NJ, and NK):

- **Problem Solving** – describes personal and organizational problem solving results
- **Teamwork/Cooperation** – describes individual and organizational teamwork and cooperation for both formal and informal teams
- **Customer Relations** – describes the effectiveness of personal and organizational interactions with customers, both internal and external
- **Leadership/Supervision** – describes individual and organizational leadership and/or supervisory contributions
- **Communications** – describes the effectiveness of oral/written communications
- **Resource Management** – describes personal and organizational use of resources to accomplish the mission. Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds

See the Factors tab of this book for a list of all factors, descriptors and discriminators by career path.

Broadband-specific Descriptors



UNDERSTANDING FACTORS AND DESCRIPTORS
Broadband-specific Descriptors

Factor: Communication
NH – Business Management & Technical Management Professional

LEVEL DESCRIPTORS	DISCRIMINATORS
LEVEL III	
• Communicates project or program results to all levels, internally and externally. • Reviews and approves, or is a major contributor to/ lead author of, management reports or contractual documents for external distribution. Provides inputs to policies. • Presents briefings to obtain consensus/approval.	Level of Interaction (Audience) Written Oral
LEVEL IV	
• Determines and communicates organizational positions on major projects or policies to senior level. • Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues. • Presents organizational briefings to convey strategic vision or organizational policies.	Level of Interaction (Audience) Written Oral

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Descriptors

Every factor contains descriptors for each respective broadband level within the relevant career path. The descriptors state what is important to the mission of the organization and describe employees' contributions at different broadband levels. They were developed at the highest GS grade encompassed in the broadband level to foster employee growth within the broadband level.

Descriptors define increasing levels of contribution for each broadband level. Work performed by individuals in a particular career path is evaluated against the same descriptors, and contribution is determined by a group consensus through the pay pool panel process.

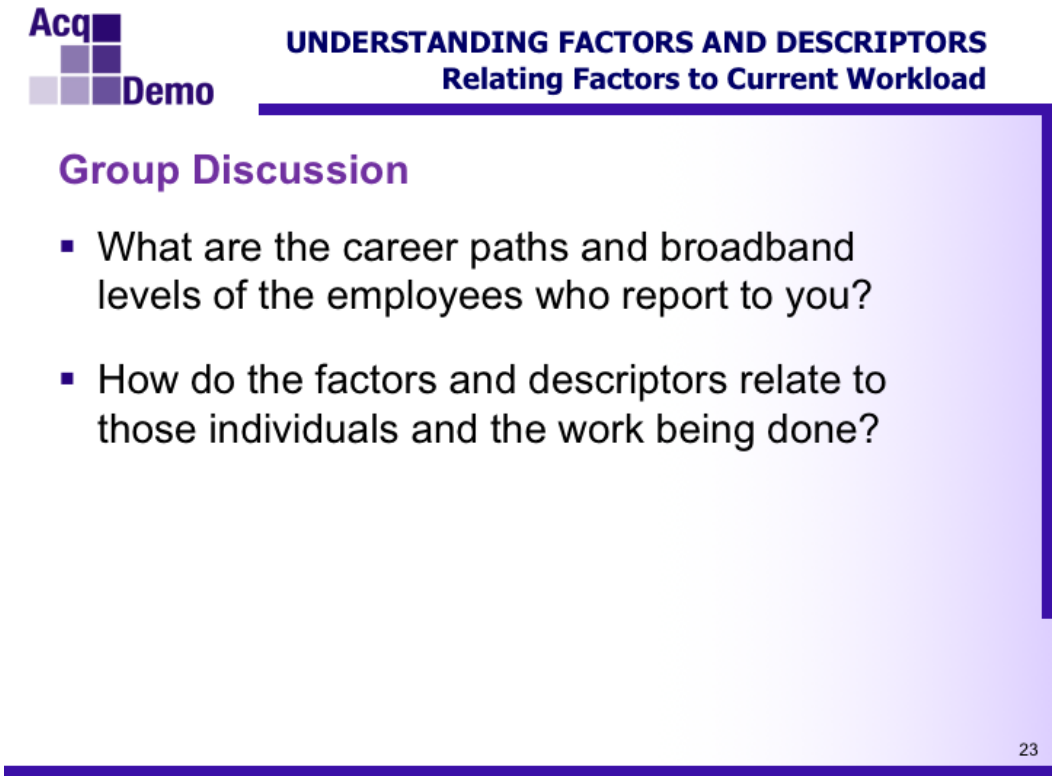
Descriptors are to be taken as a whole and evaluated together, not individually.

Discriminators

Discriminators refine the factors. They are the same for all levels of contribution. Discriminators include: leadership role, breadth of influence, mentoring/employee development, complexity/difficulty, level of interaction, planning/budgeting, etc.

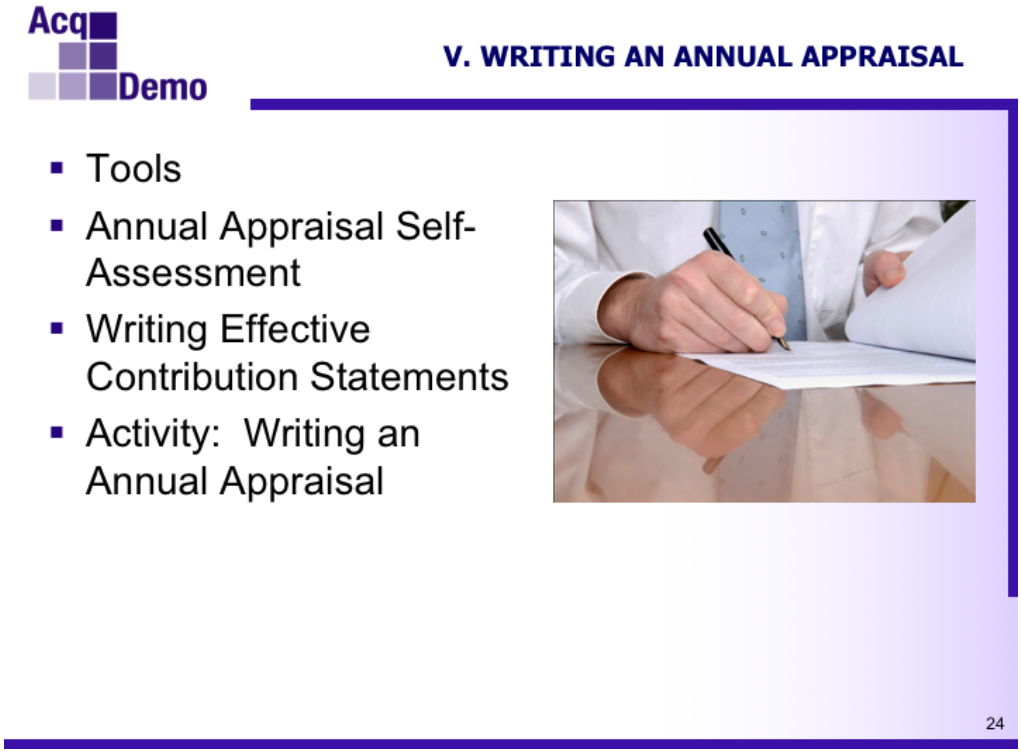
It is recommended that the pay pool panels meet at the beginning of each appraisal cycle to discuss and reach a common understanding of the factors, discriminators, and descriptors.

Relating Factors to Current Workload



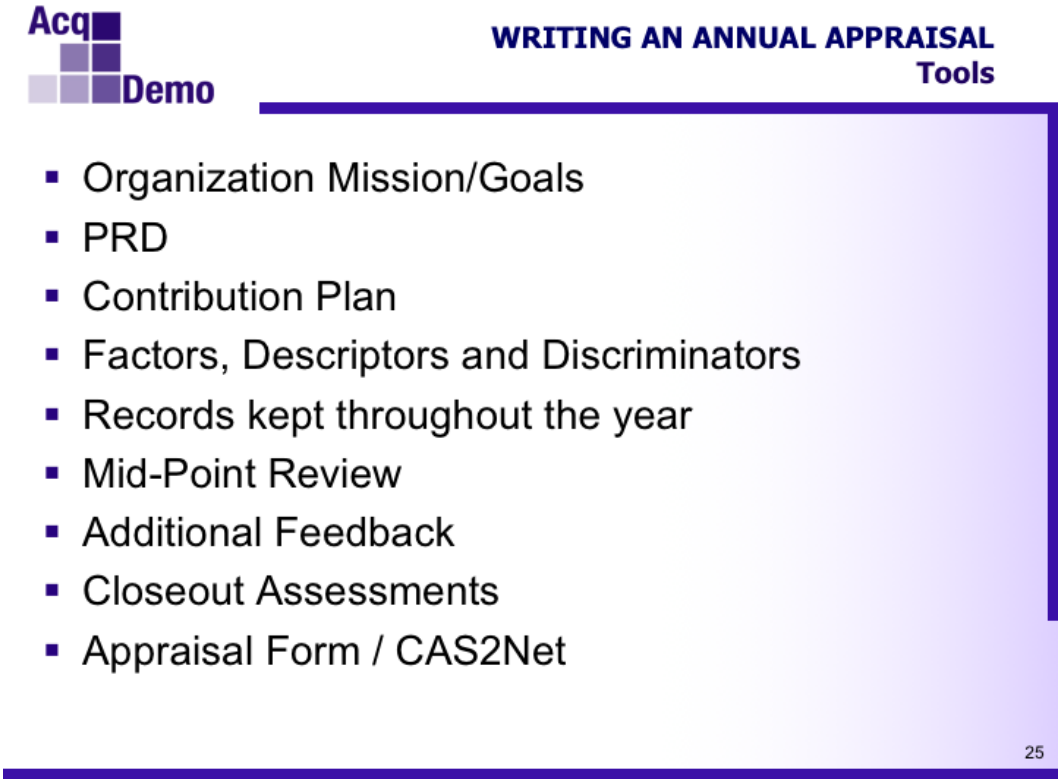
Notes:

Chapter 5: Writing an Annual Appraisal



Chapter 5 covers tips for writing an annual appraisal. Topics include: (1) Tool to use, (2) Annual Appraisal Self-Assessment, (3) Writing Effective Contribution Statements, and (4) An activity to practice writing an Annual Appraisal.

Tools



How would these tools best be used? What other tools could be used effectively?

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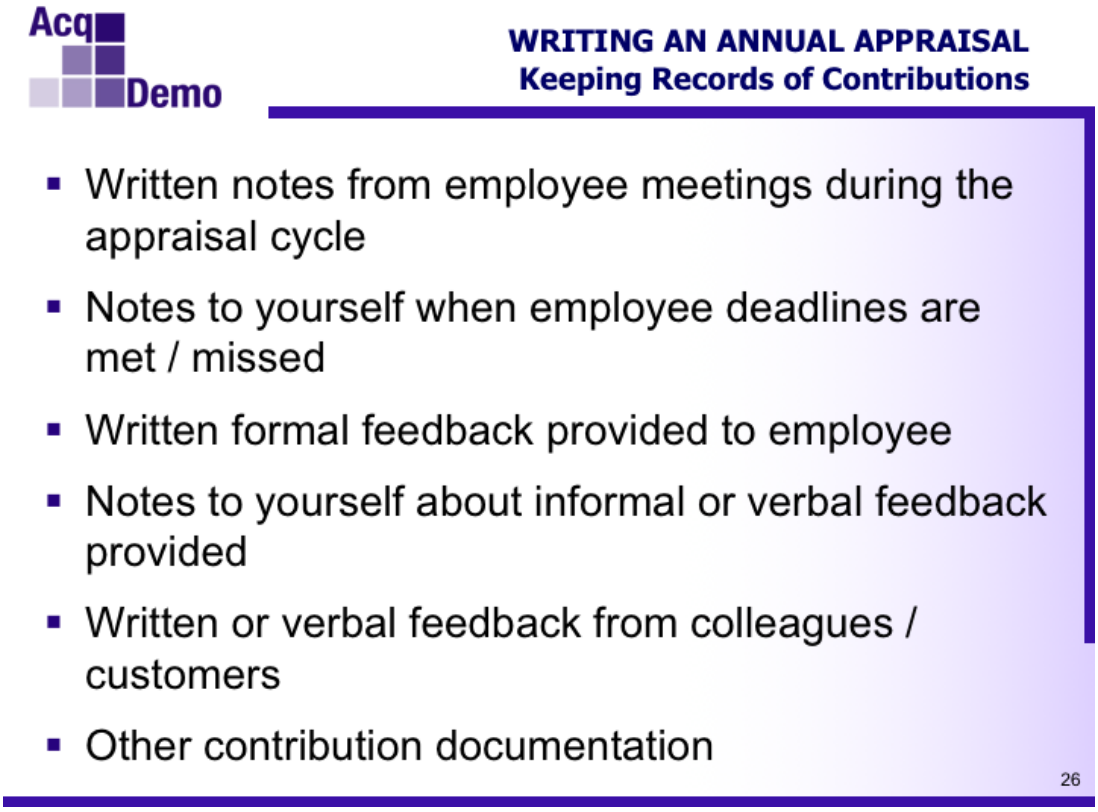
Keeping Records of Contributions



One of the biggest challenges you may face in writing an annual appraisal is where to find the necessary material. By keeping a few simple records throughout the appraisal cycle, you will have the information and data that you need to write an effective appraisal.

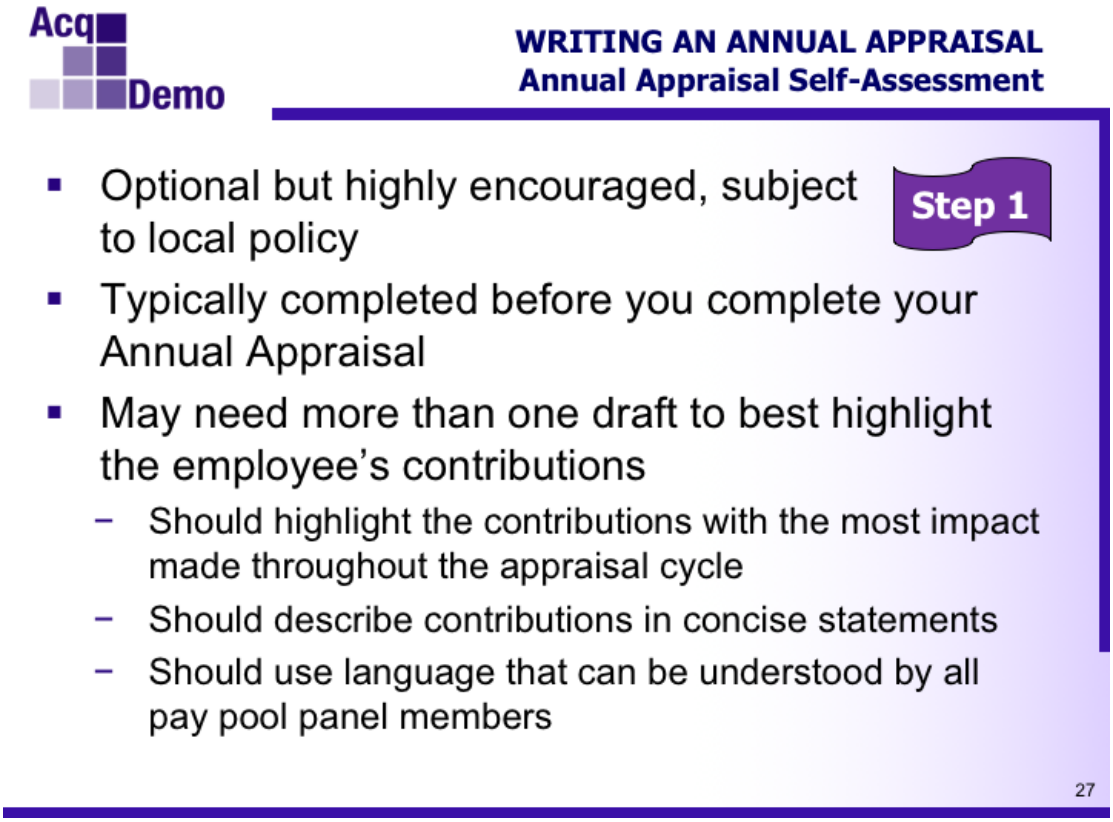
It is imperative that records of employee contributions be kept throughout the year. Information to keep:

- Written feedback you provide or receive on employee contributions. Be sure to document all formal conversations held with an employee.
- Verbal feedback received from co-workers and customers, being sure to note the exact feedback, who provided the feedback and the date/time
- Notes to yourself with data relating to contributions and objectives (if applicable) such as results of meeting deadlines or achieving milestones
- Any other documentation related to employee contributions and impact

Many supervisors find it easiest to keep a “tickler file” where they can store any of the above pieces of documentation for easy retrieval later on. One suggestion is to keep that file right in CAS2Net. That way all you have to do is summarize the results you’ve already captured come appraisal time.

Be certain to immediately address and document all instances of inadequate contribution as soon as you become aware of them.

Annual Appraisal Self-Assessment

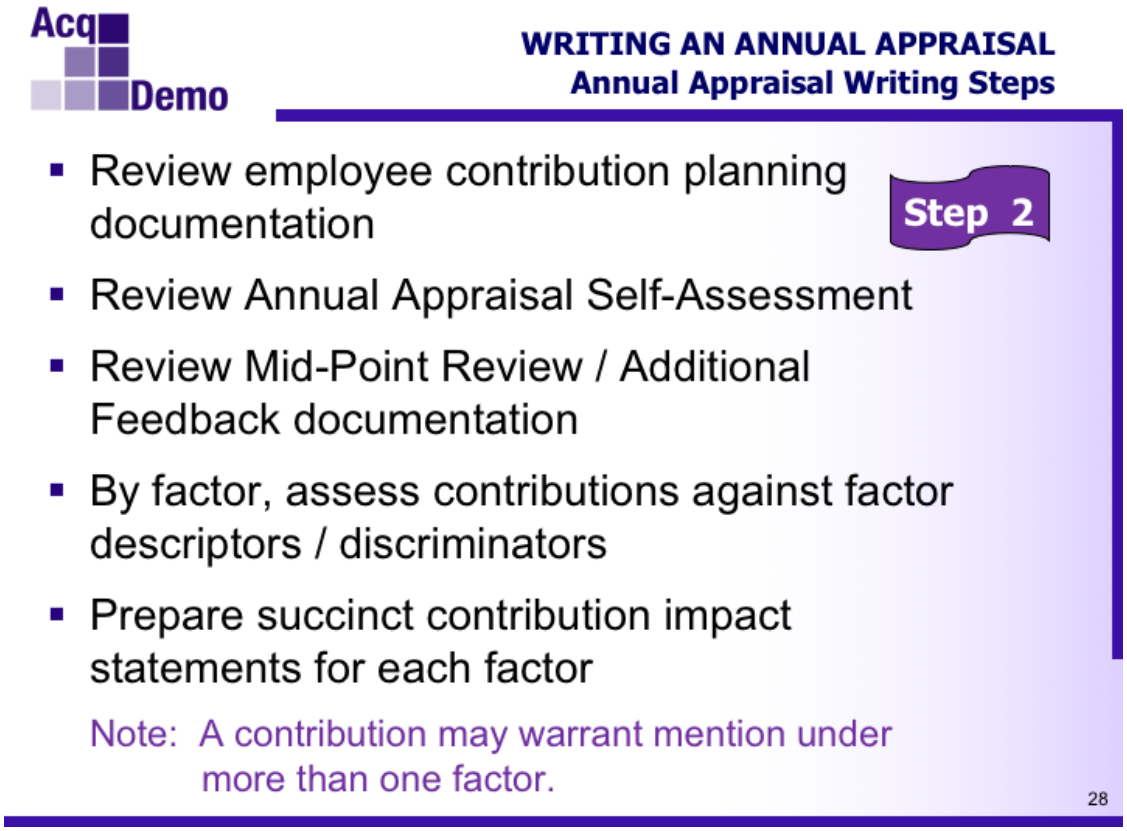


An Annual Appraisal Self-Assessment is optional under CCAS but highly encouraged, subject to local policy. It is meant to document an employee's measurable results, portray a complete, concise picture of their contributions, and communicate the impact made to the organization's strategic goals.

The Supervisor can provide added value to this step by helping ensure that the employee's opinion of their contributions is clearly and concisely articulated in their self-assessment. You may, for example, point out which of their contributions had, in your opinion, the most impact. You might also be able to point to areas where their impact statements could be more clearly articulated so that the full value of the impact is better understood by the pay pool panel. In no way are you trying to change the employee's opinion, nor can you require that they make any changes. Instead, your role is as coach and advisor to help the employee's contributions be clearly understood by the pay pool panel.

Be sure to set firm deadlines for completion of the Annual Appraisal Self-Assessments. Be sure to save time for re-working based on your collaboration. The self-assessments are typically completed before you write your annual appraisal.

Annual Appraisal Writing Steps

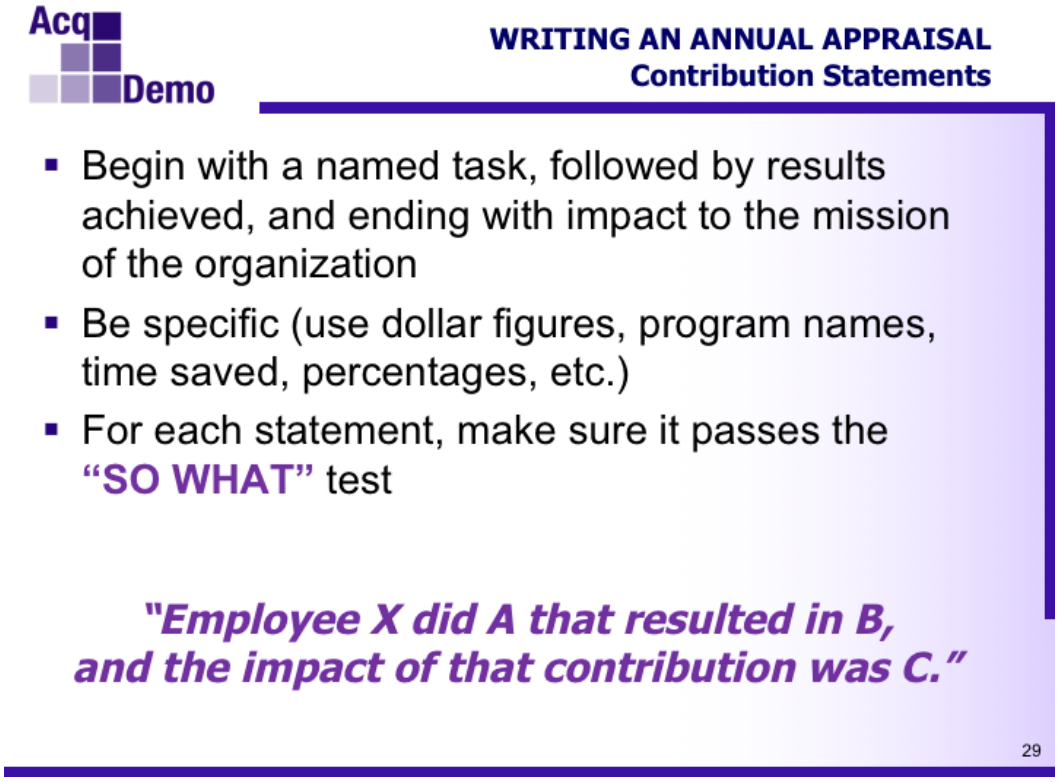


A verbose or disorganized assessment serves only to make the annual appraisal process unnecessarily difficult. Your annual appraisal should not document every one of your employee's contributions. Rather, the purpose is to highlight those contributions that had the largest impact on accomplishing the goals of your organization.

Supervisors should obtain a copy of the factors for the broadband level to which the employee is assigned, as well as the levels immediately above and below, before beginning to write an appraisal.

Seldom will an employee perfectly match all of the descriptors in the set for a particular level, and it is not necessary to write something to match every descriptor. Using the factor descriptors and discriminators, supervisors can write statements that describe how and what the employee has contributed that relates to the mission.

Contribution Statements



The annual appraisal is not a laundry list of skills an employee possesses; nor is it an assessment of potential. Rather, it is a set of statements that reflect what the employee did and how those contributions helped further the mission of the organization.

When supervisors are assessing employees under CCAS, think not only "WHAT" (the activity) and "HOW" (the level of performance) but also "WHY" (the benefit that helps meet the mission).

Supervisors must be specific when writing contribution statements. Do not leave it to others to presume contribution. For example, stating, "*Employee X published three technical journal articles during this appraisal period*," implies a contribution but does not state one. What impact did the publishing of those articles have? Did they capture the objectives of the team or organization?

Even if the activity accurately implies contribution, a lack of amplification and detail can make the statement ineffective. A more complete statement of contribution might be, "This year, Employee X published three technical journal articles on <technical subject> which resulted in <some desired advancement in the technology> in direct support of our mission to <specify goal> by <specific impact>."

Always think in terms of cause and effect, or "So What?," when writing contribution statements:

"The employee did A that resulted in B which is related to the mission..."

It is important to remember that a singular work activity may result in contributions that apply to several contribution factors.

Ineffective Contribution Statements

WRITING AN ANNUAL APPRAISAL
Ineffective Contribution Statements

- Provided training logistical support for base activities.
- Served as key government representative on program change review board.
- Served as Acting Director of XYZ Program.
- Provided weekly status report to the PM on activities of the office.
- Reviewed and provided comments and recommendations on applying new or revised procurement regulations. Coordinated with our headquarters regarding these requirements and objectives.

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The following are some examples of appraisal statements that **do not** fully address contributions and supervisors should **not** describe accomplishments in this manner. It is clear that none of these statements can answer the question: "*Does this activity Employee X is submitting have an impact on achieving our mission? If so, what is the specific impact*?"

Ineffective examples -- Problem Solving

- Modified and added new filters to the <program> tracking system.
- Provided instructors and training logistical support for off base activities.
- Reviewed and provided comments and recommendations on applying new or revised procurement regulations. Coordinated with our headquarters regarding these requirements and objectives.

Ineffective examples -- Teamwork/Cooperation

- Served as key government representative on program change review board at contractor's facility.
- Established configuration manager network between <customer> and <our organization>.
- Mentored staff on management of complex and critical tasks.

Ineffective examples -- Customer Relations

- Established myself as the liaison between the National Training Center and the PM.
- Served as technical director and advisor to PM on technical issues.
- Fully responsive to requests for support from the Steering Committee, staff and PMs.

Ineffective examples -- Leadership/Supervision

- Served as Acting Director of XYZ Program.
- Assign off base training support.
- Approve all class schedules and curriculum.

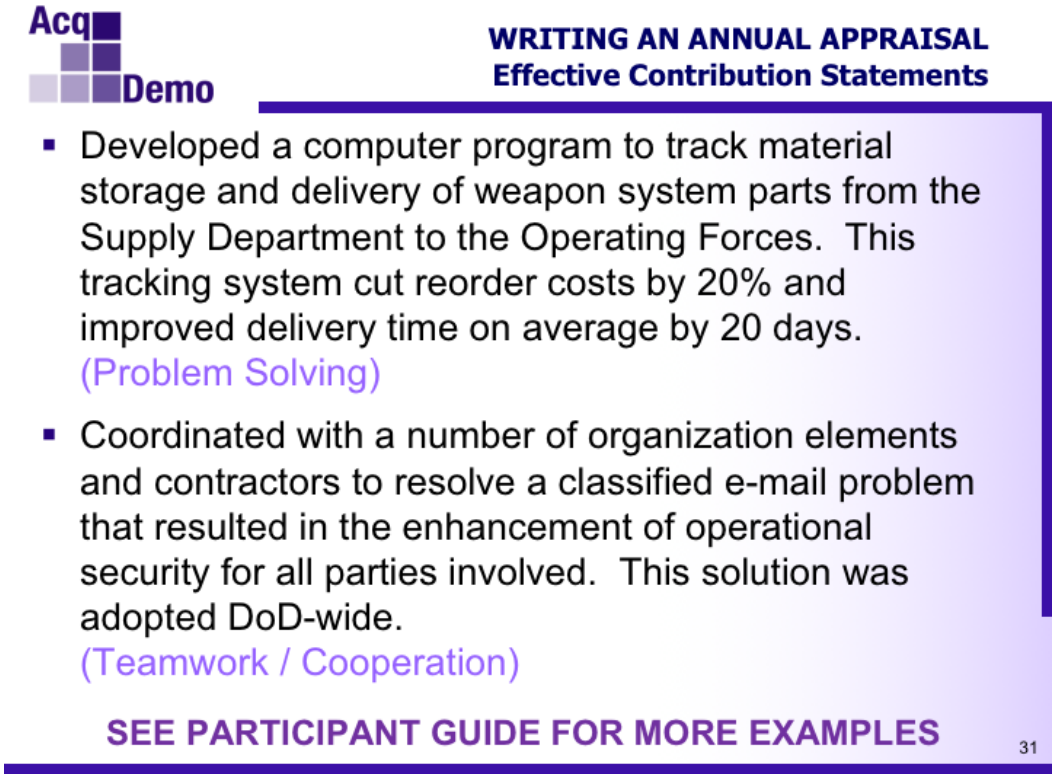
Ineffective examples -- Communication

- Provided weekly status report to the PM on activities of the office.
- Attend all Executive Council meetings.
- Assist in preparation and presentation of command position to OSD and Congressional levels, in addition to the PM presentation.

Ineffective examples -- Resource Management

- Maximize use of minimal resources.
- Develop/manage the PM XYZ Staff and system.
- Have brought on an individual with contract management as prime responsibility.

Effective Contribution Statements



While supervisors are free to do so, it is not necessary, nor necessarily even advisable, to provide long, narrative descriptions of the contributions made during the appraisal period. It is in fact recommended that you write the appraisal in concise bullets, stating what was done, the results achieved, and how those results related to the mission and goals of the organization.

Be factual - and emphasize how the task/action supports the mission.

Be specific - use dollar figures, program names, number of people supervised, time saved, percentages, dollars controlled, etc., when and where appropriate.

Be accurate - Was the employee's contribution made while assigned as the team leader or as a team member?

Following are some examples of effective contribution statements for each of the six factors:

Effective Examples -- Problem Solving

- Participated in the *<XYZ>* In-Process-Review, identified and negotiated additional requirements and an acquisition strategy resulting in completion of the stalled effort. This allowed a drastically improved product to be delivered prior to a major operation.
- Led the development of a computer program that tracks material storage and delivery of weapon system parts from the Supply Department to the Operating Forces. The tracking system cut reorder costs by 20% and improved delivery on average by 20 days.
- Assessed and provided strategic direction for automating a paper-based process that tracks an average of 600 work requests per month. This new automated process saved $17K in overtime for the admin staff, saved time by having information readily available on-line and saved time and space by not having to file paperwork. Received letter of appreciation from Assistant Chief of Staff.

Effective Examples --Teamwork/Cooperation

- Worked with a number of command elements and contractors to resolve a classified E-mail problem; this resulted in the enhancement of operational security for all parties involved. This solution was adopted DoD-wide.
- Led the Integrated Baseline Review by interfacing with stakeholders of each contract work breakdown element to assure work was properly baselined. The end result verified the contractor's baseline in accordance with DOD 5000M and it expedited the milestone decision.
- Volunteered to work as a team member during the Open House by assisting guests with directions, assisting in the setup of project briefs, and designing handouts for the guests. Received many commendatory e-mail messages from project officers and senior personnel. This assistance saved project officers' time, gave a favorable impression of our command to the guests, and saved costs by doing the brochures in-house.

Effective Examples -- Customer Relations

- As the Help Desk Assistant, independently assisted over 300 Operating Forces customers monthly by providing accurate and timely responses to all questions and requests for assistance. This resulted in improved relations between the help desk and the Operating Forces, favorable commendations to the Command, and improved communications between our projects and the Operating Forces.
- Established alliances with Base Payroll, DFAS, and RSC to resolve inaccurate pay for the workforce and reduce delays in payroll changes. New agreements and processes resulted in the timely processing of payroll actions and improved processes for prompt and accurate pay for the workforce.
- Led and managed interactions with the staff of the Regional Service Center (RSC) to discuss issues and determine how to improve relations and customer service. These visits served as the baseline to institute the new Customer Care program, and has fostered a more efficient and effective working relationship.

Effective Examples -- Leadership/Supervision

- Volunteered to take the lead in teaching six Microsoft Office 2010 classes and various administrative correspondence courses to other Office Automation Assistants and division personnel. This saved approximately $15K in TAD and vendor training costs, which was then allocated to other priority projects.
- Served as Acting Branch Head during supervisor's extended absence. Assigned activities and guided team members ensuring customer problems were solved, resulting in a continuation of service to customers.
- Integrated efforts of civilians, military, and contractors in testing a radar improvement initiative for the F-18 weapons system. Resolved conflicts among the members. The enhancement was developed on time and within budget, and passed interoperability testing. With my guidance, this team taught <customer> members and other services to use the new system during the testing efforts, saving TAD and training costs for over 60 personnel.

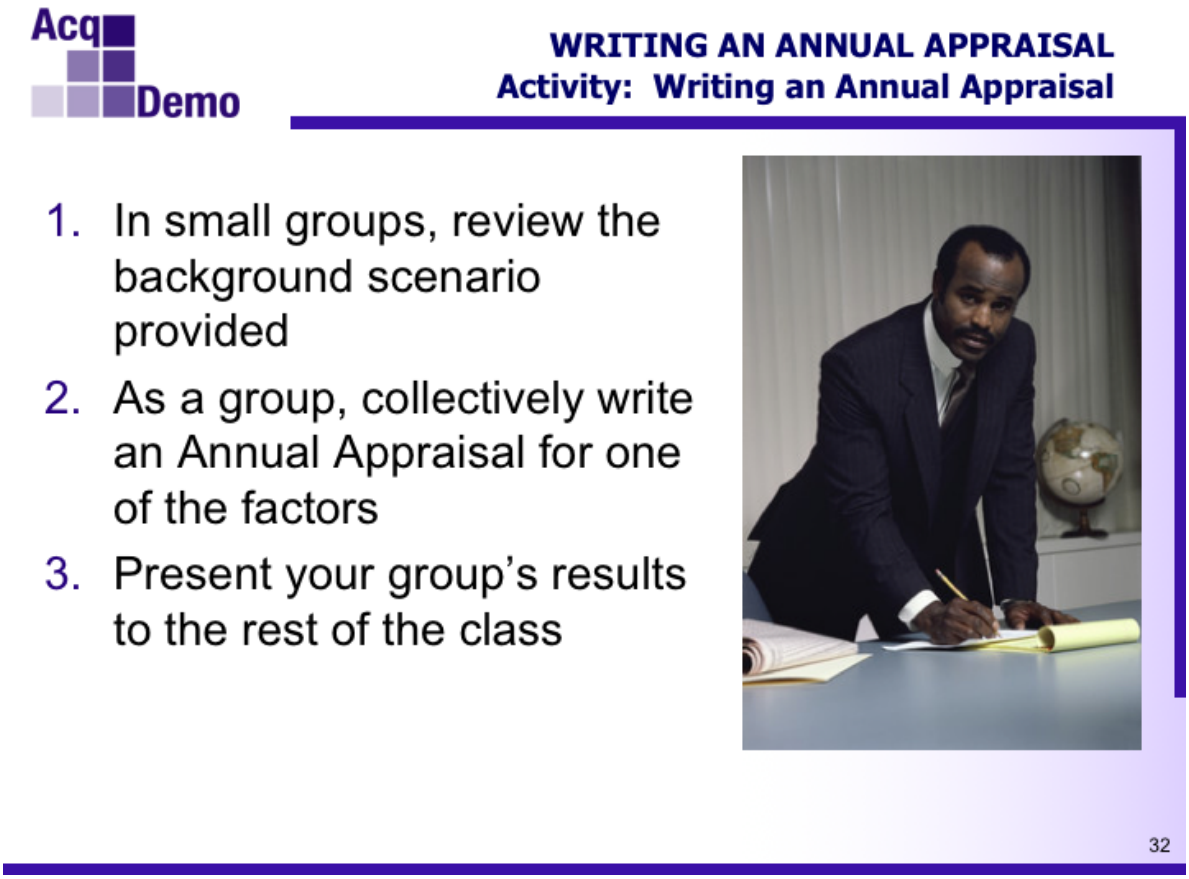
Effective Examples -- Communication

- Communicated with matrix activities, HQ, and other services and agencies to provide/maintain accurate information on the <*XYZ*> program. This resulted in improved interoperability and assured uniform understanding of the mission.
- Lead author of quality training materials in PowerPoint. Gave classroom instruction for six Microsoft Office 2010 classes and various administrative correspondence courses to other Office Automation Assistants and division personnel, resulting in $15K savings in TAD and vendor training and increased knowledge for the workforce resulting in more efficient results in day-to-day tasks.
- Determined and communicated program positions on a variety of issues and posted it on the DAWIA web site. This provided advice and assistance to all levels of the workforce, resulting in favorable comments from the customers, increased participation in DAWIA classes, and a more informed and educated workforce.

Effective Examples -- Resource Management

- Utilized unexpected available time due to an unforeseen delay on another effort and created a more efficient process for government credit card ordering, automated file maintenance, and reconciliation of records. This has resulted in supplies being acquired more quickly and records being readily available when needed.
- Effectively accomplished the design and implementation of a new procedure for handling TAD orders via the Internet. This new procedure is less time consuming for the TAD office and eliminates the need for paper copies or faxes.
- Developed and integrated innovative approach and guidelines for improved budgeting procedures. Managed year-end closeout with all accounts meeting or exceeding HQ execution goals for the FY. The improved procedures saved $72K in funding due to timely reallocation of funding and resolution of errors.

Activity: Writing an Annual Appraisal



Instructions

Read the following scenario that describes James Southworth's contributions for the past year.

The instructor will place you in a small group and ask you to collectively **write the annual appraisal for the Resource Management factor**.

You may use chart paper or notebook paper to write James' appraisal for your assigned factor. You will have approximately 25 minutes to complete this part of the activity.

When finished, prepare to brief out to the rest of the class.

Case Study – James Southworth

ORGANIZATIONAL GOALS: INCREASE EFFICIENCIES IN ALL PROCESSES

JAMES SOUTHWORTH, LOGISTICS MANAGEMENT SPECIALIST, NH-III

James has worked in his current position for approximately eight years. His performance over time has always at least met expectations, and sometimes exceeded them. His work includes overseeing the process of disseminating uniforms and other non-combat gear to new recruits, maintaining inventory, as well as contracting with outside vendors to provide additional supplies and equipment. He is also the team lead of the warehouse inventory group.

His Contribution Plan reads as follows:

Issue uniforms and non-combat gear to new recruits upon arrival at base. Must issue the correct uniforms, insignia, and non-combat gear/equipment within 24 hours of arrival on the base. Inventory of all uniforms, etc. will be maintained at a level that matches current year recruiting goals. In support of our overall cost reduction goal, demonstrate a 10% reduction in purchasing expenditures from the previous year.

Implement the new Inviz Inventory Software System. Inviz installation must be completed with no more than 5-10% downtime on warehouse network. Fully Operational by 15 January.

Conduct/Complete outside supplier/vendor contract negotiations. Identify needs for next FY. In support of our overall cost reduction goal, completed contracts will result in a savings of 15% over previous FY.

Results

Employee's Perspective – I feel I had a very good year and that I contributed significantly to my organization's mission and goals. I've had a positive, ongoing flow of communication with my supervisor, and she's been supportive whenever I've run into roadblocks.

Issuing uniforms was a bit of a challenge due to some manufacturing defects which were fortunately caught prior to being issued to the new recruits. Only 1% of the recruits needed to wait over 24 hours to be fully outfitted, and they were all outfitted within 48 hours. We had no problems with having enough inventory on hand because I kept a close eye on recruiting reports online and then managed orders appropriately.

The installation, testing, and implementation of Inviz went much better than anyone anticipated. Downtime in the warehouse during the install was maybe 3%. We were able to have the system tested and fully operational by 30 November – 45 days ahead of schedule.

The outside supplier/vendor contract negotiations went off without a hitch this year and right on schedule. A new vendor was identified who could supply us with charcoal boot insoles at one half the cost of our previous supplier. Our old supplier was pretty upset when we cut them, but it's my job to save taxpayer dollars wherever I can. Overall, I was able to reduce our expenditures to vendors by 15%.

Supervisor's Perspective – There were some real issues with the quality of uniforms this year, but James took initiative when the problems arose and got them resolved in a timely manner and without extra cost to our command. In fact, he even found some new vendors who could deliver uniforms of equal, if not better, quality

and at a lower cost. The organization was able to save more than 14% over last year's purchasing budget in part because James negotiated with the vendors who supplied the defective uniforms to cover the costs of the re-shipping themselves.

The new software system was implemented with very few glitches. The implementation plan James created was followed to the letter. Granted there weren't a lot of recruits to equip around the holidays, but still getting the system up and running so fast made all of our lives easier and we were all able to get trained on it a lot faster AND take advantage of some extra time off around the holidays.

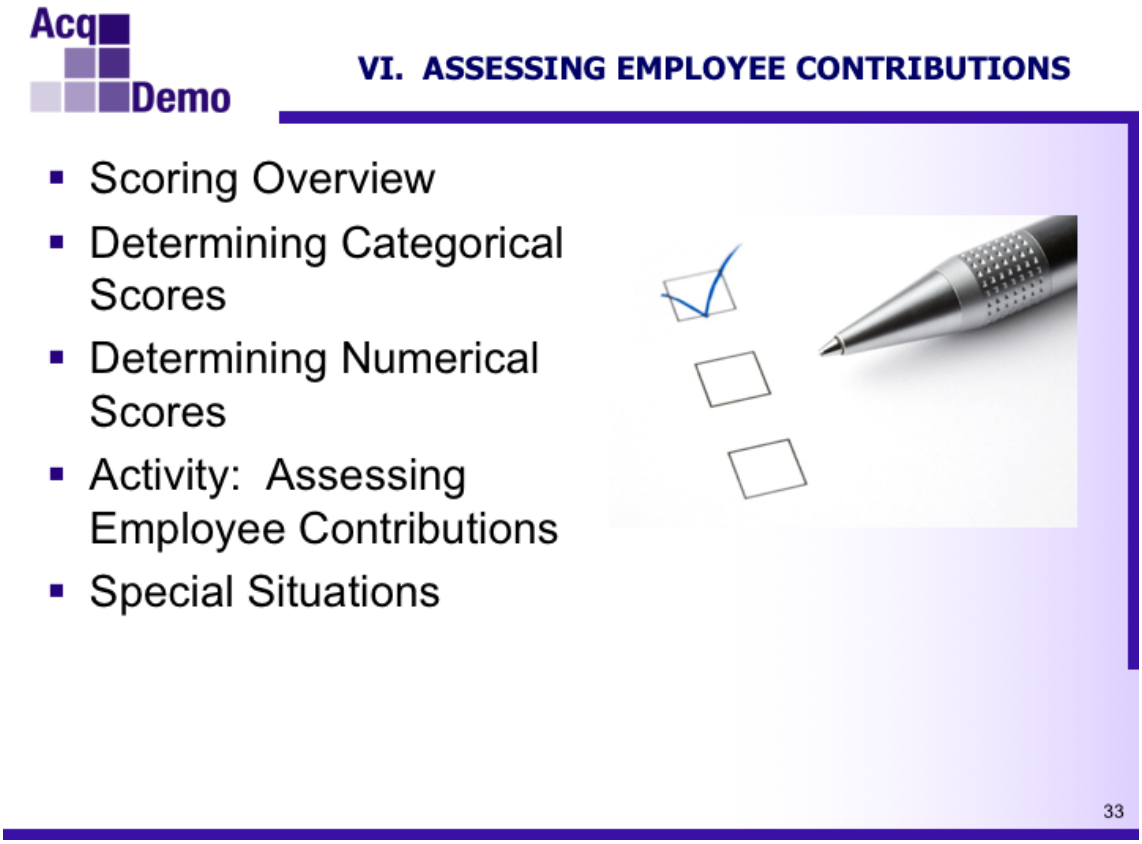
The outside supplier/vendor negotiations were completed on time. Overall, we will be able to reduce our expenditures to vendors by 15%.

Appraisal:

In the form below, write the appraisal for the factor assigned to your group:

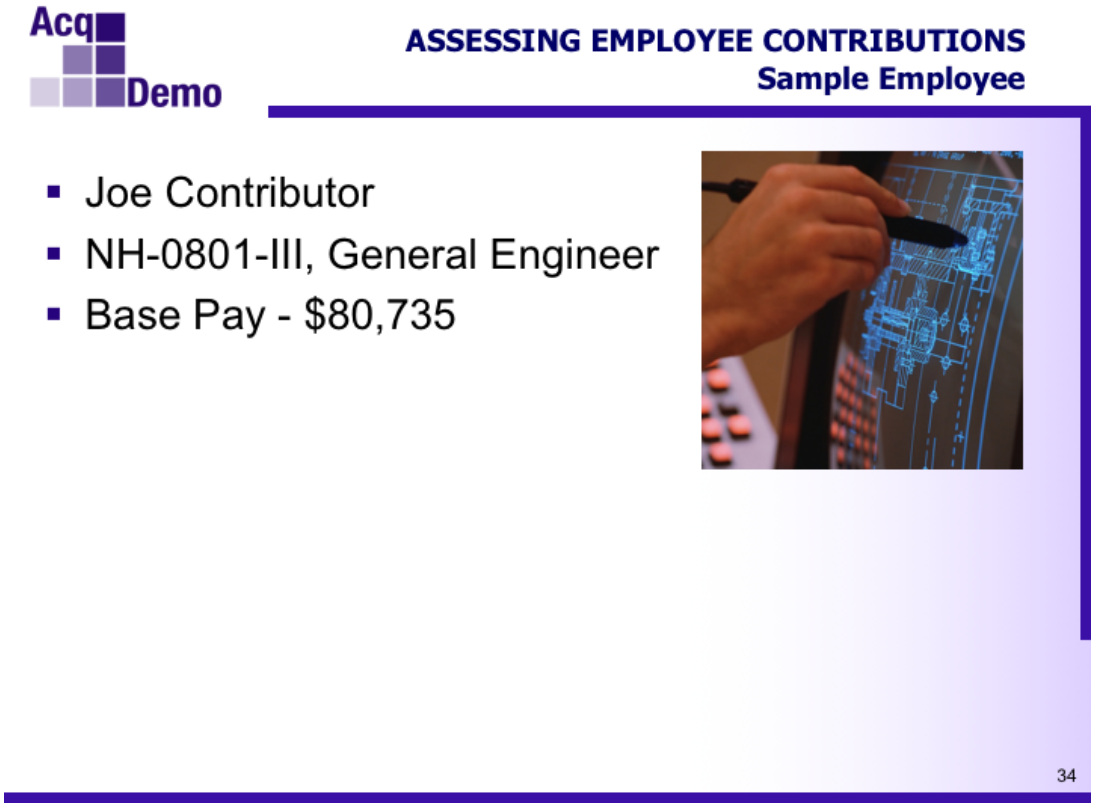
Factor: Resource Management
Annual Appraisal Self-Assessment: Issuing of uniforms met and exceeded all goals, except when one vendor supplied an entire shipment of defective uniforms. I negotiated deals with that vendor to cover all of the shipping costs for the replacement uniforms. The contracts with our vendors were put out for bid and awarded in time so that there were no interruptions of services. Most of the vendors received renewed contracts. I identified one new vendor who could supply us with charcoal boot insoles at one half the cost of our previous supplier. Our old supplier was pretty upset when we cut them. Overall, I was able to reduce our expenditures to vendors by 15%.
Annual Appraisal:

Chapter 6: Assessing Employee Contributions



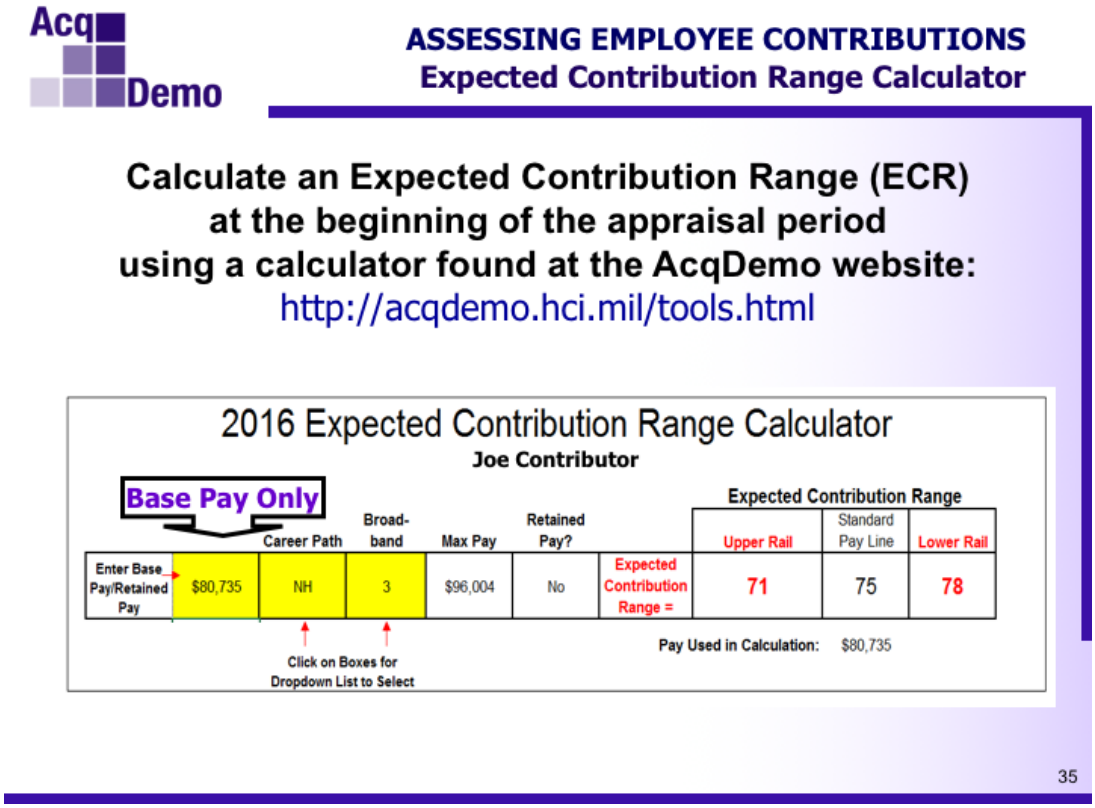
This chapter provides details on the scoring process of CCAS, as well as an activity to reinforce the information presented.

Sample Employee



To best illustrate CCAS, we will follow a sample employee through the entire 11-step process for the next several chapters. The employee is Joe Contributor, who is a General Engineer. He is classified as an NH-0801-III, and has a base pay of $80,735

Expected Contribution Range Calculator



Employees may reference their Expected Overall Contribution Score (EOCS) and Expected Contribution Range (ECR) at any time by using the online OCS calculator. The OCS calculator provides the expected score in the Standard Pay Line (SPL) column and the upper and lower ranges for that score.

The website calculator is located on-line at:
http://acqdemo.hci.mil/tools.html

The Expected OCS is important to the appraisal process because it helps pinpoint the expected contributions for the appraisal period, allowing employees and supervisors to plan assignments geared towards meeting contribution goals.

Joe's Expected OCS is 75, and his ECR is 71-78. As long as Joe's final OCS is within that range, CCAS will consider him "appropriately compensated."

The SPL, Upper Rail, and Lower Rail will be discussed in subsequent pages.

Broadband Level Point Ranges

ASSESSING EMPLOYEE CONTRIBUTIONS
Broadband Level Point Ranges

Levels	Categorical	NH Point Range	NJ Point Range	NK Point Range
IV	Very High	115	95	70
	High	96 – 100	79 – 83	--
	Med	84 – 95	67 – 78	--
	Low	79 – 83	61 – 66	--
III	High	79 – 83	62 – 66	57 – 61
	Med	67 – 78	52 – 61	47 – 56
	Low	61 – 66	43 – 51	38 – 46
II	High	62 – 66	47 – 51	42 – 46
	Med High	51 – 61	41 – 46	--
	Med	41 – 50	36 – 40	30 – 41
	Med Low	30 – 40	30 – 35	--
	Low	22 –29	22 – 29	22 – 29
I	High	24 – 29	24 – 29	24 – 29
	Med	06 – 23	06 – 23	06 – 23
	Low	00 – 05	00 – 05	00 – 05

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At the beginning of each CCAS cycle, employees are informed of their Expected OCS, which is based solely on their base pay.

The broadband point level chart above is based on a pay table (see next page) that calculates the expected OCS for pay ranges in each broadband. GS 1 Step 1 equates to an OCS of 0 and a base pay of $18,343.

Notice how the higher levels in the broadband have higher pay potential, as higher pay levels have higher contribution expectations. Employees eligible to be placed in the “Very High” point range will be those individuals at the top broadband level of their career path.

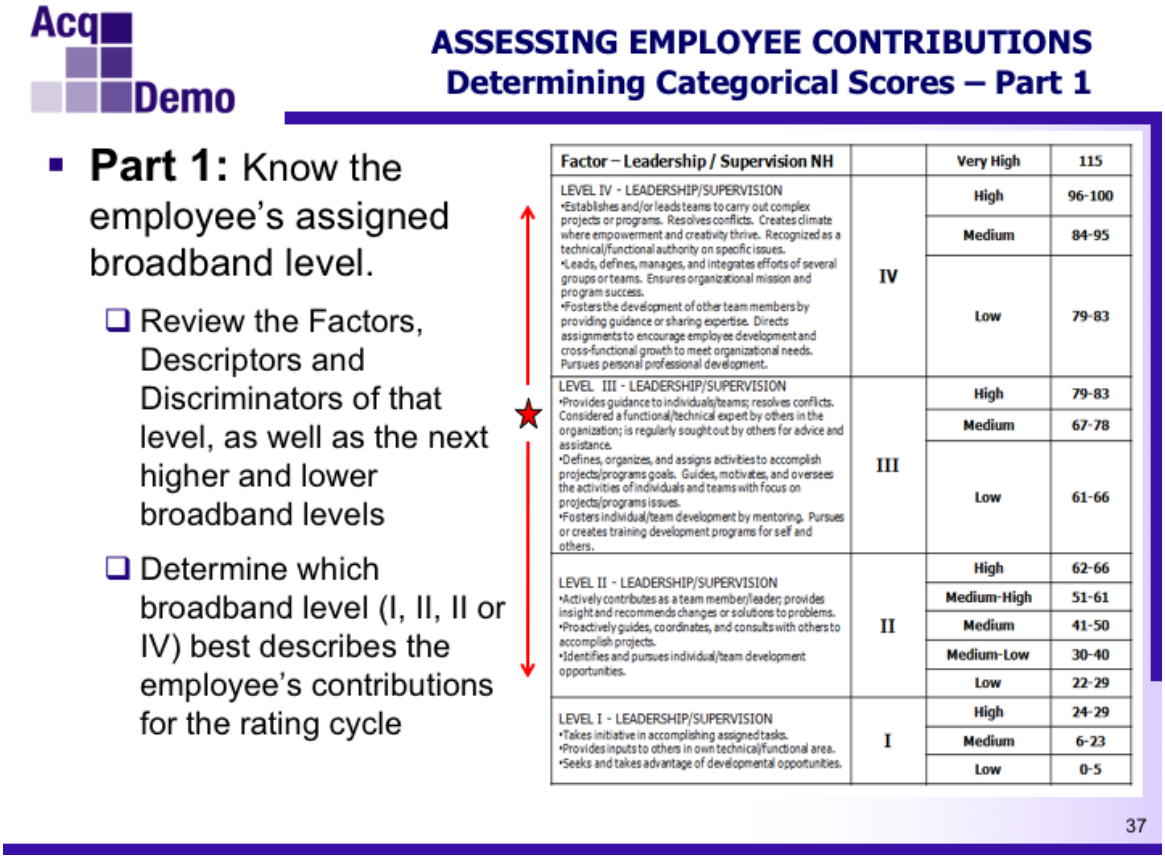
Joe’s ECR of 71-78 corresponds with the NH-III Medium category, as his base pay is in the middle-to-lower end of Broadband 3.

Determinations of categorical and numerical scores are discussed in more detail on the following pages.

Normal Pay Range and Standard Pay Line for 2016
(Based on 1% Increase)

	OCS	SPL	*0.92 Lower Rail	*1.08 Upper Rail		OCS	SPL	*0.92 Lower Rail	*1.08 Upper Rail
GS01/1	0	18343	16876	19810					
	1	18711	17214	20207		51	50466	46429	54504
	2	19086	17559	20612		52	51478	47360	55596
	3	19468	17911	21026		53	52510	48309	56710
	4	19858	18270	21447		54	53562	49277	57847
	5	20256	18636	21877		55	54636	50265	59006
	6	20662	19009	22315		56	55731	51272	60189
	7	21076	19390	22763		57	56848	52300	61395
	8	21499	19779	23219		58	57987	53348	62626
	9	21930	20175	23684		59	59149	54417	63881
	10	22369	20580	24159		60	60335	55508	65161
	11	22818	20992	24643		61	61544	56620	66467
	12	23275	21413	25137		62	62777	57755	67800
	13	23741	21842	25641		63	64036	58913	69158
	14	24217	22280	26155		64	65319	60093	70545
	15	24703	22726	26679		65	66628	61298	71958
	16	25198	23182	27214		66	67964	62526	73401
	17	25703	23647	27759		67	69326	63780	74872
	18	26218	24121	28315		68	70715	65058	76372
	19	26743	24604	28883		69	72132	66362	77903
	20	27279	25097	29462		70	73578	67692	79464
	21	27826	25600	30052		71	75053	69049	81057
	22	28384	26113	30655		72	76557	70433	82682
	23	28953	26637	31269		73	78092	71844	84339
	24	29533	27170	31896		74	79657	73284	86029
	25	30125	27715	32535		75	81253	74753	87753
	26	30729	28270	33187		76	82882	76251	89512
	27	31345	28837	33852		77	84543	77779	91306
	28	31973	29415	34531		78	86237	79338	93136
	29	32614	30005	35223		79	87966	80928	95003
	30	33267	30606	35929		80	89729	82550	96907
	31	33934	31219	36649		81	91527	84205	98849
	32	34614	31845	37383		82	93362	85893	100831
	33	35308	32483	38133		83	95233	87614	102851
	34	36016	33134	38897		84	97141	89370	104913
	35	36738	33799	39677		85	99088	91161	107016
	36	37474	34476	40472		86	101074	92988	109160
	37	38225	35167	41283		87	103100	94852	111348
	38	38991	35872	42110		88	105167	96753	113580
	39	39772	36591	42954		89	107274	98692	115856
	40	40570	37324	43815		90	109424	100670	118178
	41	41383	38072	44693		91	111618	102688	120547
	42	42212	38835	45589		92	113855	104746	122963
	43	43058	39614	46503		93	116137	106846	125428
	44	43921	40407	47435		94	118464	108987	127941
	45	44801	41217	48386		95	120839	111172	130506
	46	45699	42043	49355		96	123261	113400	133121
	47	46615	42886	50345		97	125731	115672	135789
	48	47550	43746	51354		98	128251	117991	138511
	49	48503	44622	52383		99	130821	120356	141287
	50	49475	45517	53433	GS15/10	100	133443	122768	144119

Determining Categorical Scores



Factor – Leadership / Supervision NH		Very High	115
LEVEL IV - LEADERSHIP/SUPERVISION •Establishes and/or leads teams to carry out complex projects or programs. Resolves conflicts. Creates climate where empowerment and creativity thrive. Recognized as a technical/functional authority on specific issues. •Leads, defines, manages, and integrates efforts of several groups or teams. Ensures organizational mission and program success. •Fosters the development of other team members by providing guidance or sharing expertise. Directs assignments to encourage employee development and cross-functional growth to meet organizational needs. Pursues personal professional development.	IV	High	96-100
		Medium	84-95
		Low	79-83
LEVEL III - LEADERSHIP/SUPERVISION •Provides guidance to individuals/teams; resolves conflicts. Considered a functional/technical expert by others in the organization; is regularly sought out by others for advice and assistance. •Defines, organizes, and assigns activities to accomplish projects/programs goals. Guides, motivates, and oversees the activities of individuals and teams with focus on projects/programs issues. •Fosters individual/team development by mentoring. Pursues or creates training development programs for self and others.	III	High	79-83
		Medium	67-78
		Low	61-66
LEVEL II - LEADERSHIP/SUPERVISION •Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems. •Proactively guides, coordinates, and consults with others to accomplish projects. •Identifies and pursues individual/team development opportunities.	II	High	62-66
		Medium-High	51-61
		Medium	41-50
		Medium-Low	30-40
		Low	22-29
LEVEL I - LEADERSHIP/SUPERVISION •Takes initiative in accomplishing assigned tasks. •Provides inputs to others in own technical/functional area. •Seeks and takes advantage of developmental opportunities.	I	High	24-29
		Medium	6-23
		Low	0-5

After preparing the annual appraisal, supervisors begin the categorical scoring process.

The set of descriptors for a particular factor and broadband level are to be taken as a group to decide at what categorical level a factor should be scored.

To better appreciate what the contribution range is for the assigned broadband, supervisors must consider what contributions might fall in the levels below and above the current level.

ASSESSING EMPLOYEE CONTRIBUTIONS
Determining Categorical Scores – Part 2

- **Part 2:** Use the factor descriptors / discriminators to determine a categorical score
  - Remember that factor descriptors are written at the top of the broadband, so the logic is that you would:
    - Choose **High** if the employee consistently meets all of the factor descriptors during the appraisal cycle
    - Choose **Medium** if the employee consistently meets most of the factor descriptors during the appraisal cycle with minimal guidance
    - Choose **Low** if the employee consistently meets portions of the factor descriptors during the appraisal cycle, or needs greater than expected assistance in meeting them

Note: This is NOT criteria for rating!...it is logic for application to your thought process and judgment in determining assessments

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Use the information above to better understand the distinctions made between categorical levels as a logical for application in determining which categorical score to choose.

AcqDemo

ASSESSING EMPLOYEE CONTRIBUTIONS
Categorical Scoring

Step 2

NH Contribution Matrix		Factors					
		Problem Solving	Teamwork/ Cooperation	Customer Satisfaction	Leadership/ Supervision	Communi-cation	Resource Management
	Very High						
Level IV	High						
	Med						
	Low						
Level III	High	3H					3H
	Med		3M	3M	3M	3M	
	Low						
Level II	High						
	M/H						
	Med						
	M/L						
	Low						
Level I	High						
	Med						
	Low						

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The supervisor compares employee contributions to the expectations listed in the appropriate factor descriptors and discriminators and then assigns a preliminary categorical score in CAS2NET. This rating is called the **categorical score.**

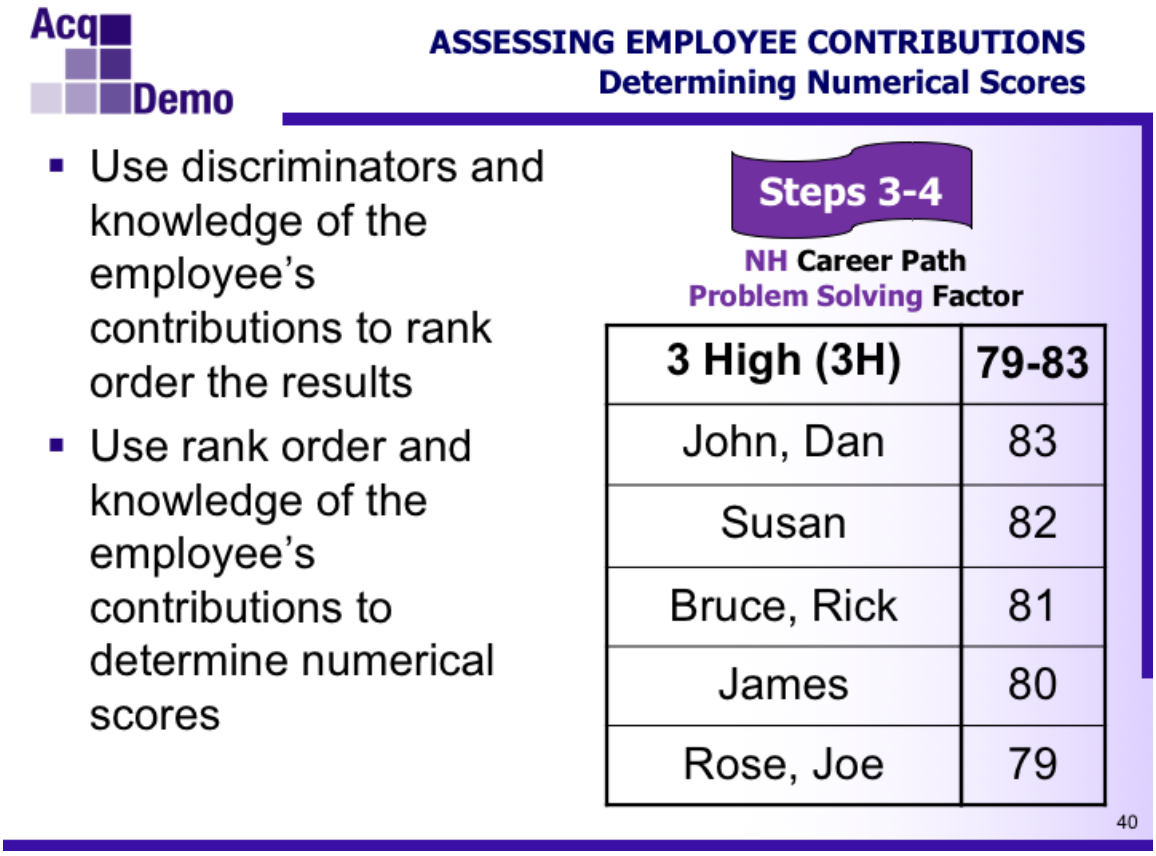
Joe's supervisor has assessed his level of contributions as four 3 Medium and two 3 High categorical scores for the 6 factors.

Based on local guidance, supervisors may also be asked to provide preliminary numerical scores as well. This will be discussed further on the next page.

Depending on the organization's pay pool structure, supervisors may sit on a sub pay pool panel and continue on to the next CCAS process step. If, however, a supervisor is not a member of a pay pool or sub pay pool panel, their participation in the scoring process is completed after recommending preliminary categorical scores (and possibly preliminary numerical scores), unless called upon by the sub pay pool or pay pool panel for further clarification.

If at any time the pay pool feels the need to change a supervisor's preliminary scores, the pay pool will contact the supervisor to discuss their proposed changes. Therefore, the supervisor should remain available throughout the pay pool process to assist as needed.

Determining Numerical Scores



At the sub pay pool panel level, or the pay pool panel level if no sub pay pool panels exist, the categorical scores are further refined and rank ordered. Adjustments are made until consistency and equity are reached. The contribution matrix is then completed and the categorical scores set.

Based on the range of scores available for that particular cell in the matrix, this refined preliminary categorical score is assigned a **numerical score.**

This two-step process for obtaining a recommended score for each factor is a way to ensure consistent use of the standards.

AcqDemo

ASSESSING EMPLOYEE CONTRIBUTIONS
Joe's Numerical Scores

NH Contribution Matrix		Factors					
		Problem Solving	Teamwork/ Cooperation	Customer Satisfaction	Leadership/ Supervision	Communi -cation	Resource Management
	Very High						
Level IV	High						
	Med						
	Low						
Level III	High (79 – 83)	*3H (79)*					*3H (79)*
	Med (67 – 78)		*3M (78)*	*3M (78)*	*3M (76)*	*3M (77)*	
	Low (61 – 66)						
Level II	High						
	M/H						
	Med						
	M/L						
	Low						
Level I	High						
	Med						
	Low						

Step 5

As a final sanity check, you may want to compare these preliminary numerical scores with the employee's Expected OCS to confirm that your assessed scores are consistent with the employee's original expected level of contribution at the beginning of the appraisal cycle.

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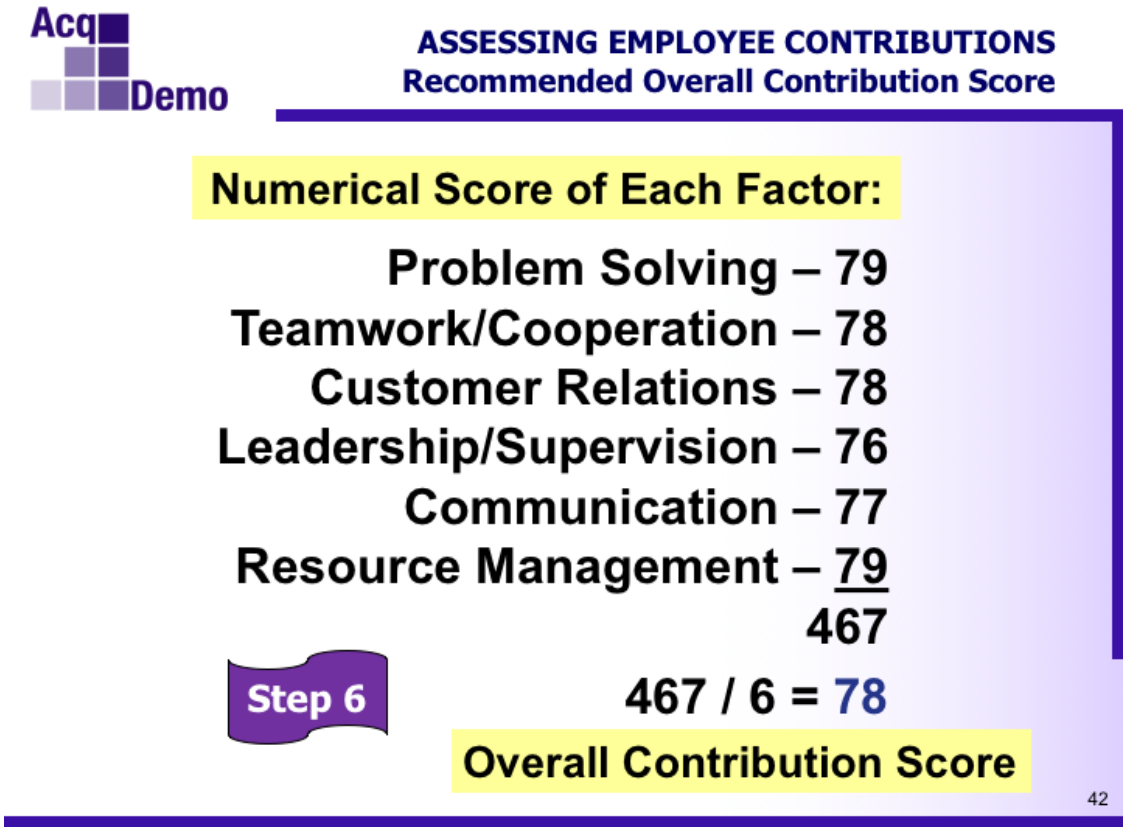
Step 5 is envisioned as the second meeting of the pay pool panel, but could be a continuation of the first meeting.

If after the first pay pool panel meeting there are questions for individual supervisors, those conversations take place between the two pay pool meetings.

It is also a chance for each pay pool panel member to reflect on the panel's preliminary decisions before final scores are set.

Before scores are approved, the pay pool may consider performing one last sanity check against employee Expected Overall Contribution Scores to ensure that the numerical scores selected are in-line with employee contributions.

Recommended Overall Contribution Score

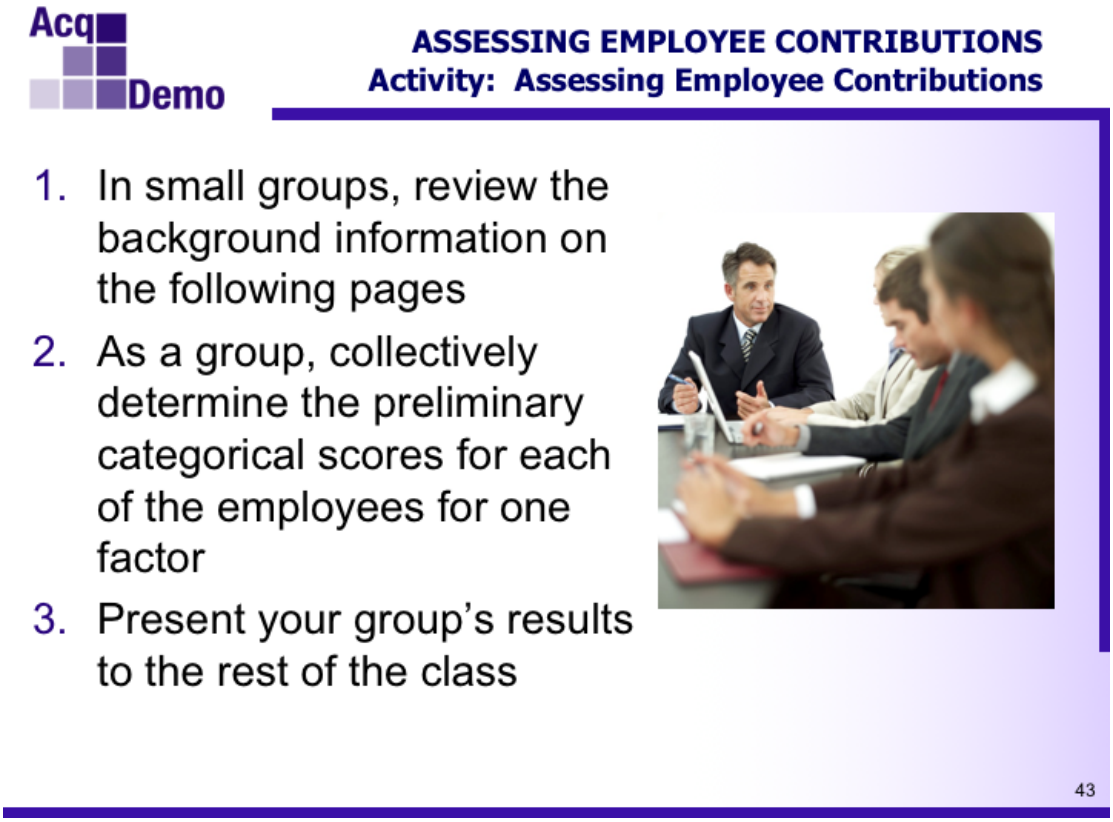


After numerical scores have been assigned to each of the factors, the scores are averaged to produce a preliminary Overall Contribution Score (OCS). Note that the OCS is rounded to the nearest whole number (i.e., .4 or lower is rounded down; .5 or higher is rounded up).

This score is forwarded to the pay pool as the **preliminary OCS,** along with the individual categorical and numerical factor scores, since it has not yet been validated by the pay pool**.** The pay pool panel then considers the preliminary score in the context of the contribution of other members of the pool for consistency. After considering each recommended OCS for equity and consistency, the pay pool manger approves a final OCS for each employee.

For our example, the pay pool manager has approved the numerical scores shown on the slide shown above for Joe, resulting in an OCS of 78.

Activity: Assessing Employee Contributions



Read the following scenario that describes the employee's contributions for the past year.

Instructions

Drawing upon the scenario, determine the categorical score for each employee for the **Problem Solving** factor.

You will have approximately 30 minutes to complete this part of the activity. When finished, prepare to brief out your decisions and the rationale for them to the rest of the class.

You supervise the following employees who all hold NH-III positions: Joe, Rose, Rick, Cora, Bruce.

Below is a summary of their contributions as presented in their appraisals relating to the Problem Solving factor:

Employee	Summary of Contributions
Joe	Joe led a series of high level projects this year. Chief among them was a new computer system that tracked our warehouse inventory in a much more automated way than our old system. The team Joe put together had to overcome several unexpected obstacles, yet still finished the project ahead of schedule by 2 months and under budget by 10%. This resulted in an efficient end-of-year audit with our best results in years. And because Joe's projects finished early, he was able to take on a couple of additional projects that we did not anticipate being able to get to this fiscal year.
Rose	Rose really struggled this year in this capacity. In fact, I even had to replace her as the lead on two projects. Despite weekly progress meetings, and other coaching sessions I held with Rose, her projects were constantly behind schedule. Her project plan did not contain the proper risk management analysis and thus several times when an obstacle was put in front of her projects she had no pre-planned solution for getting around them. While she did complete some assignments, overall her contributions did not match expectations of her classification and pay.
Rick	Rick was the lead programmer for a new system that tracks material storage and delivery of weapon system parts from the Supply Department to the Operating Forces. Despite unexpected delays in requirements documents, Rick accelerated the coding to stay on schedule. This tracking system cut reorder costs by 5% and improved delivery time on average by 10 days.
Cora	Cora began the year completing the new HR database development project, well ahead of schedule and budget. She also had to step in to replace Rose on a couple of projects. While those projects where not specifically in Cora's area of expertise, she jumped right in and quickly got up to speed. The course corrections made on those projects was astounding. Received letter of appreciation from Assistant Chief of Staff.
Bruce	Using an off-the-shelf tool, Bruce implemented an automated process for tracking an average of 600 work requests per month. The project got slightly behind schedule but after discussions from his Mid-Point Review and subsequent coaching, Bruce was able to complete the project on-time. This new process saved $7K in overtime for the admin staff, saved time by having information readily available on-line and saved time and space by not having to file paperwork. It also made the work requests much easier to read by maintenance personnel.

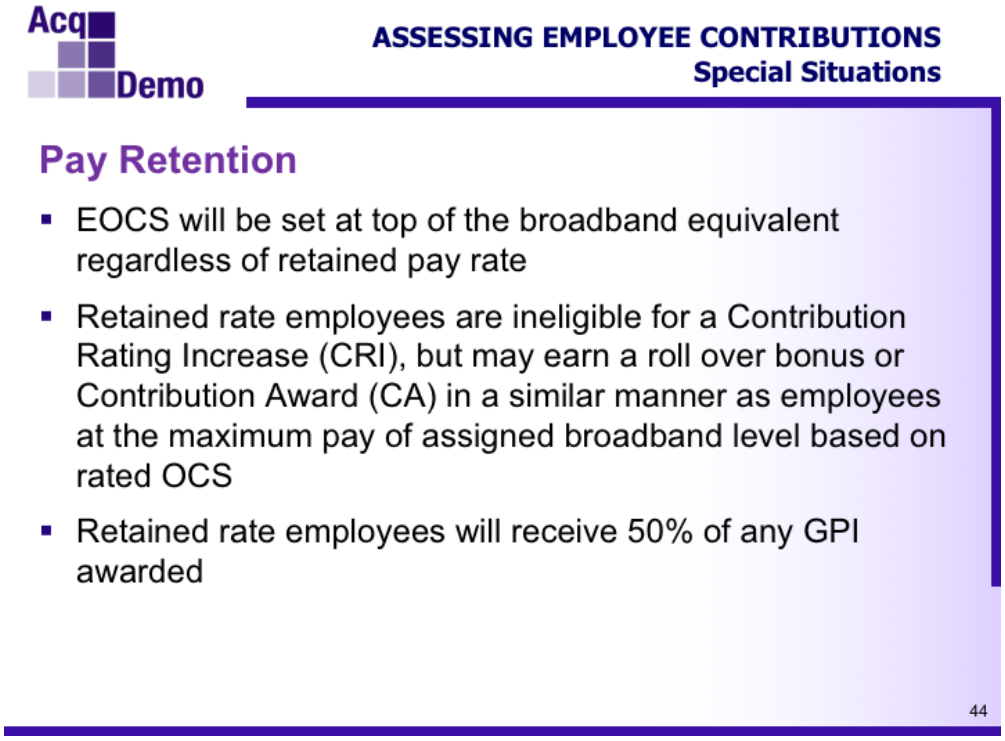
Results

As a supervisor, determine the categorical score for each employee for the **Problem Solving** factor.

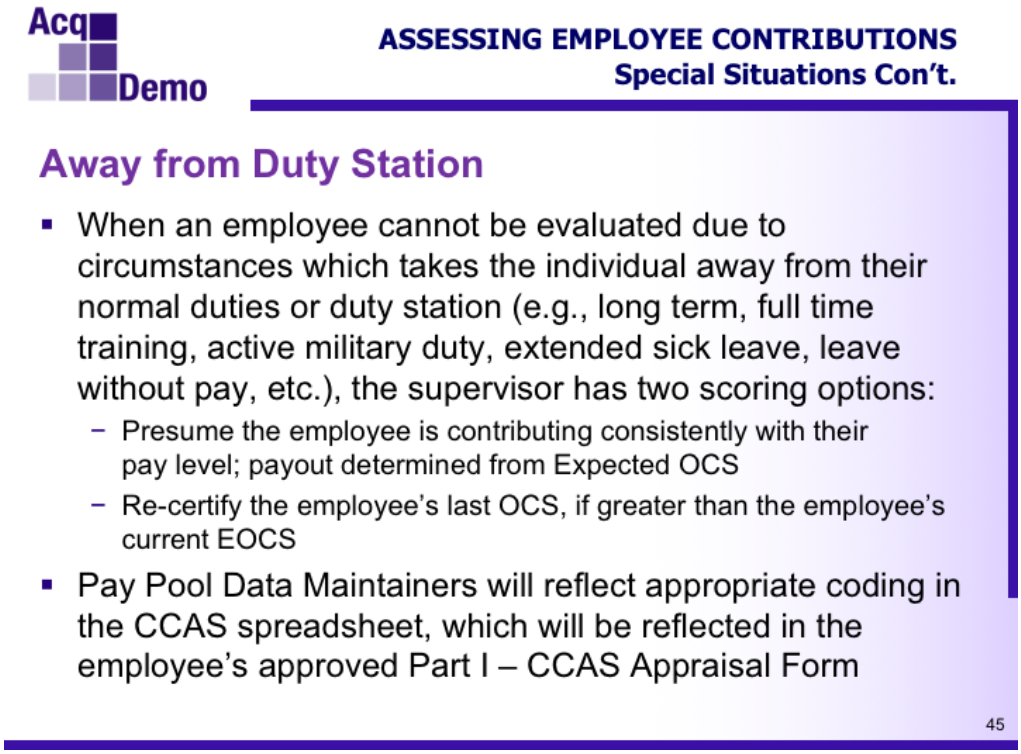
Employee	Categorical Scores
Joe	
Rose	
Rick	
Cora	
Bruce	

Special Situations

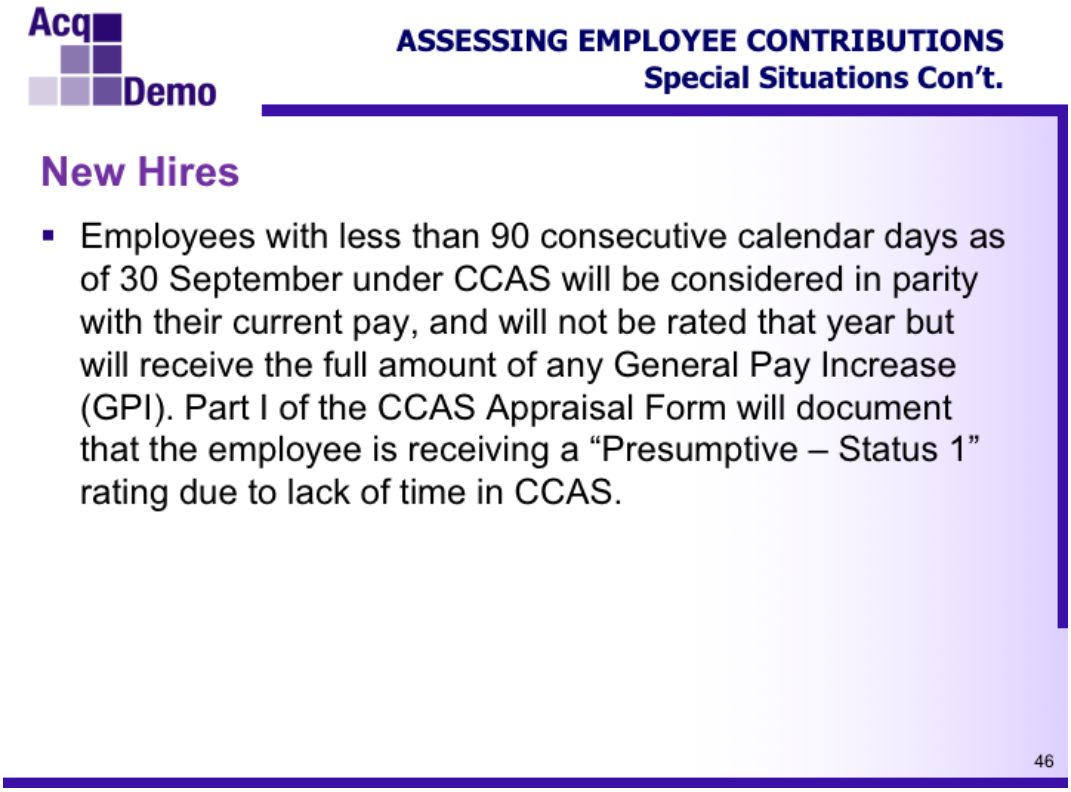
Pay Retention



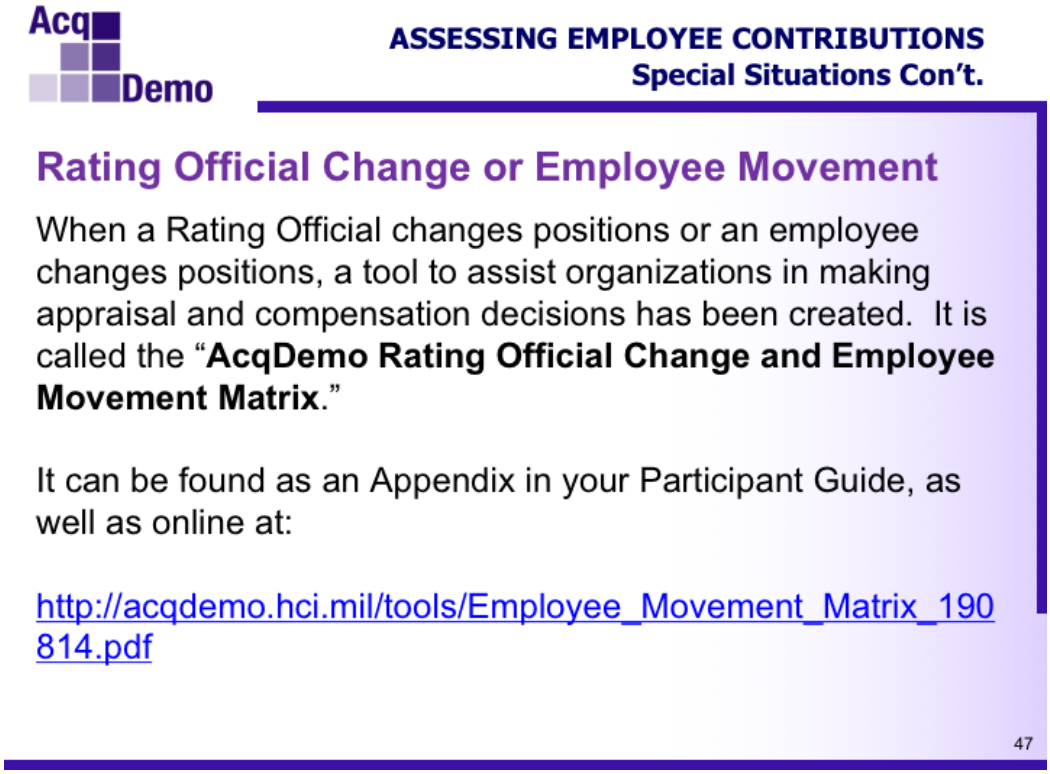
Away from Duty Station



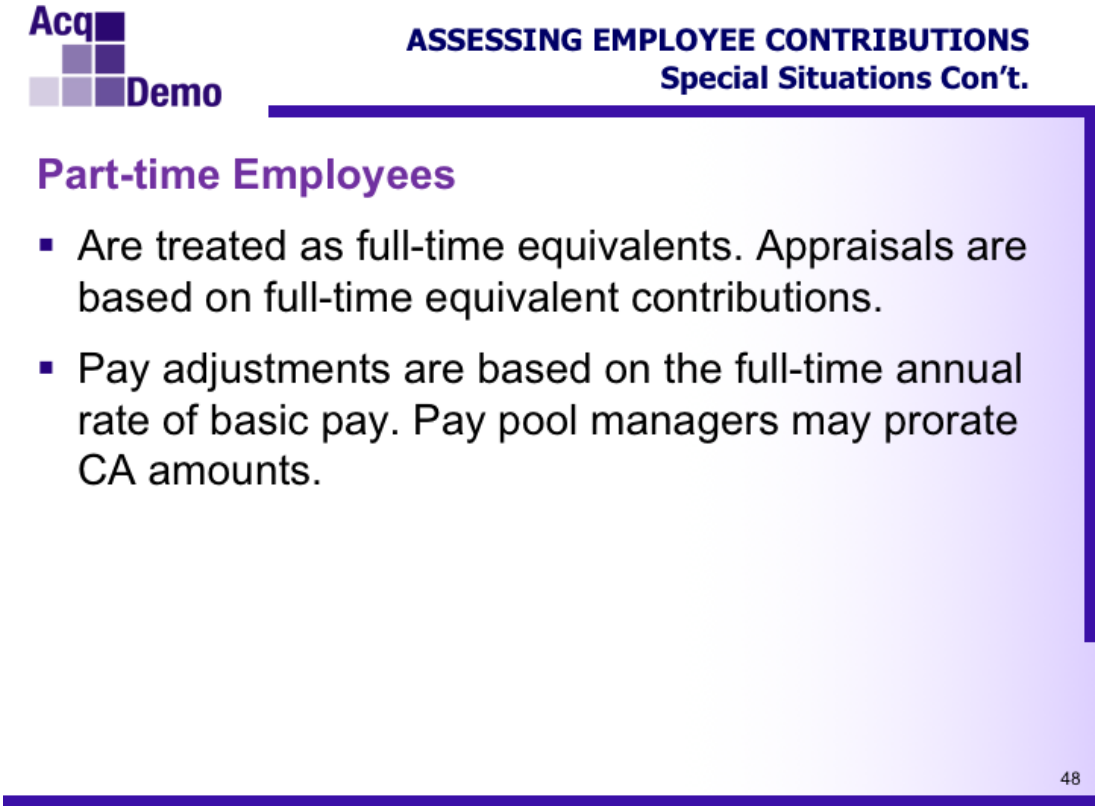
New Hires



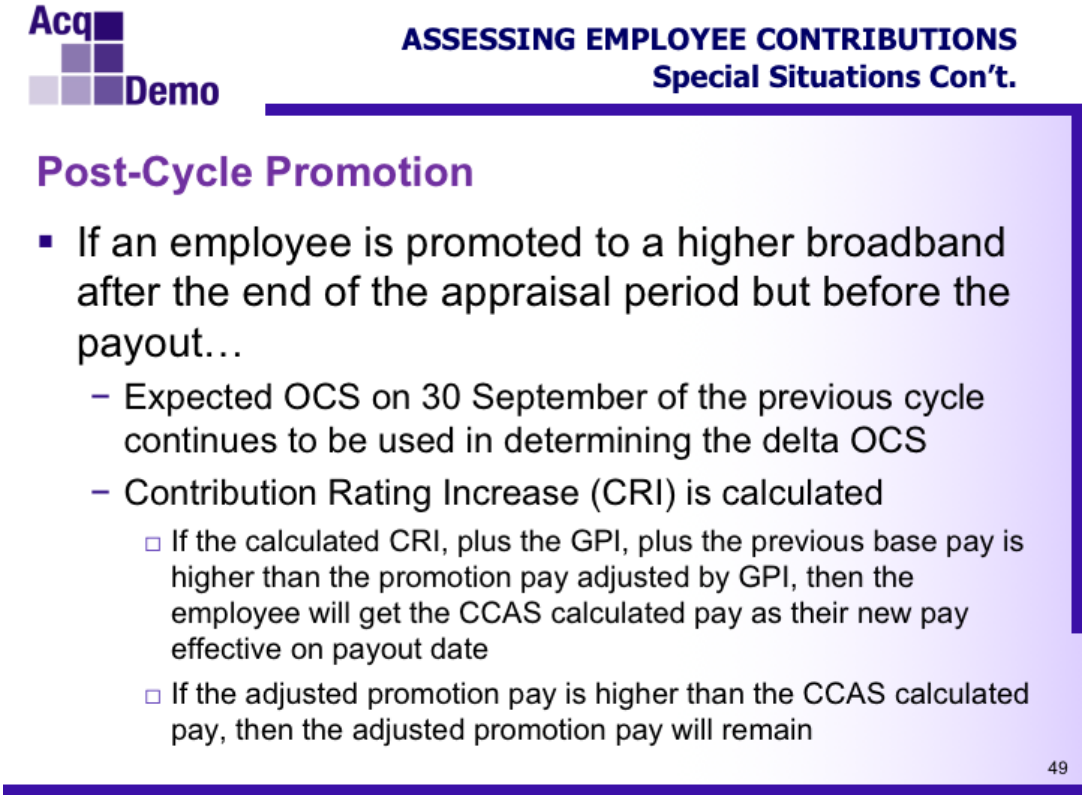
Rating Official Change or Employee Movement



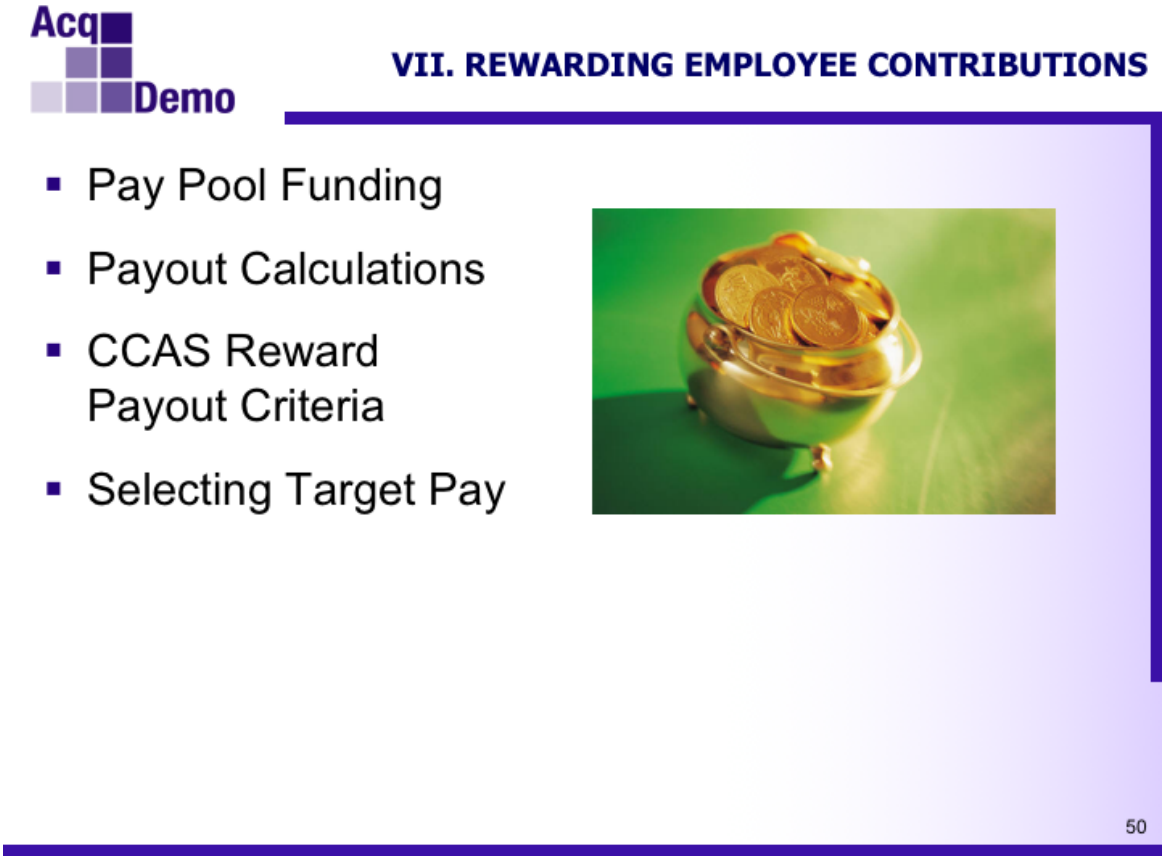
Part-time Employees



Post-Cycle Promotion

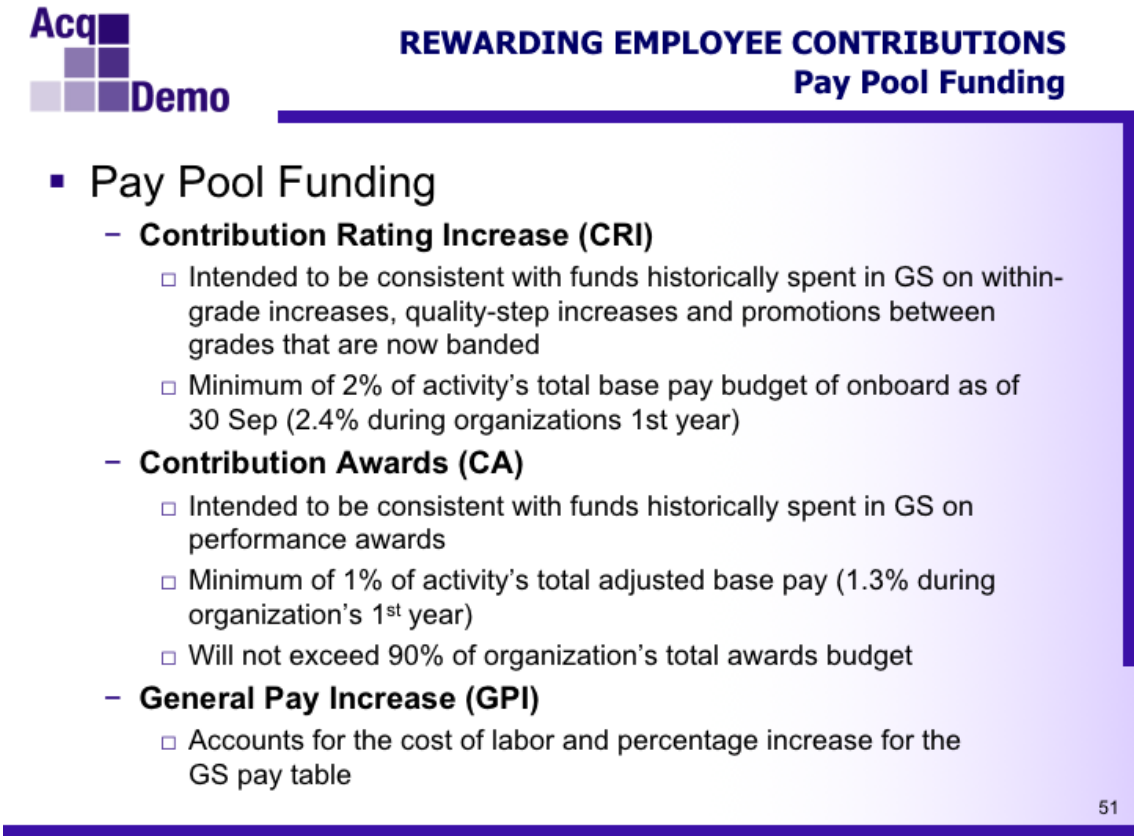


Chapter 7: Rewarding Employee Contributions



This chapter provides details in the steps taken to determine the distribution of pay pool funds at the conclusion of the appraisal cycle.

Pay Pool Funding



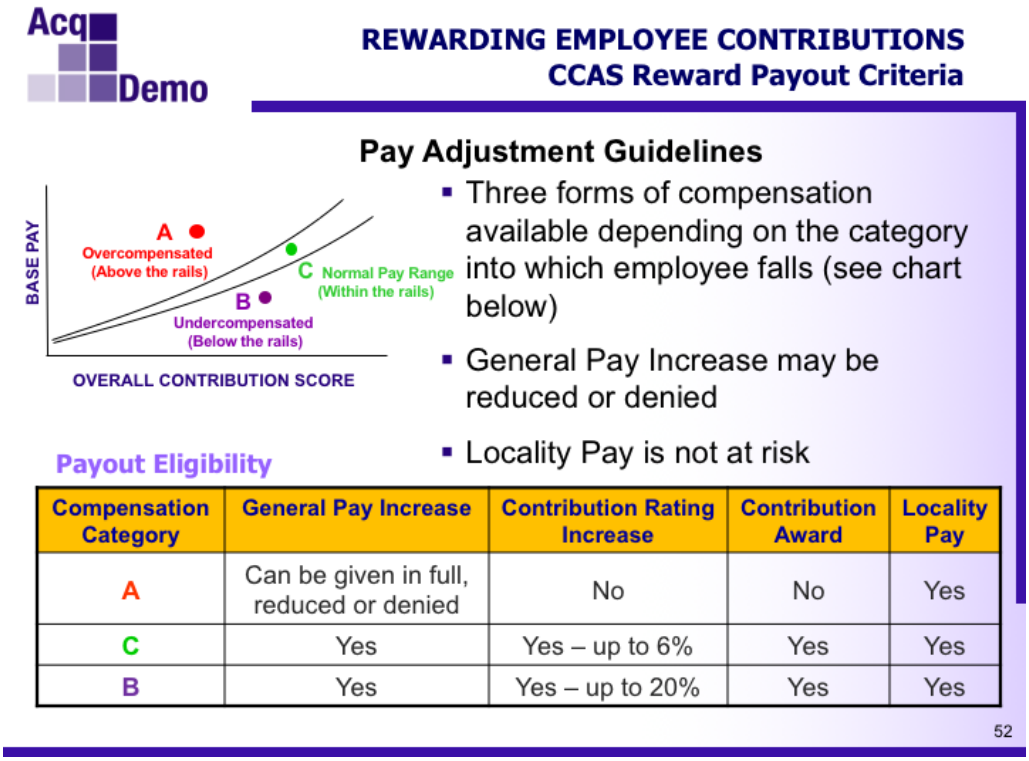
The amount of money available for Contribution Rating Increase (CRI) within a pay pool is determined by the money that would traditionally have been available for quality and within-grade step increases, and career promotions. Funds not distributed from the General Pay Increase (GPI) may also be transferred to the CRI pool of money. Additionally, the CRI pools may be used to augment the Contribution Awards (CA) pool. However, the awards money portion cannot be used for increments to base pay.

The CRI pool of money will be set at no less than 2% of the activity's total base pay budget. These floors represent a budgetary minimum amount. Components may set higher amounts within their budgetary limits. No ceiling amount is directed by the Operating Procedures.

The CA pool includes what were formerly known as performance or bonus awards. This pool will be used for awards given under the CCAS process. The fund will be set at no less than 1% of the activity's total awards budget. The amount for the CA will not exceed 90% of the 1% for the total awards budget, so as to allow for other awards not related to the CCAS process, e.g., on-the-spot awards and group awards.

The dollar amounts to be included in the pay pool will be computed based on the salaries of the employees in the pay pool as of 30 September each year.

CCAS Reward Payout Criteria



Compensation Category	General Pay Increase	Contribution Rating Increase	Contribution Award	Locality Pay
A	Can be given in full, reduced or denied	No	No	Yes
C	Yes	Yes – up to 6%	Yes	Yes
B	Yes	Yes – up to 20%	Yes	Yes

Plotting an employee's final OCS and current pay on a graph that includes the standard pay line, with upper and lower rails, locates his or her data point into one of three zones, A, B or C.

Category A: whose scores plot above the rails, contains data points showing employees who are contributing less than what would be expected for their pay and are thus considered overcompensated.

Category B: whose scores plot below the rails, contains data points showing employees who are contributing more than what is expected for their pay and are thus considered undercompensated.

Category C: whose scores plot between the rails, contains data points showing employees who are appropriately compensated.

Aside from the guidelines above, there are other considerations for assigning Contribution Rate Increases (CRI) and Contribution Awards (CA). Those considerations include:

- Pay increase decisions are based in part on available funding
- Basic pay plus locality pay may not exceed Executive Level IV basic pay
- CRI increases may not exceed maximum pay for current broadband level
- CRI increases over 20% requires local commander's (or equivalent) approval
- Pay pool manager can approve CA's up to $10,000; amounts exceeding $10,000 require local commander's (or equivalent) approval
- Program intent is to have all people be appropriately compensated

Note: For those in Category "B"…it may take more than one contribution period to elevate an employee's pay into the normal pay range.

Payout Calculations

REWARDING EMPLOYEE CONTRIBUTIONS
Payout Calculations

Determine who is in the pay pool as of the end of the rating period on 30 September.

Employee	Base Pay	Adjusted Pay
Contributor, Joe	$80,735	$92,320
Sayers, Rose	$80,121	$91,618
Collins, James	$80,121	$91,618
Blaine, Rick	$70,010	$80,056
Wayne, Bruce	$70,010	$80,056
Monroe, Cora	$65,453	$74,846
Totals	$446,450	$510,515

Total the Base Pay column for use in CRI calculations.

Total the Adjusted Base Pay column for use in CA calculations.

Note: Adjusted Base Pay example above reflects current RUS locality rate; adjusted base pay will vary by locality

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REWARDING EMPLOYEE CONTRIBUTIONS
Payout Calculations Con't.

Calculate pay pool dollars allocated for pay increases (CRI) and awards (CA).

The minimum funding level for CRI is 2.0% of the total base pay and CA is 1.0% of adjusted base pay.

Total Base Pay * CRI Funding Level = CRI Pool
$446,450 X 2.0% = $8,929

Total Adjusted Pay * CA Funding Level = CA Pool
$510,515 X 90% of 1.0% = $4,595

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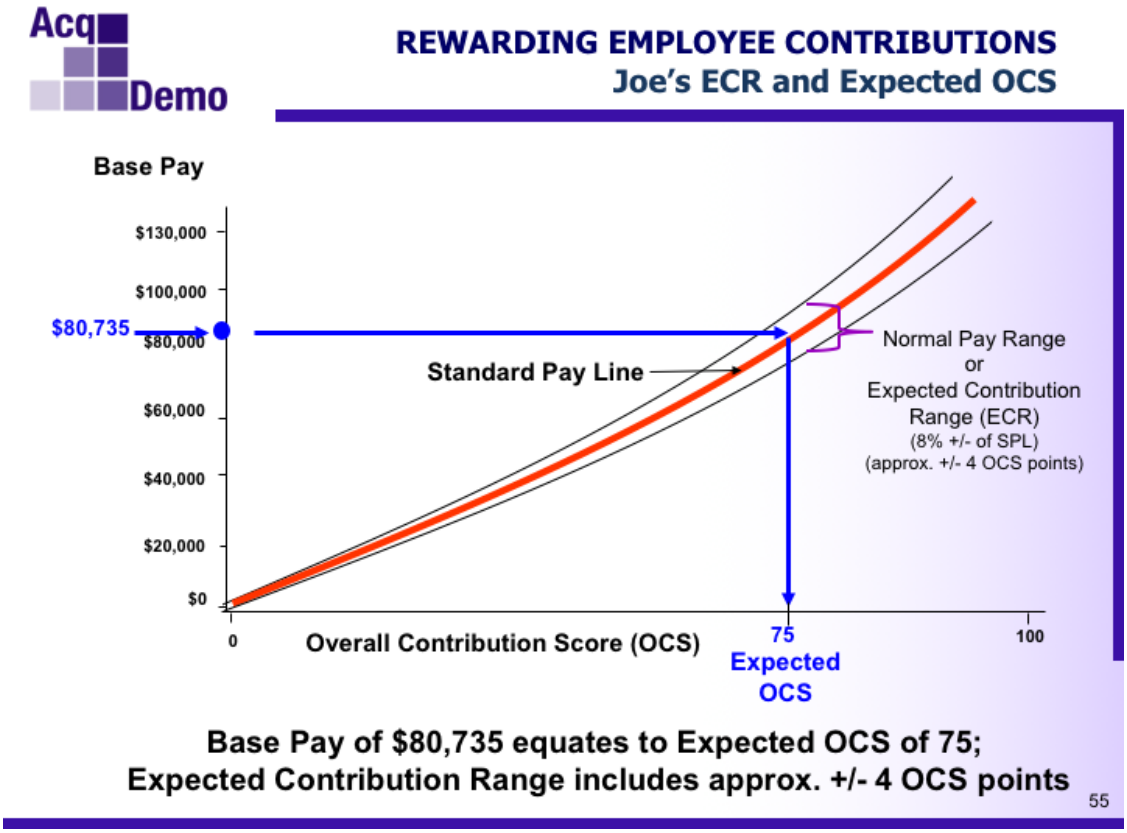
Joe's ECR and Expected OCS



This chart shows a direct link between increasing levels of contribution and increasing pay.

The Standard Pay Line (SPL) distributes the GS-1 to GS-15 pay range across the chart beginning at an OCS of 0 (GS-1, Step 1) and ending at OCS of 100 (GS-15, Step 10). The upper and lower rails encompass an area of approximately +/- 4.0 OCS points, and +/- 8.0 percent in terms of base pay from the SPL. This creates what we call the Normal Pay Range (NPR).

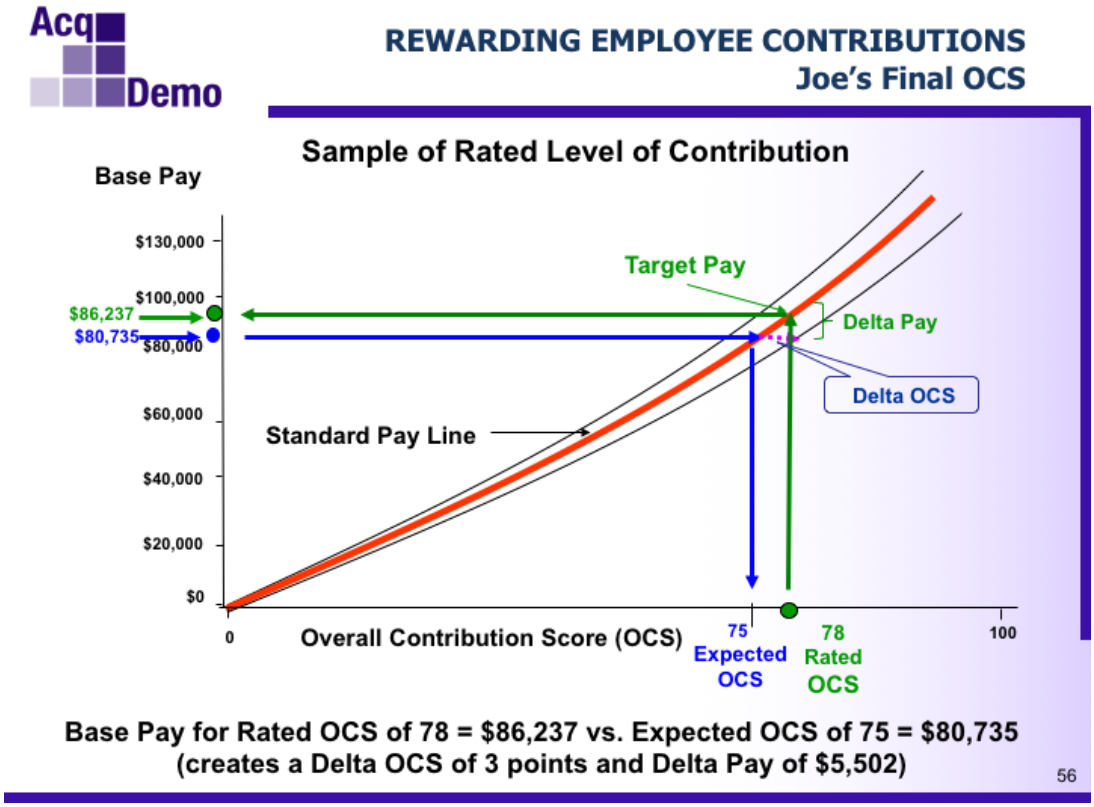
Employees whose OCS plotted against their base pay falls on or within the rails are considered "appropriately compensated – (C)," employees whose pay falls below the NPR for their assessed contribution score are considered "undercompensated - below the rails (B)," and those falling above the NPR are considered "overcompensated - above the rails (A)."

The goal of CCAS is to make pay consistent with employees' contributions to the mission of the organization.

Joe's base pay of $80,735 plotted on this graph using the standard pay line equates to an expected score of 75.

Joe's ECR then, being approximately +/- 4 points from that score, is 71-78 as calculated by a formula used in the ECR Calculator, CAS2Net, and the CMS (Compensation Management Spreadsheet).

Joe's Final OCS



The pay pool manager has approved Joe's score of 78. Let's take a look at what the monetary impact of that decision is for Joe.

If we reverse the earlier process and start with the 78 score along the scoring axis, follow it up to the SPL and back over to the pay axis, we see that Joe has earned a target pay of $86,237 which creates a delta OCS of 3 points and a delta pay of $5,502.

The more delta OCS points to be compensated there are, the lower the percentage of payout will be for each employee. Due to limited funding in the pay pool, it is likely that each employee will only be awarded a percentage of the delta pay amount earned.

This slide illustrates the Standard Pay Line perspective. If the Lower Rail were used, fewer people would receive payouts, but those that did would receive larger payouts. If the Upper Rail were used, more people would receive payouts, but each payout would be smaller. The SPL allows for something in between the upper and lower rail options. It also provides for no payouts if an employee has a negative OCS Delta of -1 or greater from his/her EOCS.

A different choice of rail can be made for both CRI and CA payout decisions. This is a Component decision. Check for your Component policy on which line/rail will be used for payout and be sure to explain the implications of this decision to your employees.

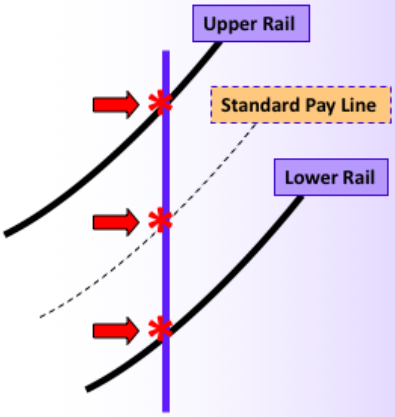
The following three pages demonstrate the effect of the rail choices.

Selecting Target Pay

REWARDING EMPLOYEE CONTRIBUTIONS
Selecting Target Pay

OCS	*0.92 Lower Rail	SPL	*1.08 Upper Rail
60	53874	58559	63244
61	54954	59733	64511
62	56056	60930	65804
63	57179	62151	67123
64	58325	63397	68469
65	59494	64668	69841
66	60687	65964	71241
67	61903	67286	72669
68	63144	68634	74125
69	64409	70010	75611
70	65700	71413	77126
71	67017	72844	78672
72	68360	74304	80249
73	69730	75794	81857
74	71128	77313	83498
75	72553	78862	85171

Selecting Target Pay for CRI and CA



Note: These figures reflect FY2013 data. It is merely used for illustration purposes. Updated data can be found on the second tab of the ECR Calculator tool each year.

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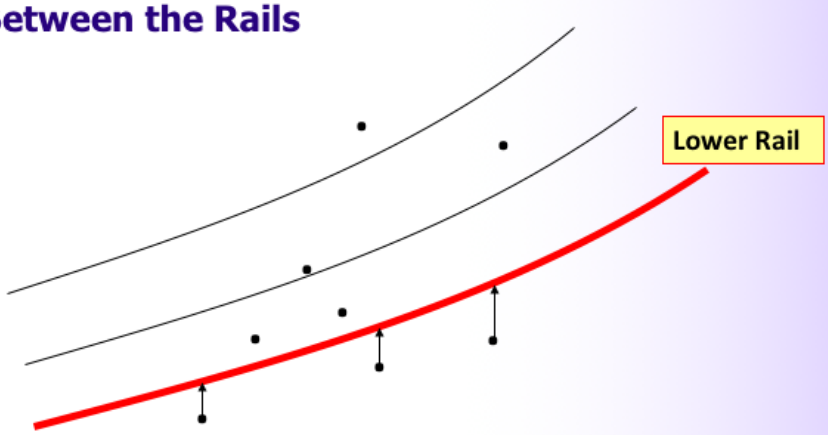
Using The Lower Rail

REWARDING EMPLOYEE CONTRIBUTIONS
Using The Lower Rail

Only three employees receive CRI pay adjustment - None Between the Rails



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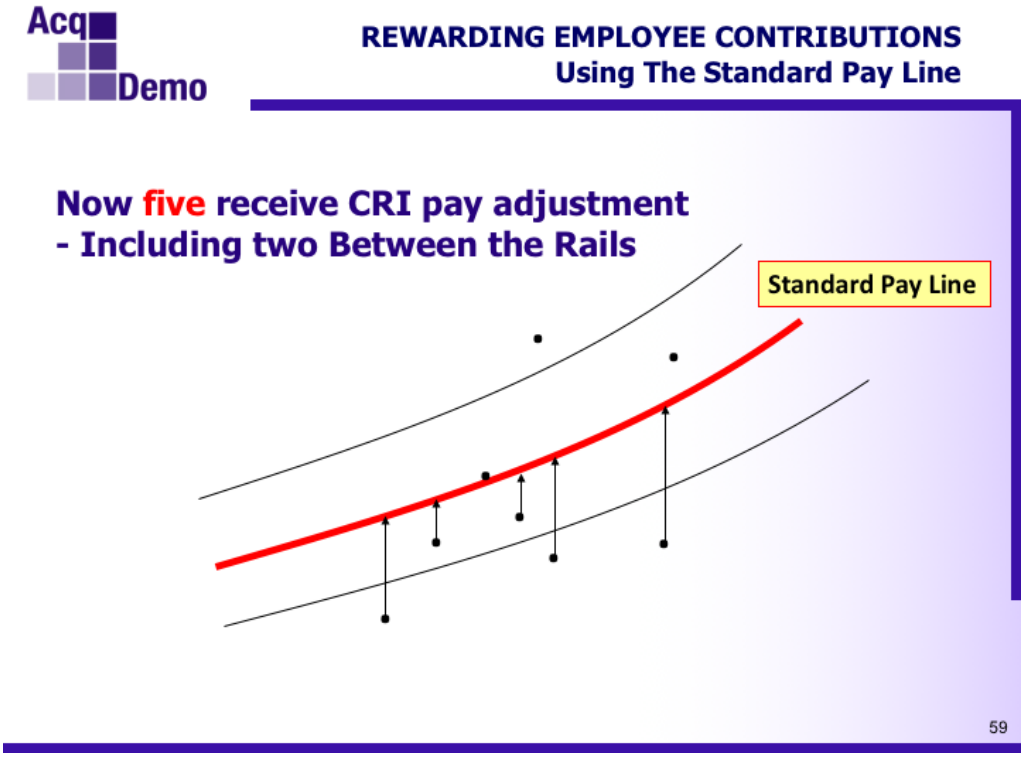
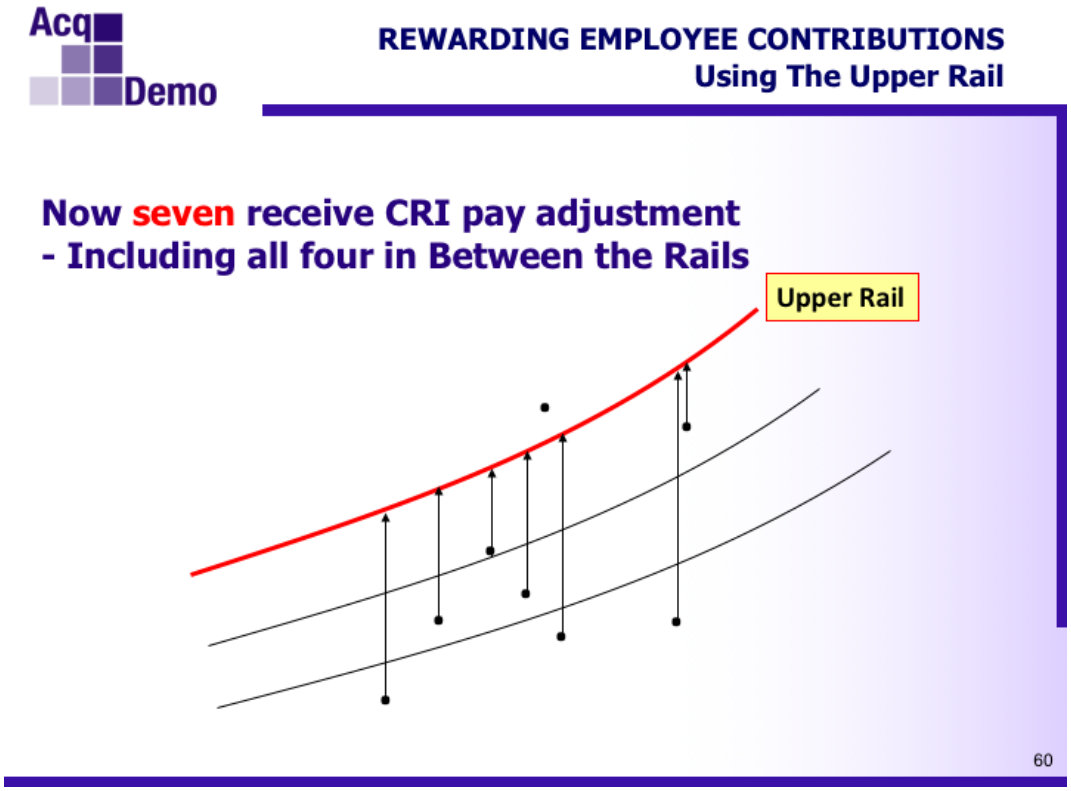
Using The Standard Pay Line



Using The Upper Rail



Payout Calculations

REWARDING EMPLOYEE CONTRIBUTIONS
Payout Calculations

Enter approved OCS and Target Salaries.

Determine the Delta OCS and Delta Salaries.

	Expected OCS	Approved OCS	Delta OCS	Base Pay	Target Pay	Delta Pay
Contributor, Joe	75	78	3	$80,735	$86,237	$5,502
Sayers, Rose	74	68	-6	$80,121	$70,715	-$9,406
Collins, James	74	76	2	$80,121	$82,882	$2,761
Blaine, Rick	67	69	2	$70,010	$72,132	$2,122
Wayne, Bruce	67	66	-1	$70,010	$67,964	-$2,046
Munroe, Cora	64	68	4	$65,453	$70,715	$5,262

Total Positive Delta Salary = $15,647

Calculate total *positive* Delta Pay.

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REWARDING EMPLOYEE CONTRIBUTIONS
Payout Calculations (cont'd)

Calculate percent of Delta Pay to be given.

Available Dollars for CRI ÷ Total Positive Delta = Percent for CRI Payout

Total Positive Delta Pay of $15,647

$8,929 ÷ $15,647 = 57.0653% of Positive Delta Pay for CRI

Available Dollars for CA ÷ Total Positive Delta = Percent for CA Payout

Total Positive Delta Pay of $15,647

$4,595 ÷ $15,647 = 29.3666% of Positive Delta Pay for CA

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Joe's Payout Calculations

REWARDING EMPLOYEE CONTRIBUTIONS
Joe's Payout Calculations

Calculate approved CRI and CA

	Expected OCS	Approved OCS	Delta OCS	Base Pay	Target Pay	Delta Pay
Contributor, Joe	75	78	3	$80,735	$86,237	$5,502

Delta Pay * Percent of Delta Pay for CRI = Contribution Rating Increase

$5,502 X 57.0653% = $3,140

Delta Pay * Percent of Delta Pay for CA = Contribution Award

$5,502 X 29.3666% = $1,616

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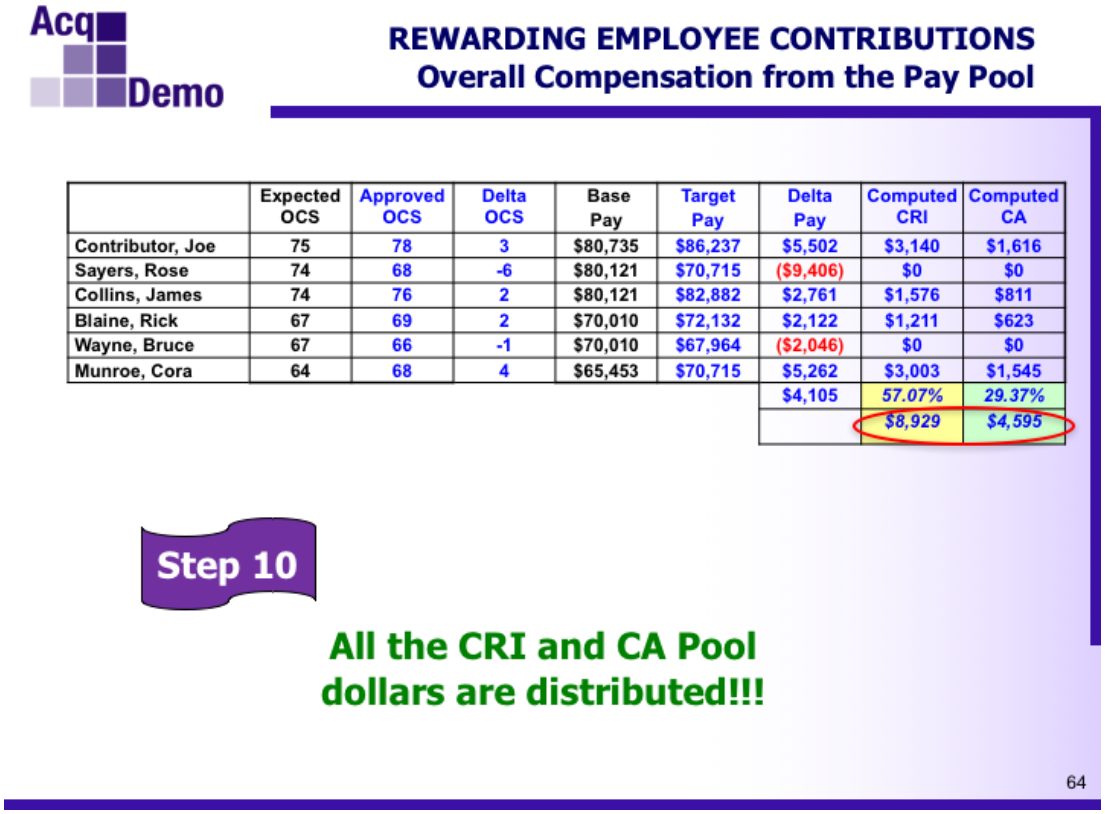
Overall Compensation from the Pay Pool



	Expected OCS	Approved OCS	Delta OCS	Base Pay	Target Pay	Delta Pay	Computed CRI	Computed CA
Contributor, Joe	75	78	3	$80,735	$86,237	$5,502	$3,140	$1,616
Sayers, Rose	74	68	-6	$80,121	$70,715	($9,406)	$0	$0
Collins, James	74	76	2	$80,121	$82,882	$2,761	$1,576	$811
Blaine, Rick	67	69	2	$70,010	$72,132	$2,122	$1,211	$623
Wayne, Bruce	67	66	-1	$70,010	$67,964	($2,046)	$0	$0
Munroe, Cora	64	68	4	$65,453	$70,715	$5,262	$3,003	$1,545
						$4,105	57.07%	29.37%
							$8,929	$4,595

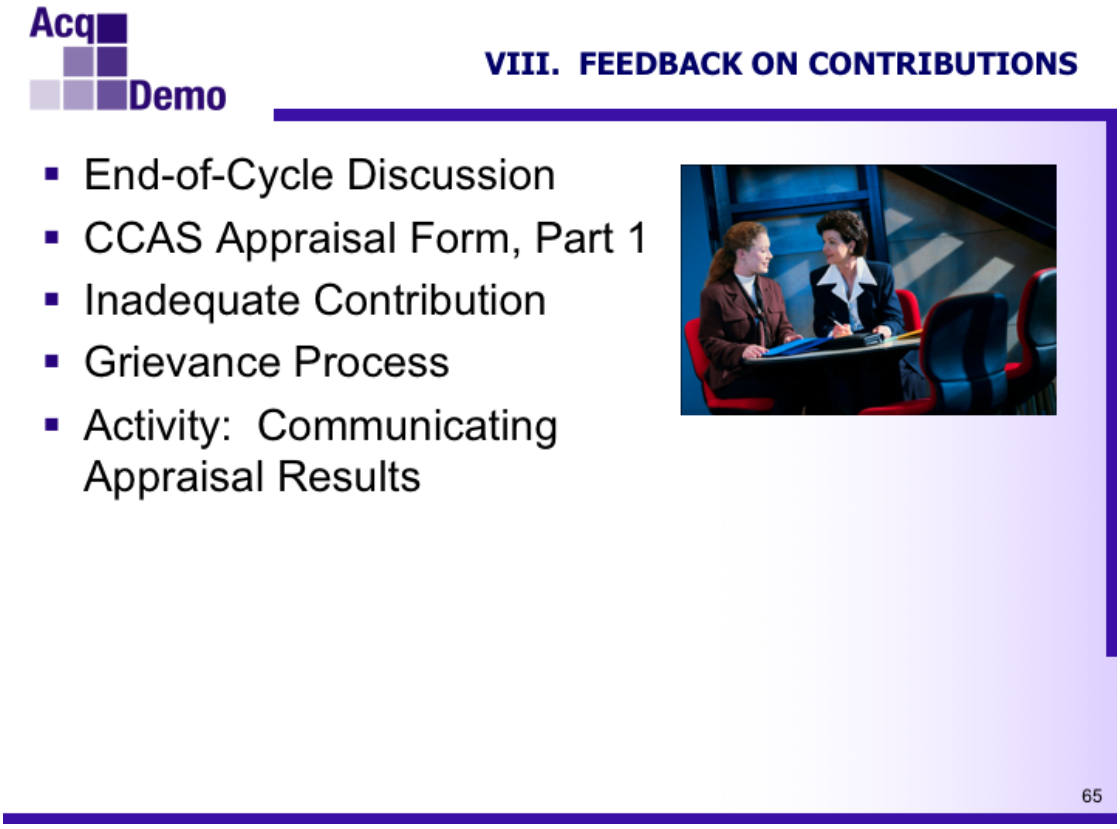
The pay pool panel assigns CRIs and CAs based on a percentage of the difference between the employee's pay and the pay associated with an OCS. This percentage is based on the funds available and is distributed equitably among those employees whose pay and OCS ratings are plotted in Categories B and C of the graph.

Once the scores and pay adjustments have been approved by the pay pool manager, they are documented on the CCAS Appraisal Form, Part I. Part I, which serves as the basis for individual End-of-Cycle discussions with the employees.

The pay pool panel will communicate results to supervisors. Supervisors should ensure that the Annual Appraisal reflects the approved appraisal results (i.e., scores and narrative).

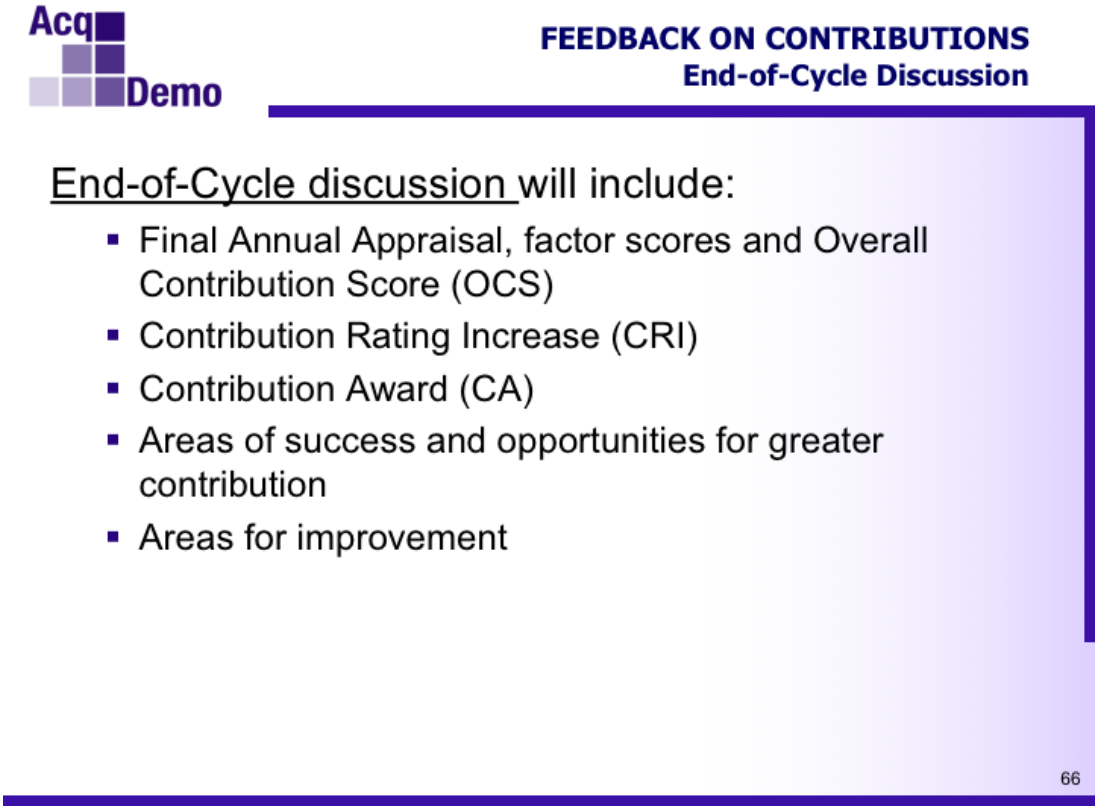
The supervisor may seek additional clarification from the pay pool panel, if needed, before meeting with the employee.

Chapter 8: Feedback on Expectations and Contributions



This chapter provides effective communication tips for the End-of-Cycle discussion, including delivering the appraisal results at the end of the CCAS cycle.

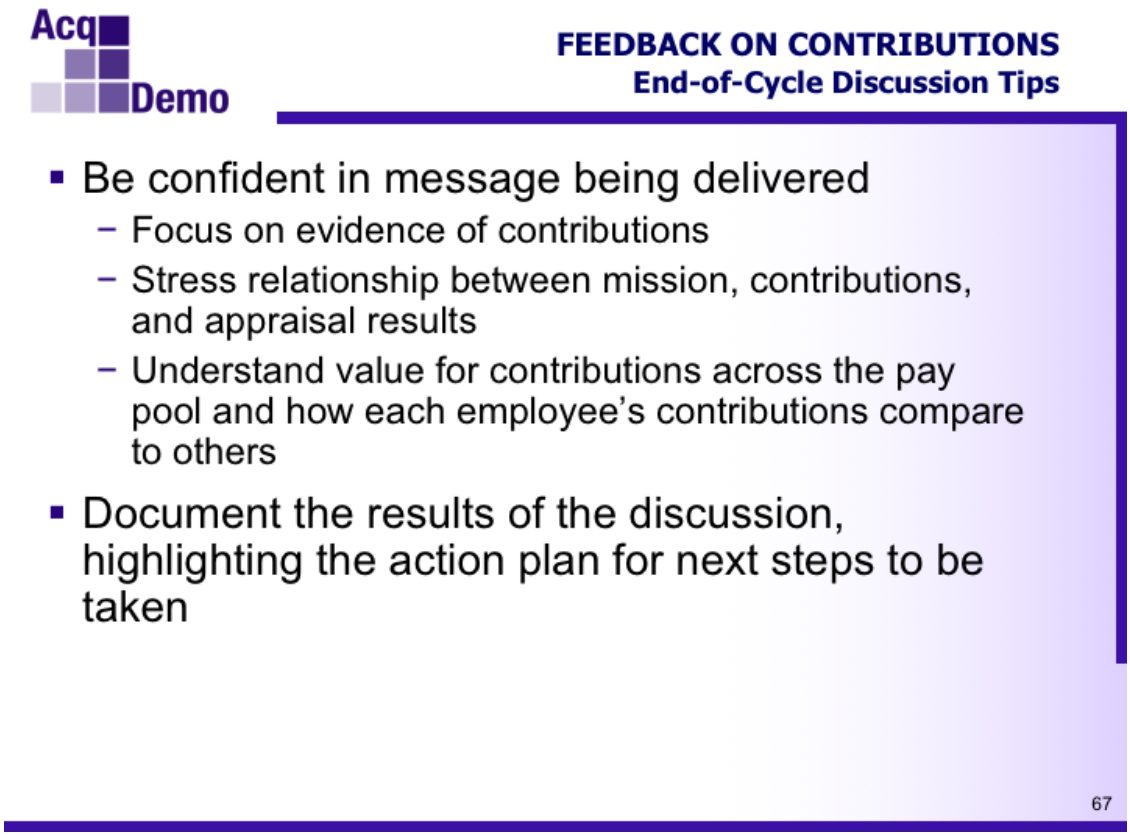
End-of-Cycle Discussion



The conversation that closes out the CCAS cycle is for the formal acknowledgement of the appraisal and OCS after the entire appraisal process has been completed. It should be a retrospective look at lessons learned and insights that can be carried forward into the current appraisal period to improve outcomes and organizational impact. It occurs in December or January, following the conclusion of the pay pool process.

CONVERSATION TIPS

- *Avoid surprises.* All concerned want the appraisal to be fair.
- *If the rating of record is below the Expected OCS, it is important to immediately discuss next steps.*
- *Do not criticize or blame the pay pool panel for lowering a recommended score.* Instead explain the rationale behind the pay pool's decision for the score achieved.



Set the stage for a productive meeting with each employee. Showing your support and concern for them at this time of the year will help to create a more positive environment during the next appraisal cycle.

Prepare in your mind the questions each employee is likely to ask. Ensure that you are prepared with answers for each of those questions.

Be very clear on how/why the categorical and numerical scores were determined for each of the 6 Factors.

CCAS Results – Part 1 Form

AcqDemo

FEEDBACK ON CONTRIBUTIONS
CCAS Results – Part I Form

Step 11

Identifying info

Signatures

Appraisal Details

Part I: CCAS Salary Appraisal Form

Name:	Joe Contributor	**Series:**	0801	**Appraisal Period:**	
CAS2Net ID:	48719	**Broadband Level:**	III	From:	1-Oct-15
Organization:		**Retained Pay:**	No	To:	30-Sep-16
Career Path:	NH	**Presumptive:**	None		

Approved By: Bob Arnold, Pay Pool Manager **Effective Date of Appraisal:** January 1, 2016

Discuss evaluation with employee and obtain signature confirming discussion. Signature of employee does not constitute agreement with CCAS appraisal.

_____ Date _____

Supervisor Print / Sign Date _____

Employee Print / Sign Date _____

2015 Appraisal Detail

		Factor	Category Score	Numeric Score
Overall Contribution Score	**78**	Problem Solving	3H	79
Expected Contribution Score	75	Teamwork	3M	78
Expected Contribution Range	71-78	Customer Relations	3M	78
Delta OCS	3	Leadership	3M	76
		Communications	3M	77
		Resource Management	3H	79

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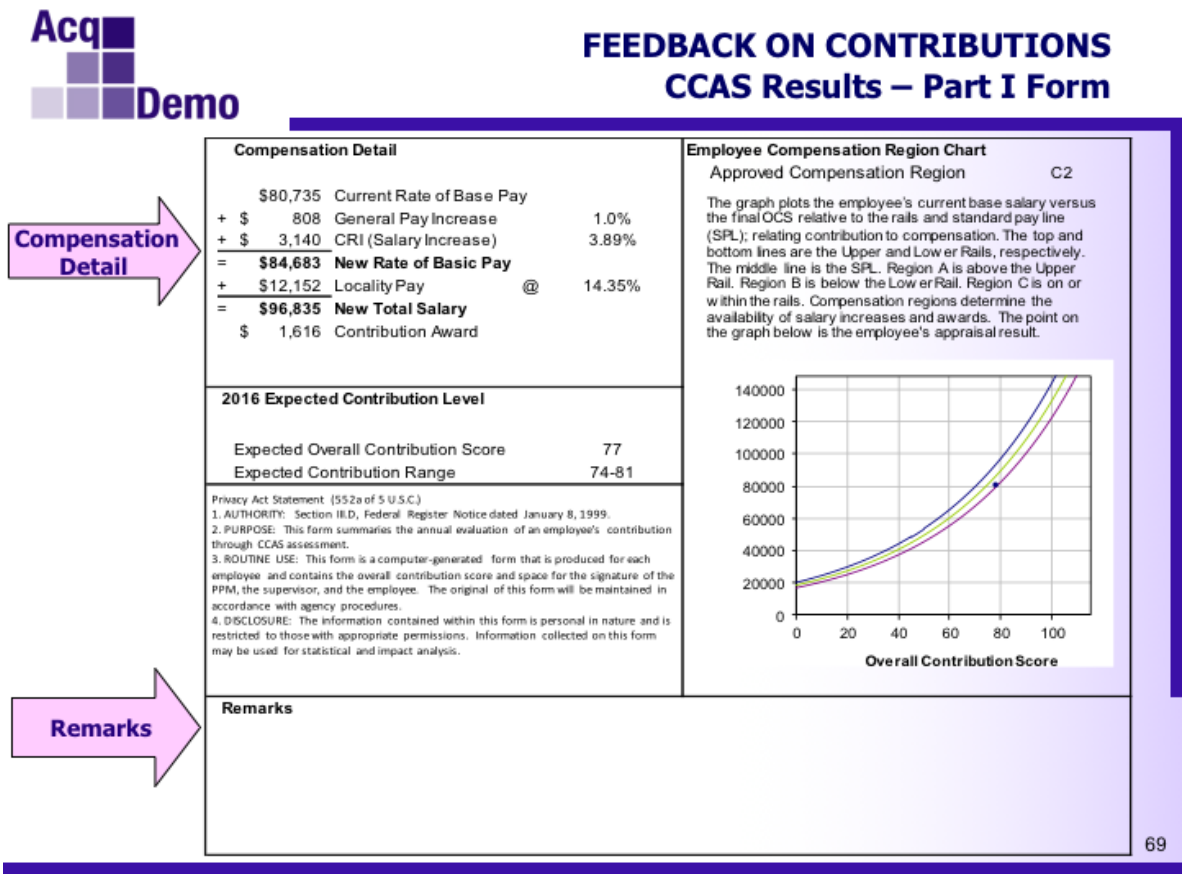
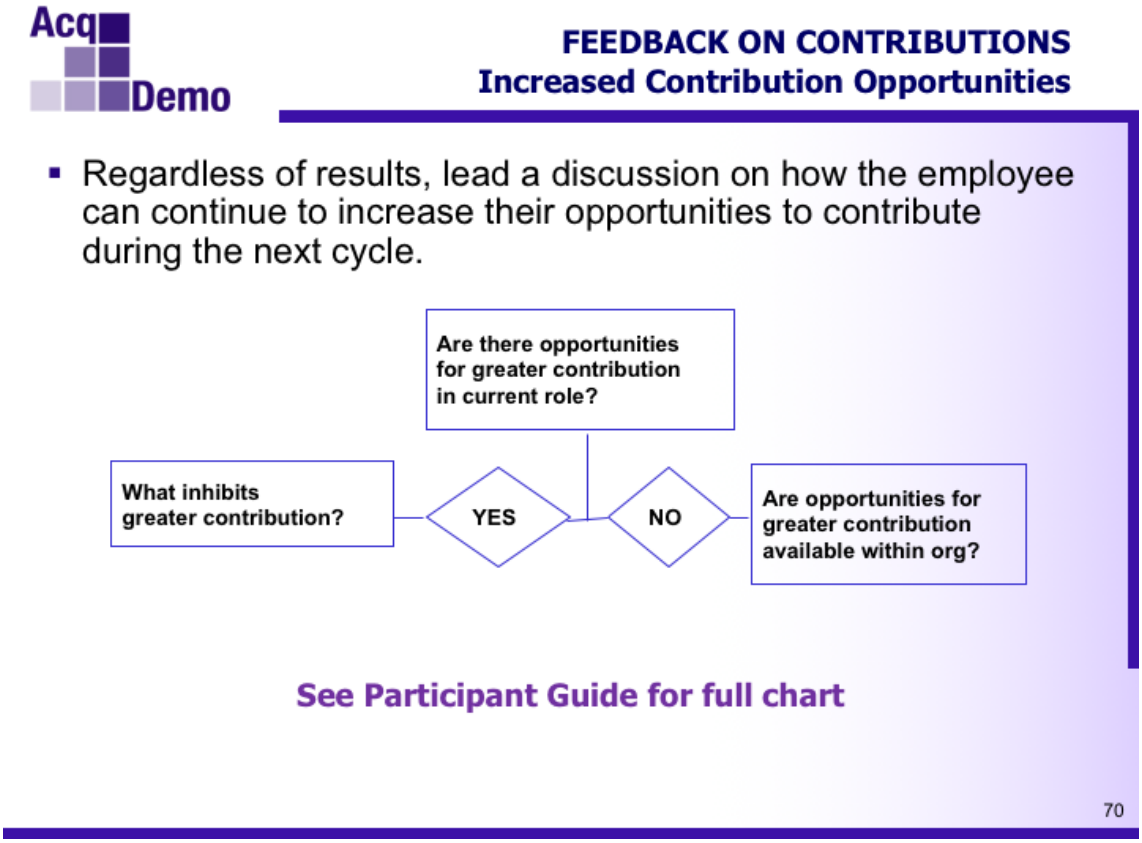


The supervisor communicates the final OCS, factor scores and pay adjustments to each employee.

The supervisors and employee sign the original of the Part I CCAS Appraisal form and the employee receives an original form, while the supervisor keeps a copy.

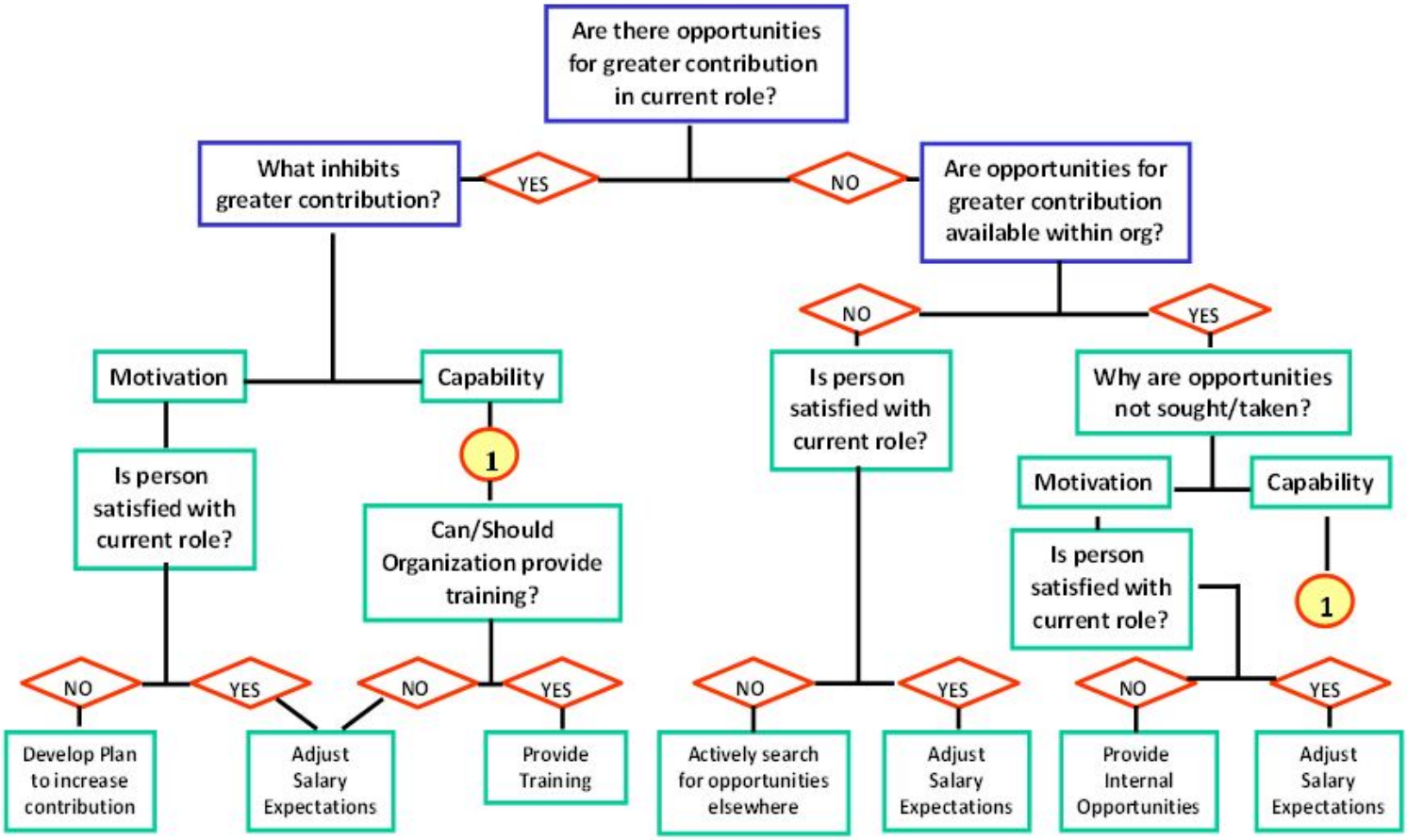
Note that by the employee signing this document they are not agreeing with the appraisal, rather they are simply acknowledging receipt of the information.

Increased Contribution Opportunities

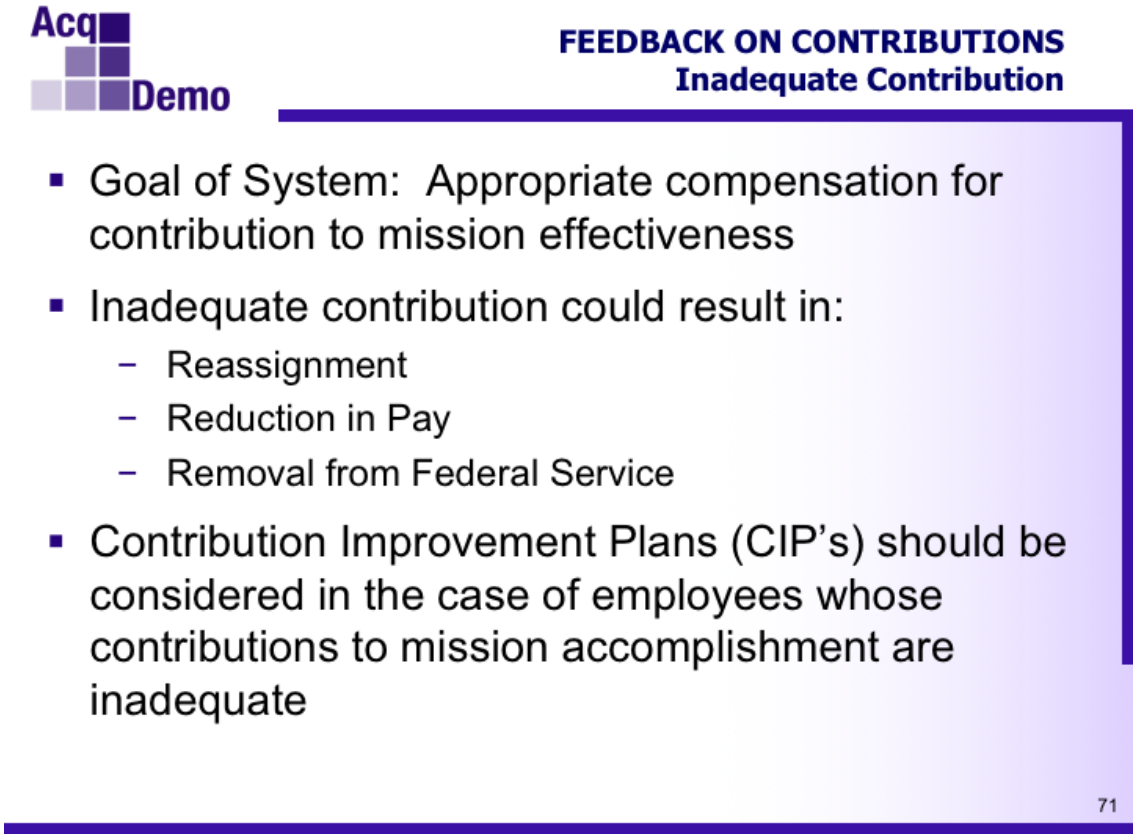


Potential opportunities for increasing contributions for the upcoming appraisal period must also be discussed. The chart on the following page may be used by the supervisor to address ways in which an employee can increase their opportunities to contribute.

From AcqDemo Operating Procedures, Appendix E



Inadequate Contribution



Employees whose pay and OCS are plotted in Category "A" may optionally be placed on a Contribution Improvement Plan (CIP). One reason why it is not REQUIRED and you may not want to issue a CIP is that an employee may plot in the Category "A" for no fault of their own.

A CIP is mandatory when the score on any ONE factor falls at or below the midpoint of the next lower broadband Level. The next page covers the specific for this scenario.

FEEDBACK ON CONTRIBUTIONS
Inadequate Contribution

- Situation 1: When an employee's contribution *in any factor* is numerically at or less than the midpoint of the next lower broadband level (for broadband Level I employees, a score of 0 in any factor), *a CIP must be issued*.

Example: NH-III Employee with ratings at or below mid-point of NH-II BB Level

			FACTORS					
	BB Lvl		Problem Solving	Teamwork/ Cooperation	Customer Relations	Leadership/ Supervision	Commun.	Resource Mgt
	IV	Very High						
		High						
		Med						
		Low						
Midpoint 72	III	High			80			
		Med	72					75
		Low				65		
Midpoint 44	II	High						
		M-H						
		Med					46	
		M-L						
		Low		29				
Midpoint 15	I	High						
		Med						
		Low						

Table 3. Sample Contribution for Business Management and Technical Management Professionals

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FEEDBACK ON CONTRIBUTIONS
Inadequate Contribution

- Situation 2: When the overall contribution score places the employee in category "A,' the **CIP is Optional,** therefore the rating official has a decision to make:
  - **The supervisor may decide not to issue a CIP,** documenting this decision in a memorandum for record, and a copy of the memo provided to the employee and to higher management; or
  - **The supervisor may decide to issue a CIP**, notifying the employee in writing that unless the contribution increases to—and is sustained at—a higher level, the employee may be reduced in pay, reassigned, changed to a lower broadband level, or removed from Federal Service

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FEEDBACK ON CONTRIBUTIONS
Inadequate Contribution

Establishing a Contribution Improvement Plan:

- Supervisor prepares Contribution Improvement Plan
  - Supervisors are advised to contact their HR Specialist for assistance
- Supervisor notifies employee in writing
- CIP must contain:
  - Specific areas in which the employee is inadequately contributing
  - Standards for adequate contribution
  - Actions required of the employee
  - Time in which contribution improvement must be accomplished
  - Assistance from the service or agency
  - Consequences of failure to improve
- Employee must sustain adequate contribution for two years

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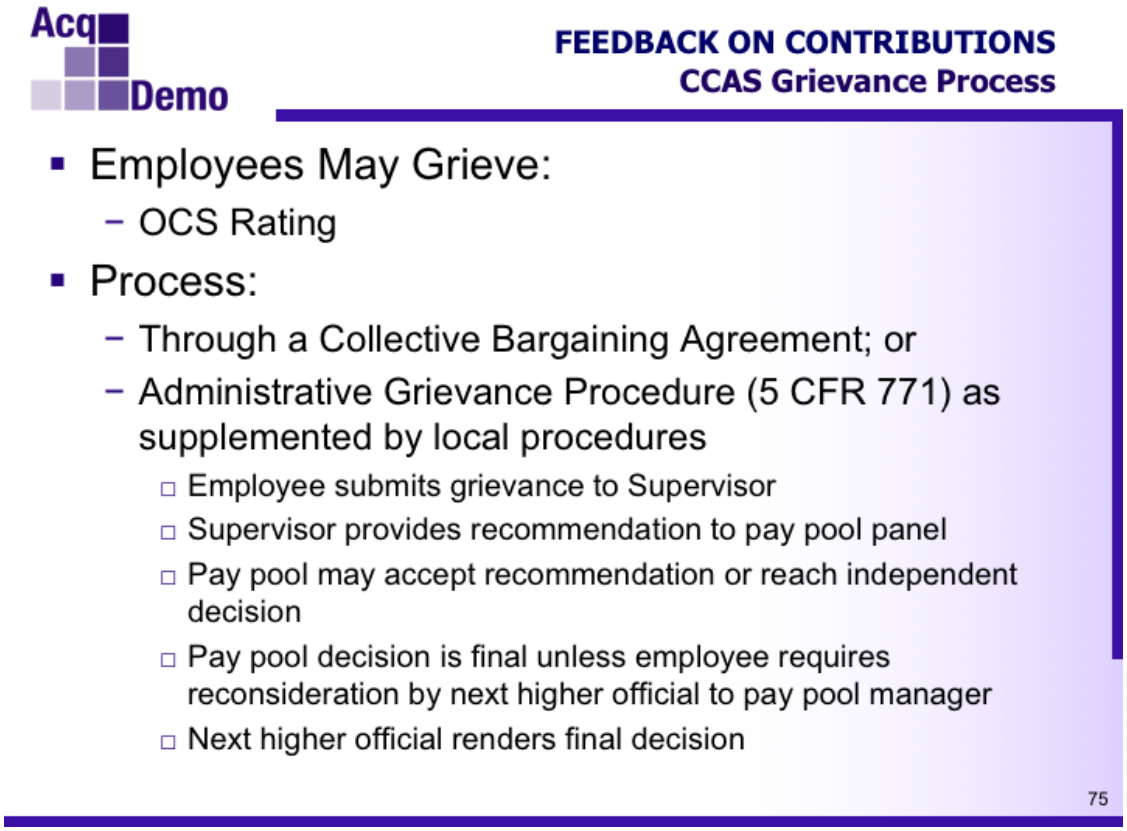
Seek the guidance of your HR team if a CIP is called for.

CCAS Grievance Process



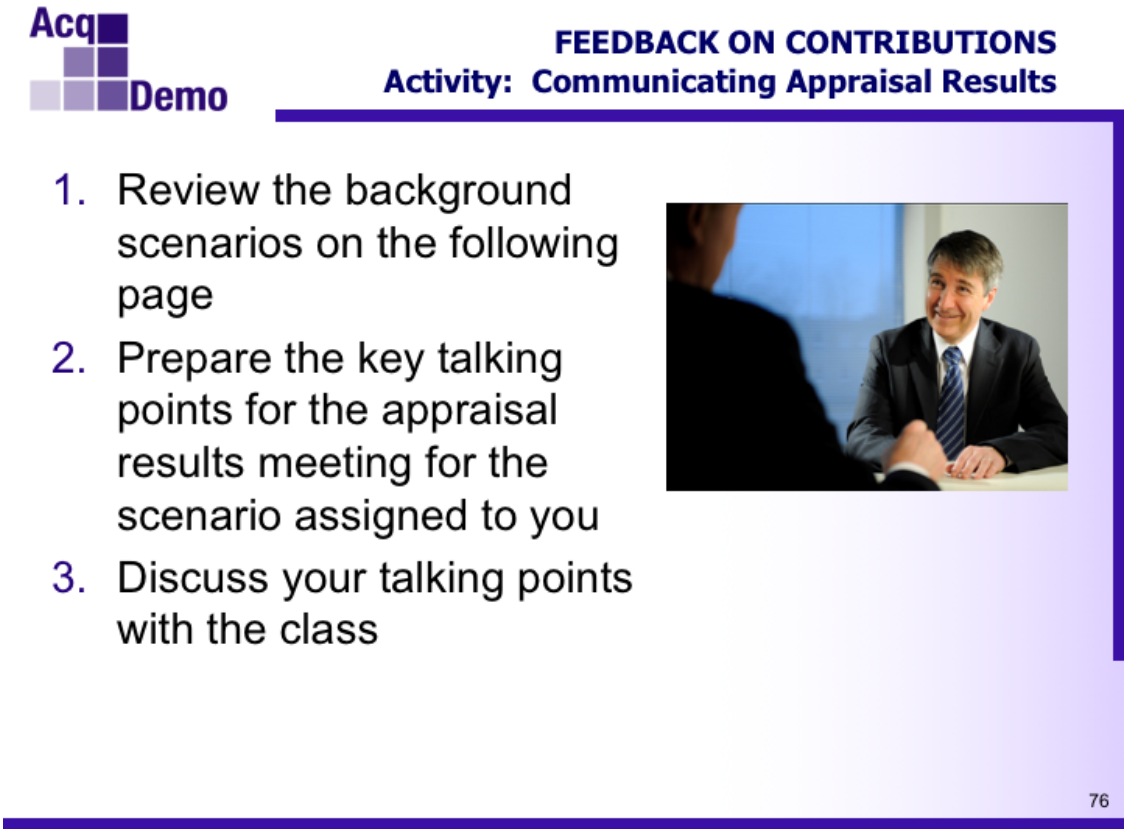
An employee may grieve their OCS (rating of record). If an employee is covered by a negotiated grievance procedure that includes grievances over appraisal scores, then the employee must resolve a grievance over an appraisal score under that procedure.

If an employee is not covered by a bargaining unit, then they should follow these, or other local, procedures:

- Employee will submit the grievance first to the supervisor, who will submit a recommendation to the pay pool panel.
- Pay pool panel may accept the supervisor's recommendation or reach an independent decision. In the event that the pay pool panel's decision is different from the supervisor's recommendation, appropriate justification will be provided.
- Pay pool panel's decision is final unless the employee requests reconsideration by the next higher official to the pay pool manager. That official would then render the final decision on the grievance.

Check with your Component for specific grievance process timeline details.

Activity: Communicating Appraisal Results



Working individually, follow the instructions on the slide above. You will have 15 minutes to develop your list of key talking points. Be prepared to discuss your results with the rest of the class.

SCENARIO 1

Background

William Johnston is a Program Manager, NH-IV employee, who works under your supervision. He entered AcqDemo on Pay Retention, with an adjusted pay of $160,191. His Expected OCS was 100.

During the year Mr. Johnston contributed significantly to your organization, as would be anticipated for someone in his position and at his pay level. The sub pay pool panel recommended a preliminary OCS of 100 and that score was approved by the pay pool manager.

The SPL was used in Mr. Johnston's pay pool for CRI and the upper rail was used for CA. This resulted in no CRI and a CA of $3,400 being distributed to Mr. Johnston.

Appraisal Meeting Talking Points

Prepare the key talking points, including questions the employee might be expected to ask, for your appraisal meeting:

- Highlight Mr. Johnston's contributions during the recently completed appraisal cycle
- Rationale for not receiving a CRI

SCENARIO 2

Background

Barbara Peterson is an HR Specialist, NH-III employee, who works under your supervision. Her adjusted base pay is $73,150 and her Expected OCS was 71.

During the year Ms. Peterson struggled in making contributions consistent with her position and at her pay level. In assessing Ms. Peterson's contributions, the sub pay pool panel recommended a preliminary OCS of 68 and that score was approved by the pay pool manager.

The SPL was used in Ms. Peterson's pay pool for CRI and the upper rail was used for CA, resulting in no CRI and a CA of $250 being distributed to Ms. Peterson.

Appraisal Meeting Talking Points

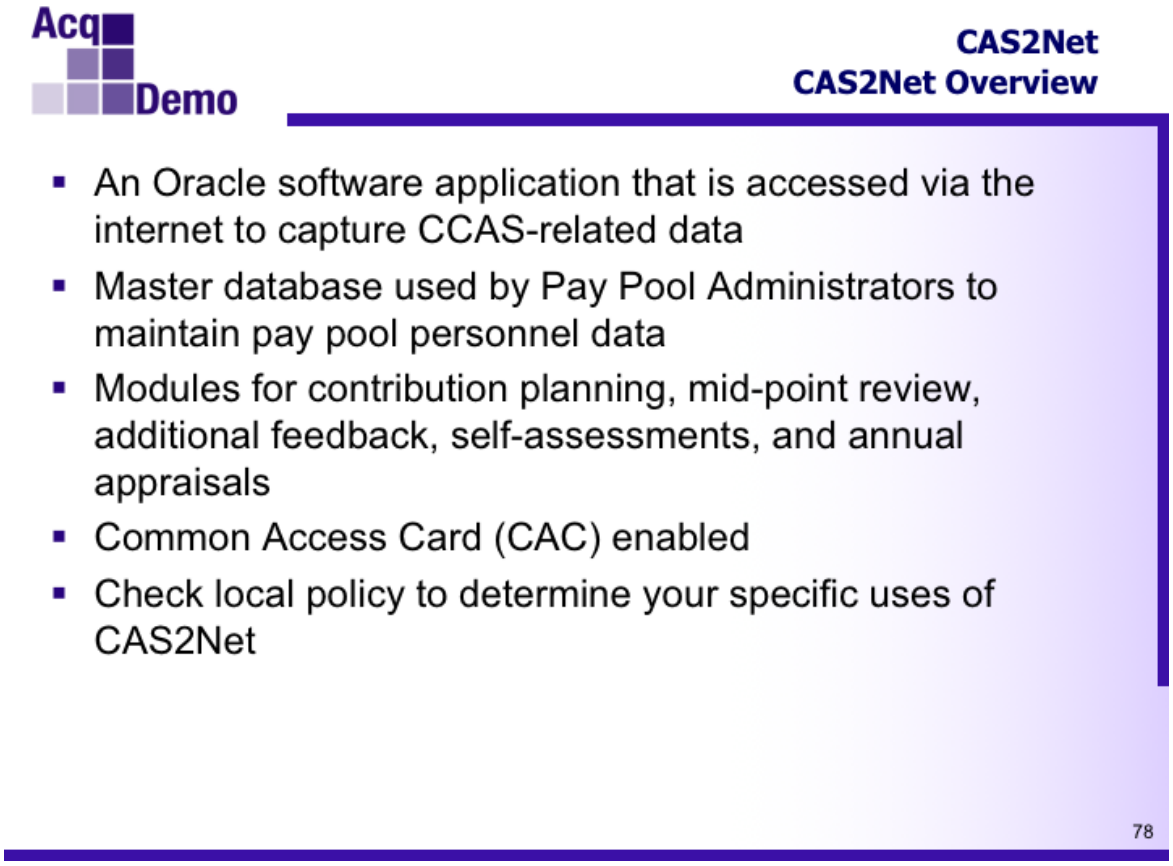
Prepare the key talking points, including questions the employee might be expected to ask, for your appraisal meeting:

- Highlight Ms. Peterson's contributions during the recently completed appraisal cycle
- Rationale for the award decisions certified by the pay pool

Chapter 9: CAS2Net

Now that you have been introduced to all of the individual components of CCAS, this chapter discusses the mechanism for electronically capturing the CCAS-related data.

CAS2Net Overview



The Contribution-based Compensation and Appraisal System Software for the Internet, or CAS2Net for short, is a DoD-sponsored application which is maintained by the DoD AcqDemo Program Office. It is the software tool that supervisors and pay pool managers use to capture CCAS related data necessary in the annual appraisal cycle process.

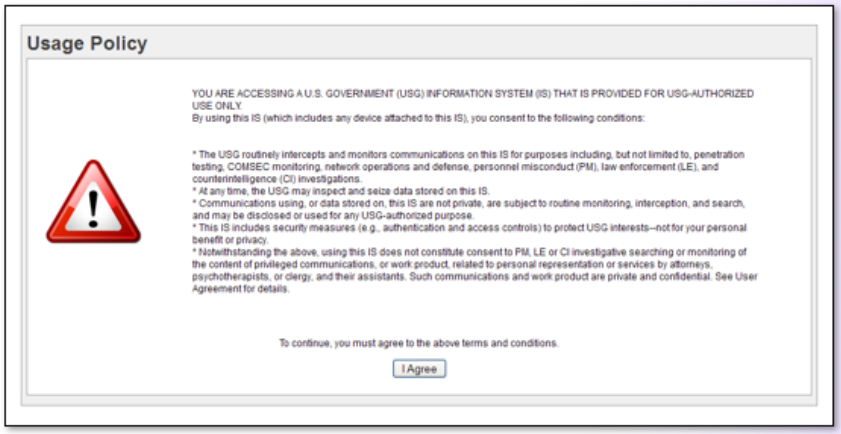
Employee data for pay pool members is initially downloaded from DCPDS to form the baseline data for CAS2Net, and then maintained locally from that point forward by the Pay Pool Administrator. At the end of the pay pool process, once the pay pool managers have approved the OCS, pay adjustments, and awards decisions, CAS2Net data will be uploaded to DCPDS to update official employee personnel records.

All pay pools use CAS2Net to record pay pool rating and payout decisions.

Logging in to CAS2Net

CAS2Net
Logging in to CAS2Net

- Access the CAS2Net site by going to the following URL: https://acqdemoii.army.mil
- For initial login, CAS2Net redirects to the ALTESS sign-on site
- The Usage Policy screen is shown
- Click "I Agree" button to continue



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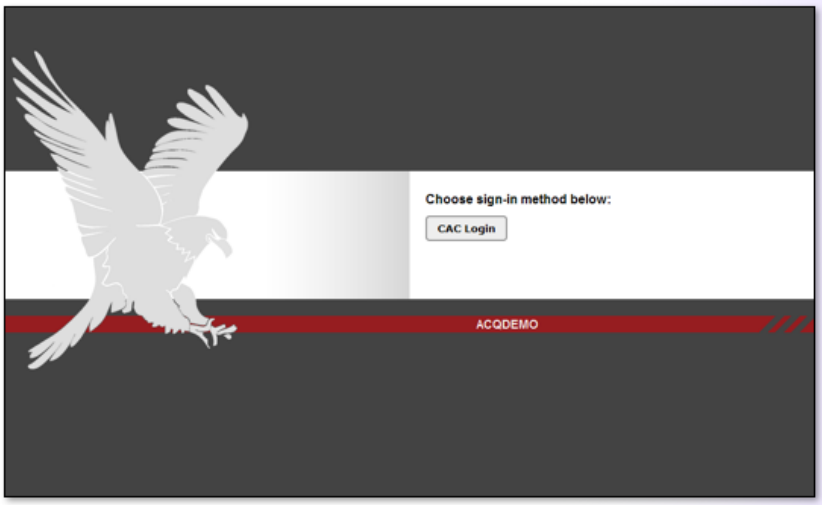
CAS2Net
Logging in to CAS2Net Con't.

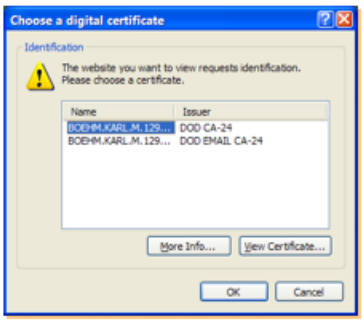
- Click the "CAC Login" button to sign-in



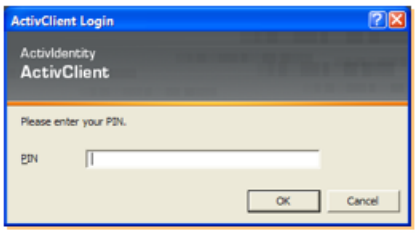
80

CAS2Net
Logging in to CAS2Net Con't.

- Select one of your installed CAC digital certificates and click the OK button



- If prompted, enter your CAC PIN



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CAS2Net
Logging in to CAS2Net Con't.

- CAS2Net successfully logs the user in and displays the Welcome Screen
- The Navigation Bar is on the left and the modules listed depend on user role

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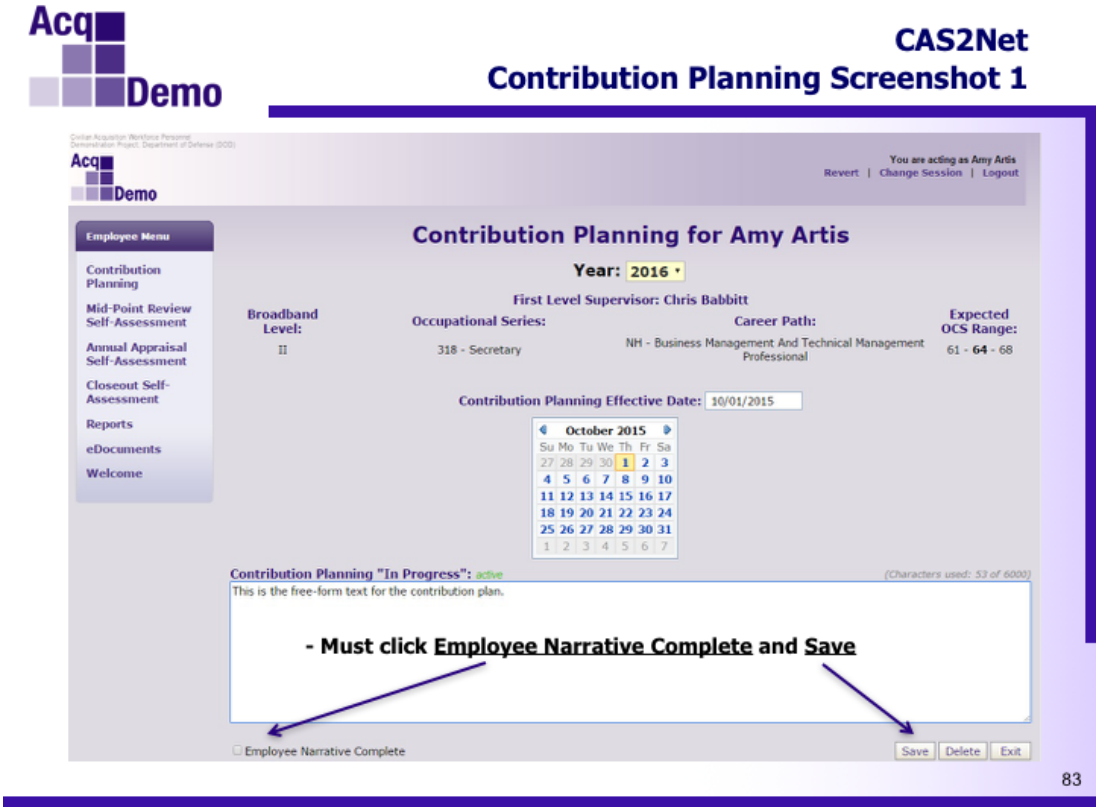
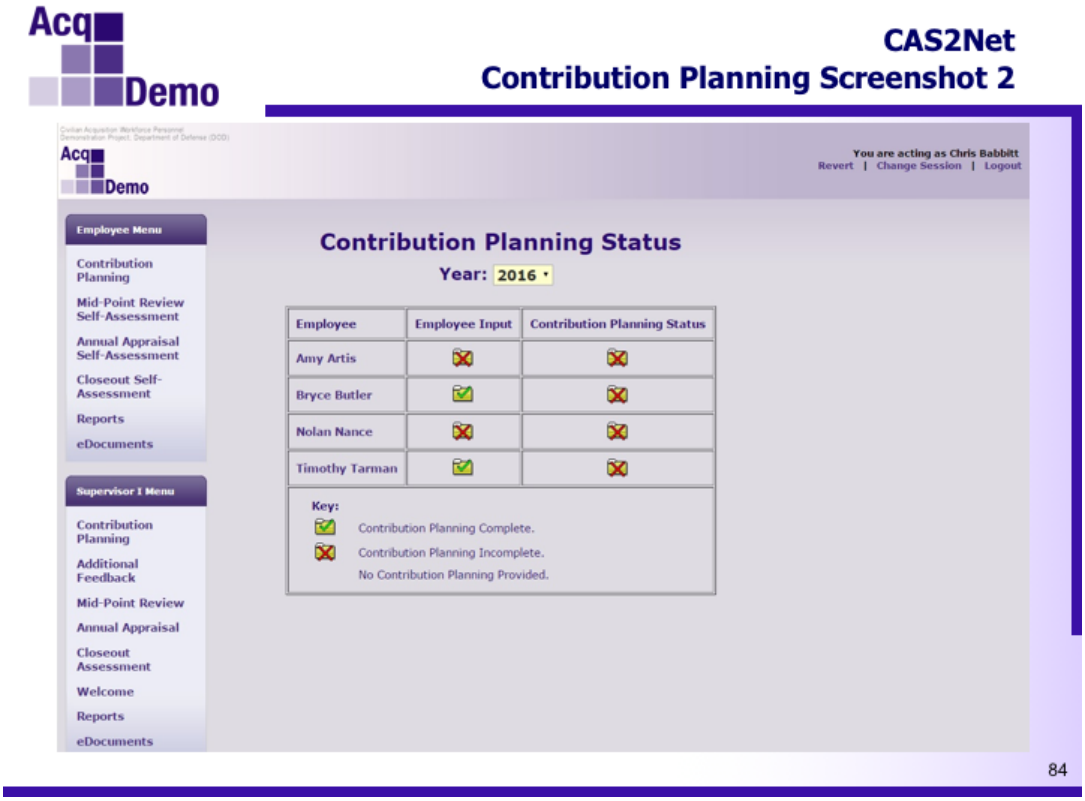
Entering Contribution Planning





Process:

1. Supervisor or the employee may initiate the form by clicking "Contribution Planning" in the navigation bar. Supervisor then chooses an employee name from the list provided. *Note:* The supervisor will see a list of employees assigned to him or her and select one before seeing the screen shown.

2. "Contribution Planning" input text box is pre-filled with the most recently saved content—if available.

3. Hot links provide read-only access to previously "submitted" Contribution Planning.

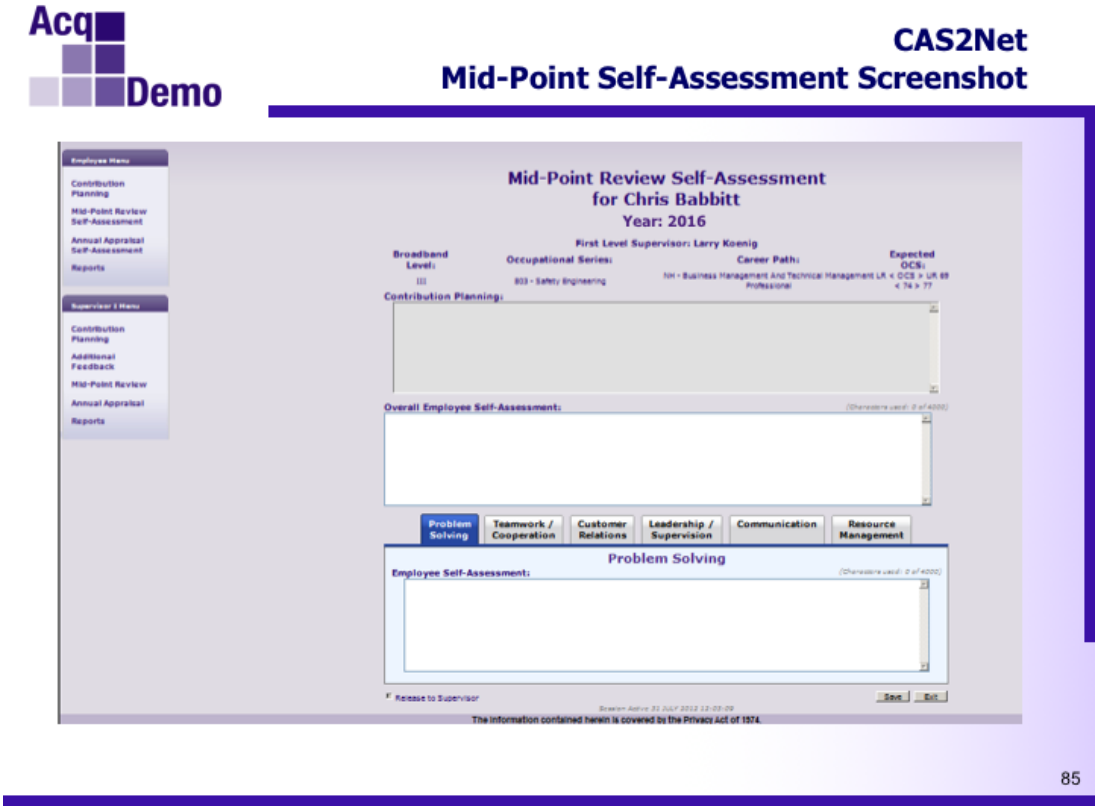
4. The supervisor or employee edits and saves Contribution Planning.

5. The supervisor meets with the employee to review the Contribution Planning.

6. The supervisor updates the date and method of communication and clicks "Submit"--indicating the Contribution Planning process is complete. *Note:* The submit button is disabled until the date is selected. Once the date is selected, the "Submit" button becomes active. On the employee form, the Method of Communication, Date Conducted, and Submit button is not visible.

NOTE: The Contribution Planning input block has a 6,000 character limit.

Entering a Mid-Point Review Self-Assessment

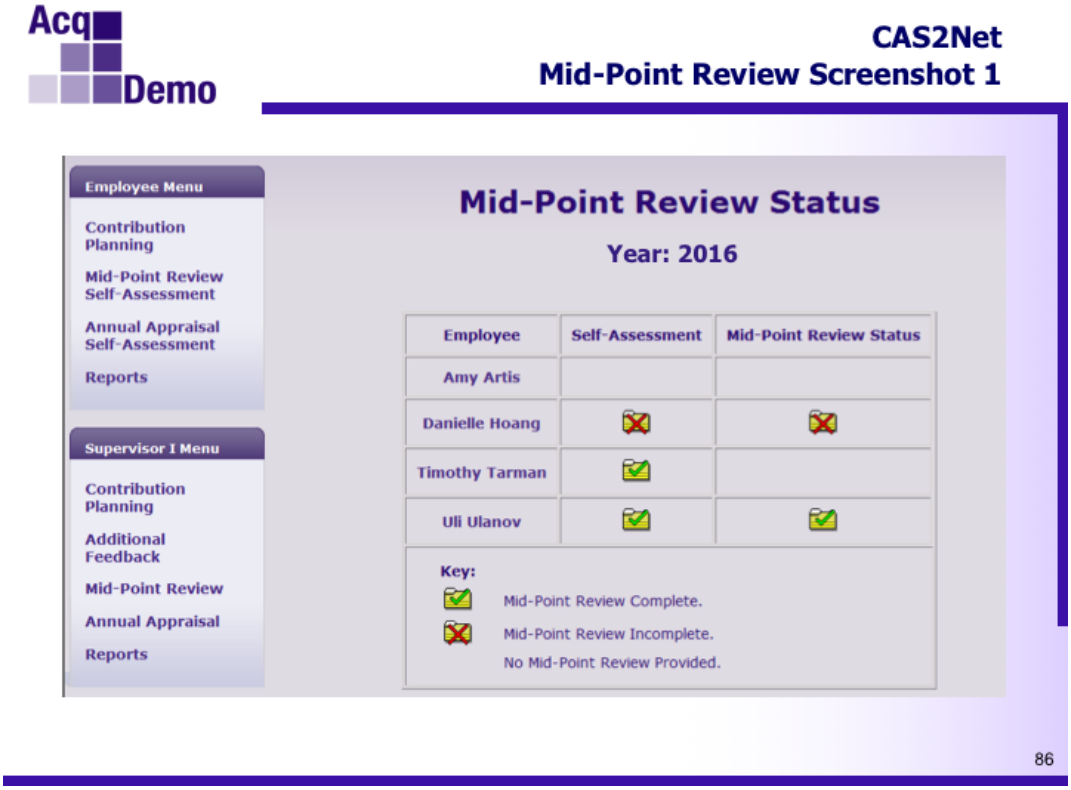


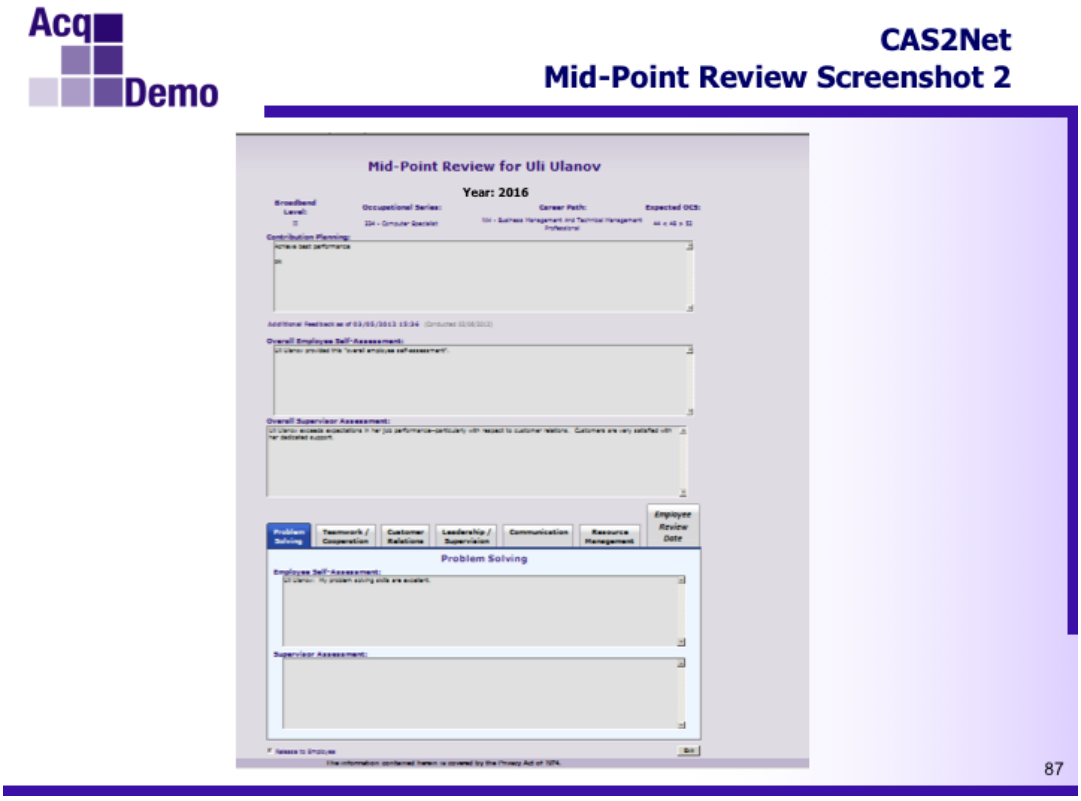
Process:

1. Employee navigates to the Mid-Point Review Self-Assessment web page by clicking “Mid-Point Review Self-Assessment” in the navigation bar.
2. “Contribution Planning” is automatically pre-filled with the latest “released” or “submitted” content.
3. Self-assessment input text boxes are pre-filled with the most recently saved content—if available.
4. Employee enters the self-assessment portions (overall or by factor) of the Mid-Point Review Self-Assessment.
5. The Employee may click “Save” to keep a draft copy of the Mid-Point Review Self-Assessment that is not yet visible to the supervisor.
6. Employee clicks “Release to Supervisor” button to indicate the Mid-Point Review Self-Assessment is complete and ready for supervisor review.

NOTE: All input blocks, except for Contribution Planning, have a 4,000 character limit.

Entering a Mid-Point Review



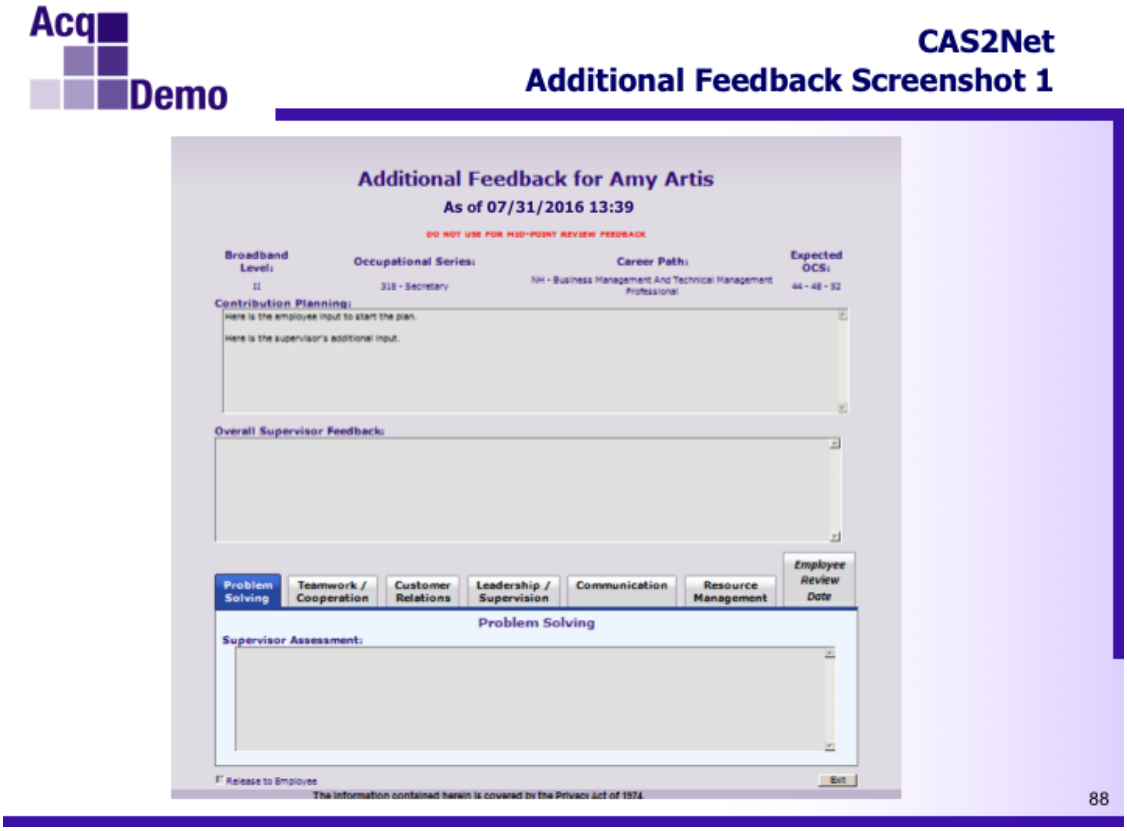


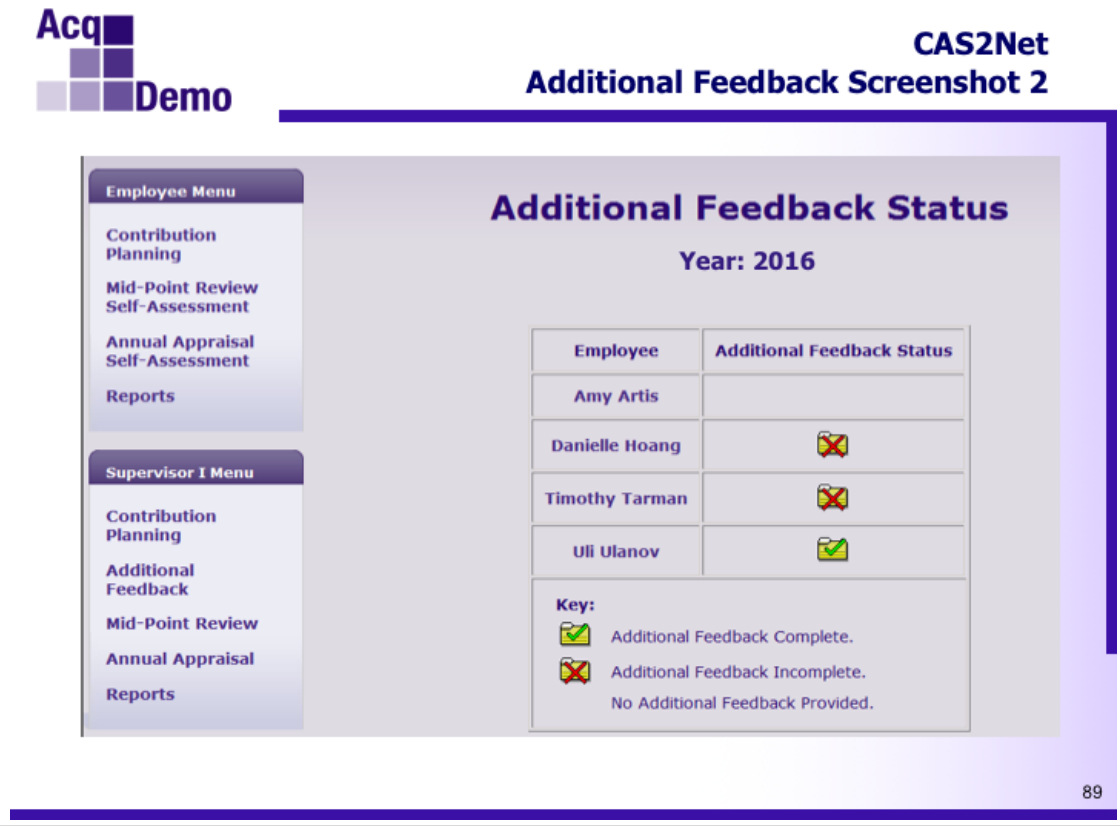
Process:

1. Supervisor navigates to the Mid-Point Review web page by clicking “Mid-Point Review” in the navigation bar and choosing an employee name from the list provided.
2. “Contribution Planning” is automatically pre-filled with the latest “submitted” content.
3. Mid-Point Review Self-Assessment content is automatically pre-filled with the latest “submitted” content—if available.
4. Supervisor assessment input text boxes are pre-filled with the most recently saved content—if available.
5. Hot links provide read-only access to previously “submitted” Additional Feedback instances.
6. Supervisor enters the supervisor assessment portions (overall or by factor) of the Mid-Point Review.
7. Supervisor clicks “Release to Employee” button to share the content with the employee. Employee and Supervisor can print the “released” Mid-Point Review. ***Note:*** The “Release to Employee” and “Submit” buttons are visible on the “Employee Review” tab.
8. The supervisor meets with the employee to review the Mid-Point Review.
9. The supervisor updates the date and method of communication and clicks “Submit”--indicating the Mid-Year Review process is complete and corresponding employee and supervisor forms are “locked”. ***Note:*** The “Submit” button is disabled until the date is selected. Once the date is selected, the “Submit” button becomes active and the “Release to Employee” button is disabled.

NOTE: All input blocks, other than Contribution Planning, have a 4,000 character limit.

Entering Additional Feedback





Process:

1. Supervisor navigates to the Interim Feedback web page by clicking “Additional Feedback” in the navigation bar and choosing an employee name from the list provided.
2. “Contribution Planning” is automatically pre-filled with the latest “submitted” content.
3. Supervisor assessment input text boxes are pre-filled with the most recently saved content—if available.
4. Hot links provide read-only access to previously “submitted” Additional Feedback(s).
5. Supervisor enters the supervisor assessment portions (overall or by factor) of the Additional Feedback.
6. Supervisor clicks “Release to Employee” button to share the content with the employee. Employee and Supervisor can print the “released” Additional Feedback. ***Note:*** The “Release to Employee” and “Submit” buttons are visible on the “Employee Review” tab.
7. The supervisor meets with the employee to review the Additional Feedback.
8. The supervisor updates the date and method of communication and clicks “Submit”--indicating the Additional Feedback process is complete. ***Note:*** The “Submit” button is disabled until the date is selected. Once the date is selected, the “Submit” button becomes active and the “Release to Employee” button is disabled.

NOTE: All input blocks, other than Contribution Planning, have a 4,000 character limit.

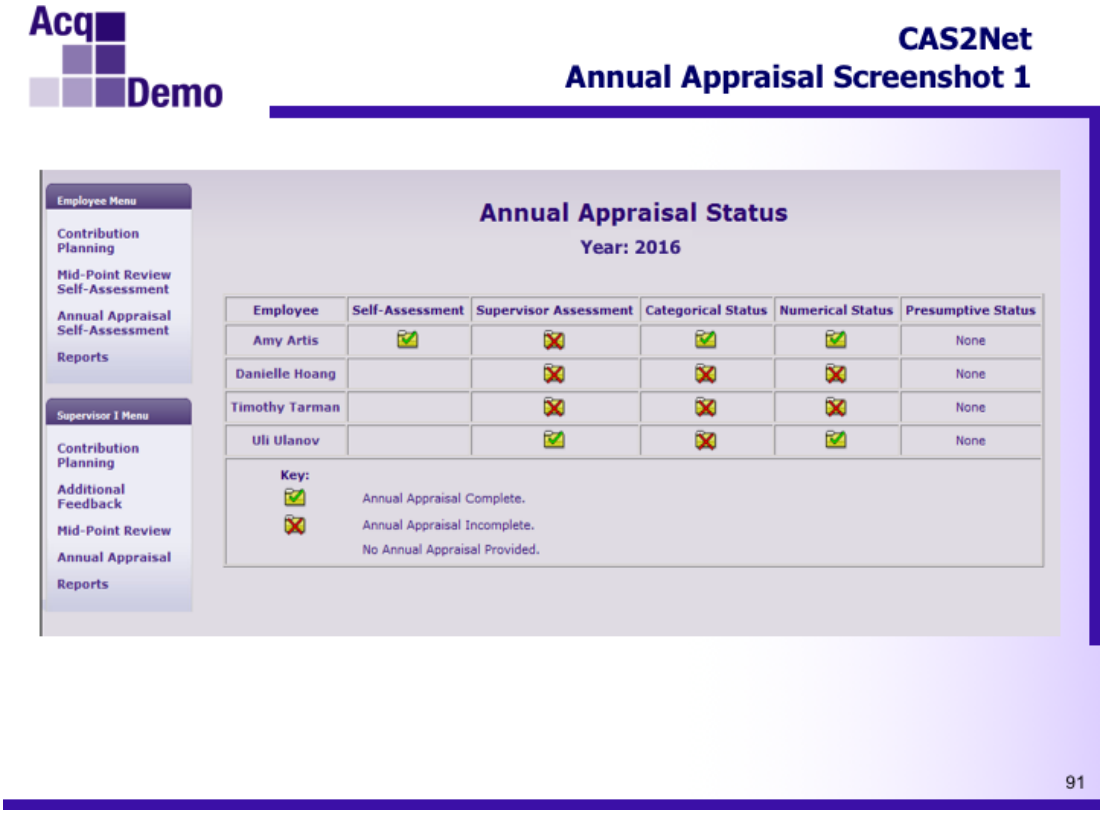
Entering an Annual Appraisal Self-Assessment

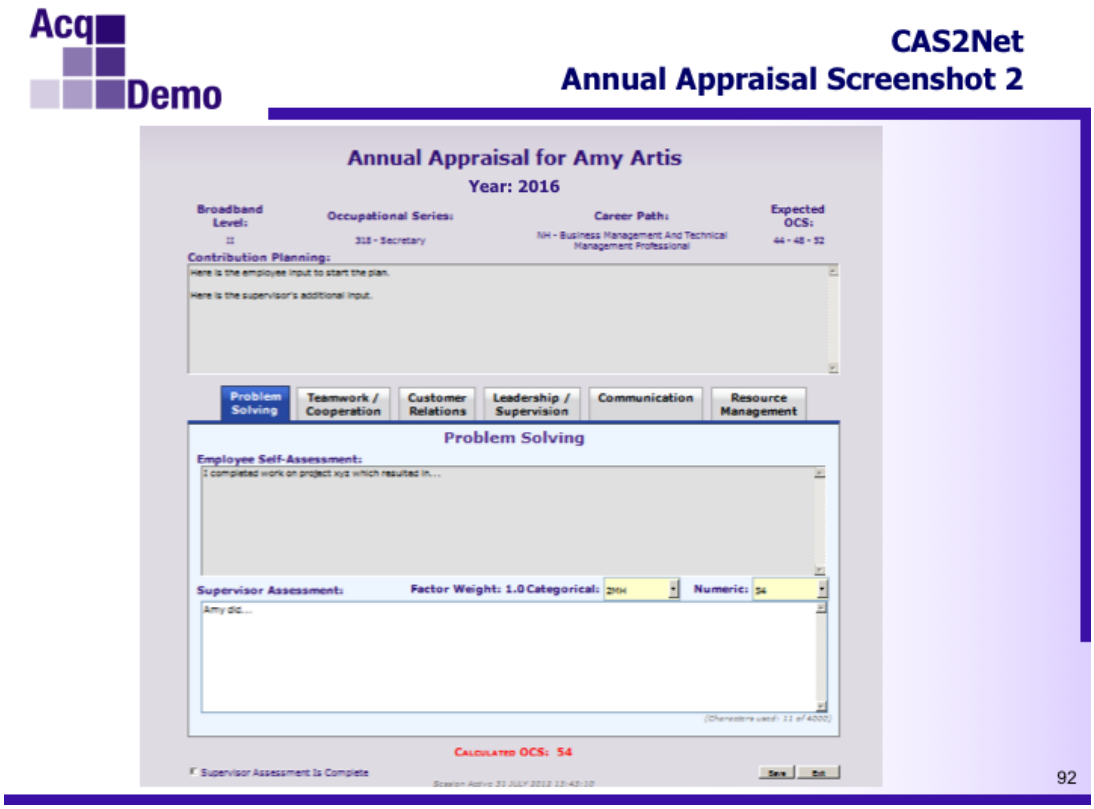
Process:

1. Employee navigates to the Annual Appraisal Self-Assessment web page by clicking “Annual Appraisal Self-Assessment” in the navigation bar.
2. “Contribution Planning” is automatically pre-filled with the latest “released” or “submitted” content.
3. Self-assessment input text boxes are pre-filled with the most recently saved content—if available.
4. A hot link provides read-only access to the Mid-Point Review Self-Assessment—if available.
5. Employee enters his self-assessment input by factor.
6. The employee may click “Save” to keep a draft copy of the Annual Appraisal Self-Assessment that is not yet visible to the supervisor.
7. Employee clicks “Employee Narrative Complete” button to indicate the Annual Appraisal Self-Assessment is complete and ready for supervisor review.

NOTE: All input blocks, other than Contribution Planning, have a 4,000 character limit.

Entering an Annual Appraisal



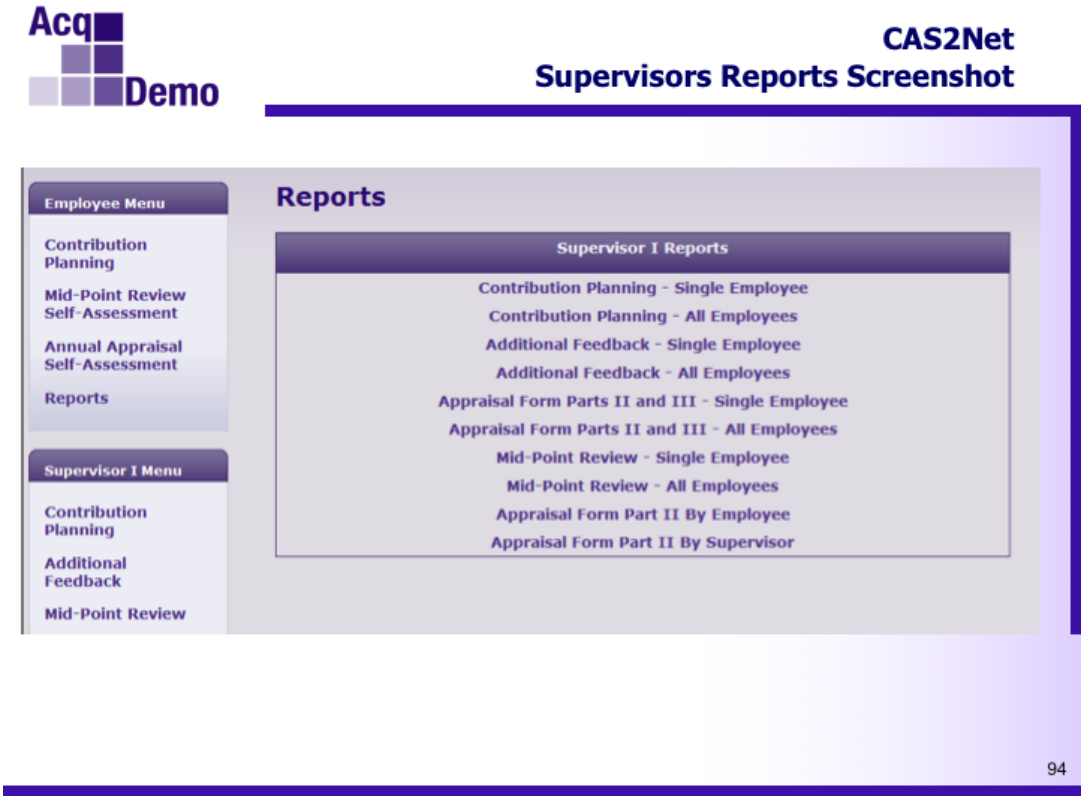


Process:

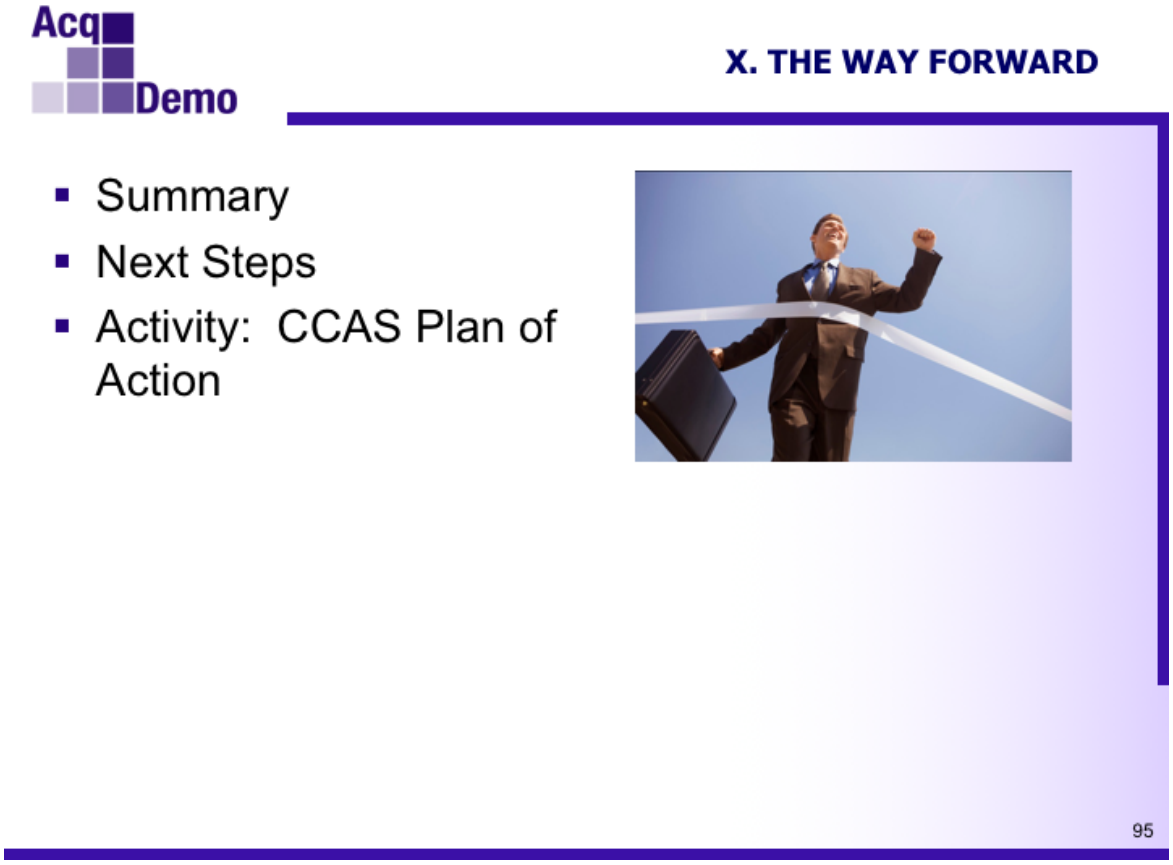
1. Supervisor navigates to the Annual Appraisal web page by clicking “Annual Appraisal” in the navigation bar and choosing an employee name from the list provided.
2. “Contribution Planning” is automatically pre-filled with the latest “submitted” content.
3. Annual Appraisal Self-Assessment content is automatically pre-filled with the latest “submitted” content—if available.
4. Supervisor Assessment input text boxes are pre-filled with the most recently saved content—if available.
5. Hot links provide read-only access to previously “submitted” Additional Feedback and Mid-Point Review instances.
6. Supervisor enters ratings and comments in the supervisor assessment portion of the Annual Appraisal.
7. When the supervisor saves any factor rating, corresponding Contribution Planning and Annual Self-Assessment forms become “locked”. Removing the ratings and then re-saving the Annual Appraisal form unlocks them.
8. From this point, the Annual Appraisal flows through existing CAS2Net subpanel and pay pool panel review, approval, and forms generation processes.

NOTE: All input blocks, other than Contribution Planning, have a 4,000 character limit.

CAS2Net Reports

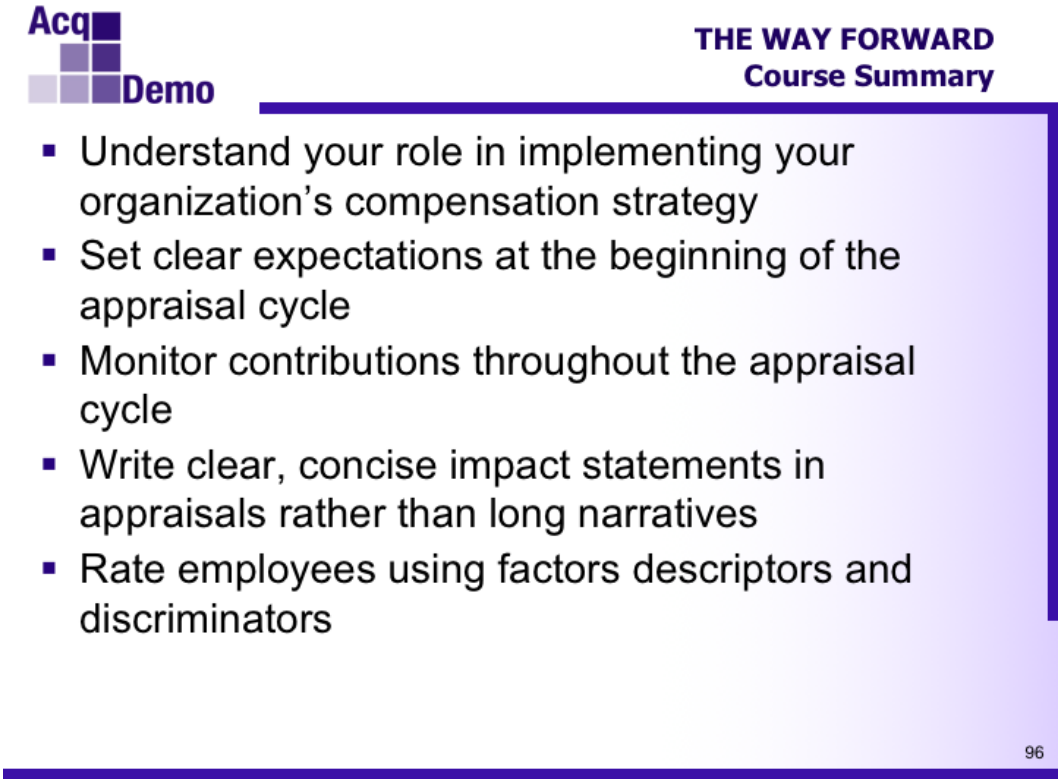


Chapter 10: The Way Forward

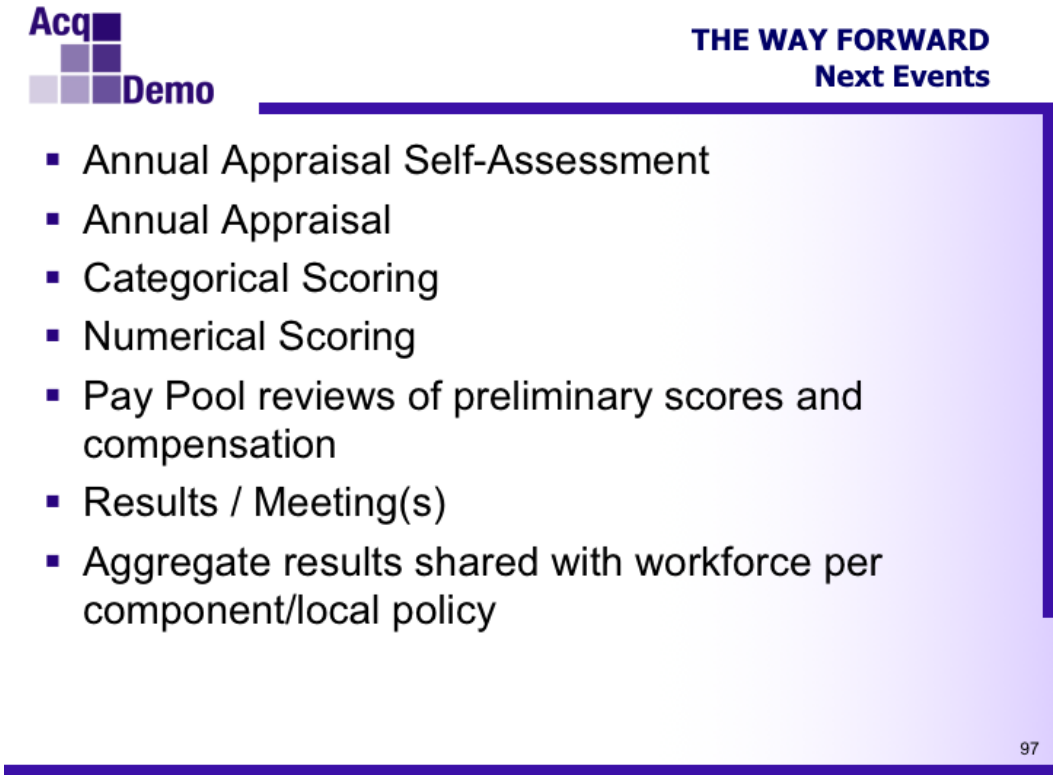


This final chapter summarizes the topics discussed in this course and begins to help develop an action plan for moving forward.

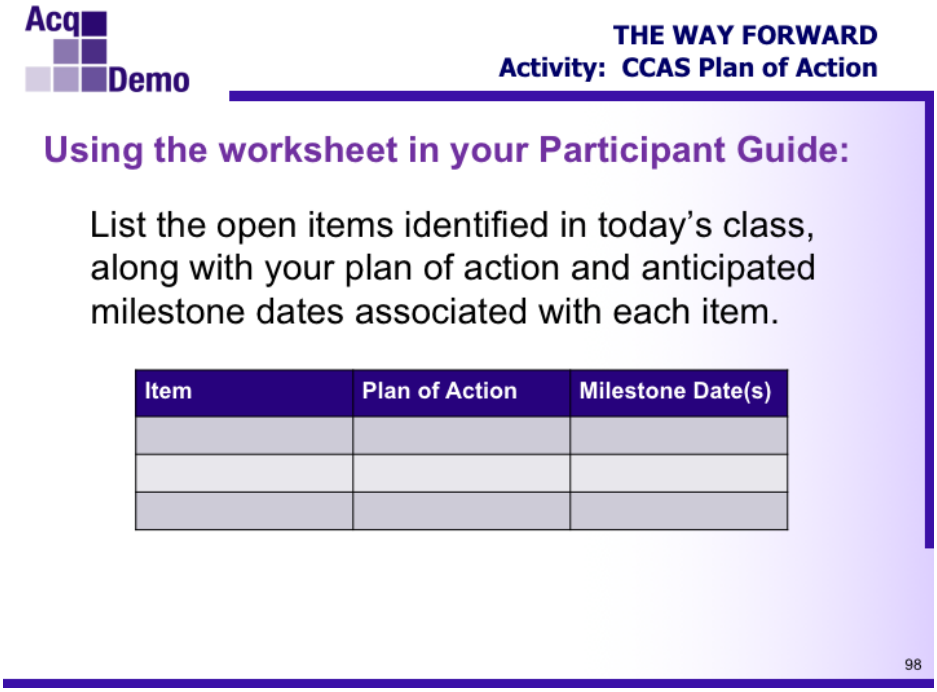
Course Summary



Next Events



Activity: CCAS Plan of Action



Item	Plan of Action	Milestone Date(s)