

**CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)**

**FACTOR: 1. - PROBLEM SOLVING**

**FACTOR DESCRIPTION:**

This factor describes/captures personal and organizational problem-solving results.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Completed work meets projects/programs objectives. Flexibility, adaptability, and decisiveness are exercised appropriately. Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>Level I</b></p> <ul style="list-style-type: none"> <li>• Performs activities on a task; assists supervisor or other appropriate personnel.</li> <li>• Resolves routine problems within established guidelines.</li> <li>• Independently performs assigned tasks within area of responsibility; refers situations to supervisor or other appropriate personnel when existing guidelines do not apply.</li> <li>• Takes initiative in determining and implementing appropriate procedures.</li> </ul>	<p>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>
<p><b>Level II</b></p> <ul style="list-style-type: none"> <li>• Plans and conducts functional technical activities for projects/programs.</li> <li>• Identifies, analyzes, and resolves complex/difficult problems.</li> <li>• Independently identifies and resolves conventional problems which may require deviations from accepted policies or instructions.</li> <li>• Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes.</li> </ul>	<p>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>
<p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Independently defines, directs, or leads highly challenging projects/programs. Identifies and resolves highly complex problems not susceptible to treatment by accepted methods.</li> <li>• Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines.</li> <li>• Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment.</li> <li>• Develops plans and techniques to fit new situations to improve overall program and policies. Establishes precedents in application of problem-solving techniques to enhance existing processes.</li> </ul>	<p>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>
<p><b>Level IV</b></p> <ul style="list-style-type: none"> <li>• Defines, establishes, and directs organizational focus (on challenging and highly complex project / programs). Identifies and resolves highly complex problems that cross organizational boundaries and promulgates solutions. Resolution of problems requires mastery of the field to develop new hypotheses or fundamental new concepts.</li> <li>• Assesses and provides strategic direction for resolution of mission critical problems, policies, and procedures.</li> <li>• Works at senior level to define, integrate, and implement strategic direction for vital programs with long-term impact on large numbers of people. Initiates actions to resolve major organizational issues. Promulgates innovative solutions and methodologies.</li> <li>• Works with senior management to establish new fundamental concepts and criteria and stimulate the development of new policies, methodologies, and techniques. Converts strategic goals into programs or policies.</li> </ul>	<p>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>

**CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)**

**FACTOR: 2. - TEAMWORK/COOPERATION**

**FACTOR DESCRIPTION:**

This factor, applicable to all teams, describes/captures individual and organizational teamwork and cooperation.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately. Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>Level I</b></p> <ul style="list-style-type: none"> <li>• Works with others to accomplish routine tasks.</li> <li>• Contributes ideas in own area of expertise. Interacts cooperatively with others.</li> <li>• Regularly completes assignments in support of team goals.</li> </ul>	<p>Scope of Team Effort Contribution to Team</p> <p>Effectiveness</p>
<p><b>Level II</b></p> <ul style="list-style-type: none"> <li>• Works with others to accomplish projects/programs.</li> <li>• Uses varied approaches to resolve or collaborate on projects/programs issues. Facilitates cooperative interactions with others.</li> <li>• Guides/supports others in executing team assignments. Proactively functions as an integral part of the team.</li> </ul>	<p>Scope of Team Effort Contribution to Team</p> <p>Effectiveness</p>
<p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Works with others to accomplish complex projects/programs.</li> <li>• Applies innovative approaches to resolve unusual/difficult issues significantly impacting important policies or programs. Promotes and maintains environment for cooperation and teamwork.</li> <li>• Leads and guides others in formulating and executing team plans. Expertise is sought by peers.</li> </ul>	<p>Scope of Team Effort Contribution to Team</p> <p>Effectiveness</p>
<p><b>Level IV</b></p> <ul style="list-style-type: none"> <li>• Leads/guides/mentors workforce in dealing with complex problems.</li> <li>• Solves broad organizational issues. Implements strategic plans within and across organizational components. Ensures a cooperative teamwork environment.</li> <li>• Leads/guides workforce in achieving organizational goals. Participates on high-level teams. Is sought out for consultation.</li> </ul>	<p>Scope of Team Effort</p> <p>Contribution to Team</p> <p>Effectiveness</p>

**CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)**

**FACTOR: 3. - CUSTOMER RELATIONS**

**FACTOR DESCRIPTION:**

This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>Level I</b></p> <ul style="list-style-type: none"> <li>• Independently carries out routine customer requests.</li> <li>• Participates as a team member to meet customer needs.</li> <li>• Interacts with customers on routine issues with appropriate guidance.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>
<p><b>Level II</b></p> <ul style="list-style-type: none"> <li>• Guides the technical/functional efforts of individuals or team members as they interact with customers.</li> <li>• Initiates meetings and interactions with customers to understand customer needs/expectations.</li> <li>• Interacts independently with customers to communicate information and coordinate actions.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>
<p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• Guides and integrates functional efforts of individuals or teams in support of customer interaction. Seeks innovative approaches to satisfy customers.</li> <li>• Establishes customer alliances, anticipates and fulfills customer needs, and translates customer needs to programs/projects.</li> <li>• Interacts independently and proactively with customers to identify and define complex/difficult problems and to develop and implement strategies or techniques for resolving program/project problems (e.g., determining priorities and resolving conflict among customers' requirements).</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>
<p><b>Level IV</b></p> <ul style="list-style-type: none"> <li>• Leads and manages the organizational interactions with customers from a strategic standpoint.</li> <li>• Works to assess and promulgate political, fiscal, and other factors affecting customer and program/project needs. Works with customer at management levels to resolve problems affecting programs / projects (e.g., problems that involve determining priorities and resolving conflicts among customers' requirements).</li> <li>• Works at senior level to stimulate customer alliances for program/project support. Stimulates, organizes, and leads overall customer interactions.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>

**CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)**

**FACTOR: 4. - LEADERSHIP/SUPERVISION**

**FACTOR DESCRIPTION:**

This factor describes/captures individual and organizational leadership and/or supervision to include that leaders/supervisors will recruit, develop, motivate, and retain quality team members in accordance with EEO/AA and merit principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Leadership and/or supervision effectively promotes commitment to mission accomplishment. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>LEVEL I</b></p> <ul style="list-style-type: none"> <li>• Takes initiative in accomplishing assigned tasks.</li> <li>• Provides inputs to others in own technical/functional area.</li> <li>• Seeks and takes advantage of developmental opportunities.</li> </ul>	<p>Leadership Role Breadth of Influence Mentoring/Employee Development</p>
<p><b>LEVEL II</b></p> <ul style="list-style-type: none"> <li>• Actively contributes as a team member/leader; provides insight and recommends changes or solutions to problems.</li> <li>• Proactively guides, coordinates, and consults with others to accomplish projects.</li> <li>• Identifies and pursues individual/team development opportunities.</li> </ul>	<p>Leadership Role  Breadth of Influence  Mentoring/Employee Development</p>
<p><b>Level III</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Fosters individual/team development by mentoring. Pursues or creates training development programs for self and others.</li> </ul>	<p>Leadership Role  Breadth of Influence  Mentoring/Employee Development</p>
<p><b>LEVEL IV</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Leads, defines, manages, and integrates efforts of several groups or teams. Ensures organizational mission and program success.</li> <li>• 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.</li> </ul>	<p>Leadership Role  Breadth of Influence  Mentoring/Employee Development</p>

**CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)**

**FACTOR: 5. - COMMUNICATION**

**FACTOR DESCRIPTION:**

This factor describes/captures the effectiveness of oral/written communications.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>LEVEL I</b></p> <ul style="list-style-type: none"> <li>• Communicates routine task status/results as required.</li> <li>• Provides timely data and written analyses for input to management/technical reports or contractual documents.</li> <li>• Explains status/results of assigned tasks.</li> </ul>	<p>Level of Interaction (Audience) Written  Oral</p>
<p><b>LEVEL II</b></p> <ul style="list-style-type: none"> <li>• Communicates team or group tasking results, internally and externally, at peer levels.</li> <li>• Writes, or is a major contributor to, management/technical reports or contractual documents.</li> <li>• Presents informational briefings.</li> </ul>	<p>Level of Interaction (Audience)  Written  Oral</p>
<p><b>LEVEL III</b></p> <ul style="list-style-type: none"> <li>• Communicates project or program results to all levels, internally and externally.</li> <li>• Reviews and approves, or is a major contributor to/ lead author of, management reports or contractual documents for external distribution. Provides inputs to policies.</li> <li>• Presents briefings to obtain consensus/approval.</li> </ul>	<p>Level of Interaction (Audience)  Written  Oral</p>
<p><b>LEVEL IV</b></p> <ul style="list-style-type: none"> <li>• Determines and communicates organizational positions on major projects or policies to senior level.</li> <li>• Prepares, reviews, and approves major reports or policies of organization for internal and external distribution. Resolves diverse viewpoints/controversial issues.</li> <li>• Presents organizational briefings to convey strategic vision or organizational policies.</li> </ul>	<p>Level of Interaction (Audience) Written  Oral</p>

**CAREER PATH: BUSINESS MANAGEMENT & TECHNICAL MANAGEMENT PROFESSIONAL (NH)**

**FACTOR: 6. - RESOURCE MANAGEMENT**

**FACTOR DESCRIPTION:**

This factor describes/captures personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):  
 Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.  
 Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>LEVEL I</b></p> <ul style="list-style-type: none"> <li>• Uses assigned resources needed to accomplish tasks.</li> <li>• Plans individual time and assigned resources to accomplish tasks.</li> <li>• Effectively accomplishes assigned tasks.</li> </ul>	<p>Scope of Responsibility            Planning/Budgeting            Execution/Efficiency</p>
<p><b>LEVEL II</b></p> <ul style="list-style-type: none"> <li>• Plans and utilizes appropriate resources to accomplish project goals.</li> <li>• Optimizes resources to accomplish projects/programs within established schedules.</li> <li>• Effectively accomplishes projects/programs goals within established resource guidelines.</li> </ul>	<p>Scope of Responsibility             Planning/Budgeting             Execution/Efficiency</p>
<p><b>LEVEL III</b></p> <ul style="list-style-type: none"> <li>• Plans and allocates resources to accomplish multiple projects/programs.</li> <li>• Identifies and optimizes resources to accomplish multiple projects/programs goals.</li> <li>• Effectively accomplishes multiple projects/programs goals within established guidelines.</li> </ul>	<p>Scope of Responsibility             Planning/Budgeting             Execution/Efficiency</p>
<p><b>LEVEL IV</b></p> <ul style="list-style-type: none"> <li>• Develops, acquires, and allocates resources to accomplish mission goals and strategic objectives.</li> <li>• Formulates organizational strategies, tactics, and budget/action plan to acquire and allocate resources.</li> <li>• Optimizes, controls, and manages all resources across projects/programs. Develops and integrates innovative approaches to attain goals and minimize expenditures.</li> </ul>	<p>Scope of Responsibility             Planning/Budgeting             Execution/Efficiency</p>

**CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)**

**FACTOR: 1. - PROBLEM SOLVING**

**FACTOR DESCRIPTION:**

This factor describes/captures personal and organizational problem-solving.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Completed work meets projects/programs objectives. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Conducts activities on a task; assists supervisors or other appropriate personnel.</li><li>• Resolves routine problems within established guidelines.</li><li>• Works with others in solving problems with appropriate guidance.</li><li>• Takes initiative in selecting and implementing appropriate procedures.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Plans and conducts technical activities for projects.</li><li>• Identifies and resolves non-routine technical problems utilizing established patterns and methods.</li><li>• Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance.</li><li>• Adapts existing plans and techniques to accomplish projects.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Plans and conducts challenging and difficult technical activities for projects/programs.</li><li>• Develops, integrates, and implements solutions to complex problems on projects/programs.</li><li>• Identifies problems; develops solutions and action plans with minimal guidance.</li><li>• Develops plans and techniques to fit new situations.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity
<b>LEVEL IV</b> <ul style="list-style-type: none"><li>• Identifies and resolves complex problems that may cross functional/technical boundaries and promulgates solutions.</li><li>• Develops, integrates/implements solutions to diverse, complex problems which may cross multiple projects/programs or functional/technical areas.</li><li>• Independently resolves and coordinates technical problems involving multiple projects/programs.</li><li>• Develops plans and techniques to fit new situations and/or to address issues that cross technical/functional areas.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity

**CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)**

**FACTOR: 2. - TEAMWORK/COOPERATION**

**FACTOR DESCRIPTION:**

This factor describes/captures individual and organizational teamwork and cooperation.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Works with others to accomplish routine tasks.</li><li>• Contributes ideas in own area of expertise. Interacts cooperatively with others.</li><li>• Regularly completes assignments in support of team goals.</li></ul>	Scope of Team Effort Contribution to Team  Effectiveness
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Works with others in accomplishing projects.</li><li>• Contributes ideas in own area of expertise. Facilitates cooperative interactions with others.</li><li>• Supports others in executing team assignments. Proactively functions as an integral part of the team.</li></ul>	Scope of Team Effort Contribution to Team  Effectiveness
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Works with others to accomplish complex projects/programs.</li><li>• Guides others to resolve or collaborate on complex projects/programs issues. Promotes cooperative interactions with others.</li><li>• Integrates technical expertise and guides activities to support team accomplishment.</li></ul>	Scope of Team Effort Contribution to Team  Effectiveness
<b>LEVEL IV</b> <ul style="list-style-type: none"><li>• Leads others to accomplish complex projects and programs.</li><li>• Applies innovative approaches to resolve unusual/difficult technical/management issues. Promotes and maintains environment for cooperation and teamwork.</li><li>• Leads and guides others in formulating and executing team plans. Expertise is sought by others.</li></ul>	Scope of Team Effort Contribution to Team  Effectiveness



**CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)**

**FACTOR: 3. - CUSTOMER RELATIONS**

**FACTOR DESCRIPTION:**

This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p><b>LEVEL I</b></p> <ul style="list-style-type: none"> <li>• Assists customer support activities.</li> <li>• Participates as a team member to meet customer needs.</li> <li>• Interacts with customers on routine issues with appropriate guidance.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>
<p><b>LEVEL II</b></p> <ul style="list-style-type: none"> <li>• Actively participates with others to satisfy customer requests.</li> <li>• Interacts with customers to respond to customer needs/expectations.</li> <li>• Interacts with customers to communicate information and coordinate action.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>
<p><b>LEVEL III</b></p> <ul style="list-style-type: none"> <li>• Guides the technical efforts of individuals or teams as they relate with customers. Deviates from standard approaches when necessary.</li> <li>• Initiates meetings and interactions with customers to understand customer needs/expectations.</li> <li>• Interacts independently and proactively with customers to identify/define problems and to implement solutions.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>
<p><b>LEVEL IV</b></p> <ul style="list-style-type: none"> <li>• Leads and coordinates technical efforts of individuals or teams in support of customer interactions. Develops innovative approaches to satisfy customers.</li> <li>• Establishes customer alliances; anticipates and fulfills customer needs and translates customer needs to projects/programs. Organizes and leads customer interactions.</li> <li>• Interacts proactively with customers to identify and define complex/controversial problems and to develop and implement strategies or techniques for resolving projects/programs issues.</li> </ul>	<p>Breadth of Influence Customer Needs Customer Interaction Level</p>

**CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)**

**FACTOR: 4. - LEADERSHIP/SUPERVISION**

**FACTOR DESCRIPTION:**

This factor describes/captures individual and organizational leadership and/or supervision to include that leaders/supervisors will recruit, develop, motivate, and retain quality team members in accordance with EEO/AA and merit principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Leadership and/or supervision effectively promotes commitment to mission accomplishment. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Takes initiative in accomplishing assigned tasks. Asks for assistance as appropriate.</li><li>• Provides input to others in technical/functional area.</li><li>• Seeks and takes advantage of developmental opportunities.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Actively contributes as team member; takes initiative to accomplish assigned projects.</li><li>• Consults and coordinates with others to complete projects within established guidelines.</li><li>• Identifies and pursues individual/team developmental opportunities.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Actively contributes as team member or leader. Recognized for functional/technical expertise.</li><li>• Defines, organizes, and assigns activities to accomplish goals. Guides, motivates and oversees others in accomplishing projects/programs.</li><li>• Promotes developmental opportunities for self and team. Advises others to seek specific training.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development
<b>LEVEL IV</b> <ul style="list-style-type: none"><li>• Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert.</li><li>• Guides, motivates, and oversees multiple complex projects/programs.</li><li>• Directs assignments to encourage employee development and cross-technical/functional growth to meet organizational needs. Pursues self-development.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development

**CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)**

**FACTOR: 5. - COMMUNICATION**

**FACTOR DESCRIPTION:**

This factor describes/captures the effectiveness of oral/written communications.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Communicates routine task/status/results as required.</li><li>• Provides data and accurate draft documentation of assigned tasks for input to reports or documents.</li><li>• Explains status/results of assigned tasks.</li></ul>	Level of Interaction (Audience) Written  Oral
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Communicates team or group project status/results at equivalent levels within the agency.</li><li>• Writes segments of management/technical reports or documents.</li><li>• Communicates group/team results.</li></ul>	Level of Interaction (Audience)  Written  Oral
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Communicates projects/programs status/results to management.</li><li>• Consolidates input and writes management/technical reports/documents for projects/programs.</li><li>• Presents projects/programs briefings.</li></ul>	Level of Interaction (Audience) Written  Oral
<b>LEVEL IV</b> <ul style="list-style-type: none"><li>• Determines and communicates projects/programs positions at senior levels.</li><li>• Prepares, reviews, and approves management/technical reports for internal and external distribution.</li><li>• Presents projects/programs briefings to obtain consensus/approval. Represents the organization as technical subject matter expert.</li></ul>	Level of Interaction (Audience)  Written  Oral

**CAREER PATH: TECHNICAL MANAGEMENT SUPPORT (NJ)**

**FACTOR: 6. - RESOURCE MANAGEMENT**

**FACTOR DESCRIPTION:**

This factor describes/captures personal and organizational utilization of resources to accomplish the mission.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Uses assigned resources to accomplish tasks.</li><li>• Plans individual time to accomplish tasks.</li><li>• Effectively accomplishes assigned tasks with appropriate guidance.</li></ul>	Scope of Responsibility Planning/Budgeting Execution/Efficiency
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Identifies and uses resources appropriately to accomplish projects.</li><li>• Plans resources to achieve task schedules.</li><li>• Independently accomplishes assigned tasks.</li></ul>	Scope of Responsibility  Planning/Budgeting Execution/Efficiency
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Plans and utilizes appropriate resources to accomplish projects/programs.</li><li>• Optimizes resources to accomplish projects within established milestones.</li><li>• Effectively accomplishes projects/programs within established resource guidelines.</li></ul>	Scope of Responsibility  Planning/Budgeting  Execution/Efficiency
<b>LEVEL IV</b> <ul style="list-style-type: none"><li>• Plans and allocates resources to accomplish multiple projects/programs goals.</li><li>• Identifies and optimizes resources to accomplish multiple projects/programs goals.</li><li>• Effectively accomplishes multiple projects/programs goals within established thresholds. Develops innovative approaches to attain goals and minimize resource expenditures.</li></ul>	Scope of Responsibility  Planning/Budgeting  Execution/Efficiency

**CAREER PATH: ADMINISTRATIVE SUPPORT (NK)**

**FACTOR: 1. - PROBLEM SOLVING**

**FACTOR DESCRIPTION:**

This factor describes/captures personal and organizational problem solving.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Completed work meets projects/programs objectives. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Conducts activities on a segment of a task. Assists supervisor or other appropriate personnel.</li><li>• Applies standard rules, procedures, or operations to resolve routine problems.</li><li>• Independently carries out routine tasks.</li><li>• Takes initiative in selecting and implementing appropriate procedures.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Plans and conducts administrative activities for projects.</li><li>• Develops, modifies, and/or applies rules, procedures, or operations to resolve problems of moderate complexity/difficulty.</li><li>• Independently plans and executes assignments; resolves problems and handles deviations.</li><li>• Identifies and adapts guidelines for new or unusual situations.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Plans and conducts complex administrative activities.</li><li>• Develops rules, procedures, or operations for complex/difficult organizational tasks.</li><li>• Identifies issues and determines approaches and methods to accomplish tasks. Initiates effective actions and resolves related conflicts.</li><li>• Identifies issues requiring new procedures and develops appropriate guidelines.</li></ul>	Scope/Impact Complexity/Difficulty Independence Creativity

**CAREER PATH: ADMINISTRATIVE SUPPORT (NK)**

**FACTOR: 2. - TEAMWORK/COOPERATION**

**FACTOR DESCRIPTION:**

This factor describes/captures individual and organizational teamwork and cooperation.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Works with others to accomplish routine tasks.</li><li>• Contributes ideas on routine procedures. Interacts cooperatively with others.</li><li>• Regularly completes tasks in support of team goals.</li></ul>	Scope of Team Effort Contribution to Team  Effectiveness
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Works with others to accomplish tasks.</li><li>• Resolves administrative problems; facilitates cooperative interactions with others.</li><li>• Guides others and coordinates activities in support of team goals. Proactively functions as an integral part of the team.</li></ul>	Scope of Team Effort Contribution to Team  Effectiveness
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Works with others on complex issues/problems that may cross functional areas.</li><li>• Applies expertise in resolving complex administrative issues. Promotes and maintains environment for cooperation/teamwork. Sets tone for internal/external cooperation.</li><li>• Leads and guides others in formulating and executing plans in support of team goals.</li></ul>	Scope of Team Effort  Contribution to Team  Effectiveness

**CAREER PATH: ADMINISTRATIVE SUPPORT (NK)**

**FACTOR: 3. - CUSTOMER RELATIONS**

**FACTOR DESCRIPTION:**

This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>Assists customer support activities.</li><li>Meets routine customer needs.</li><li>Interacts with customers on routine issues within specific guidelines.</li></ul>	Breadth of Influence Customer Needs Customer Interaction Level
<b>LEVEL II</b> <ul style="list-style-type: none"><li>Guides the administrative efforts of individuals or team members as they interact with customers.</li><li>Independently interacts with customers to understand customer needs/expectations.</li><li>Interacts independently with customers to communicate information and coordinate actions.</li><li></li></ul>	Breadth of Influence Customer Needs Customer Interaction Level
<b>LEVEL III</b> <ul style="list-style-type: none"><li>Identifies, defines, and guides administrative efforts in support of customer interactions; coordinates and focuses activities to support multiple customers.</li><li>Establishes customer alliances and translates needs to customer service.</li><li>Works independently with customers at all levels to define services and resolve non-routine problems.</li></ul>	Breadth of Influence Customer Needs Customer Interaction Level

**CAREER PATH: ADMINISTRATIVE SUPPORT (NK)**

**FACTOR: 4. - LEADERSHIP/SUPERVISION**

**FACTOR DESCRIPTION:**

This factor describes/captures individual and organizational leadership and/or supervision to include that leaders/supervisors will recruit, develop, motivate, and retain quality team members in accordance with EEO/AA and merit principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Leadership and/or supervision effectively promotes commitment to mission accomplishment. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Takes initiative in accomplishing assigned tasks. Asks for assistance as appropriate.</li><li>• Provides input in administrative/functional area.</li><li>• Seeks and takes advantage of developmental opportunities.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Actively contributes as team member or leader; takes initiative to accomplish assigned projects.</li><li>• Guides others in accomplishing projects.</li><li>• Identifies and pursues individual/team developmental opportunities.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Provides guidance to individuals/teams; resolves conflicts. Expertise solicited by others.</li><li>• Guides and accounts for results or activities of individuals, teams, or projects.</li><li>• Promotes individual/team development; leads development of training programs for self and others.</li></ul>	Leadership Role Breadth of Influence Mentoring/Employee Development



**CAREER PATH: ADMINISTRATIVE SUPPORT (NK)**

**FACTOR: 5. - COMMUNICATION**

**FACTOR DESCRIPTION:**

This factor describes/captures the effectiveness of oral/written communications.

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Communicates routine task/status results as required.</li><li>• Writes timely and accurate draft documentation.</li><li>• Explains status/results of assigned tasks.</li></ul>	Level of Interaction (Audience) Written Oral
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Interprets and communicates administrative procedures within immediate organization.</li><li>• Prepares, coordinates, and consolidates documents, reports, or briefings.</li><li>• Communicates/presents internal administrative/functional procedures and tasks internally and externally.</li></ul>	Level of Interaction (Audience)  Written  Oral
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Develops and advises on administrative procedures and communicates them to all levels, both internally and externally.</li><li>• Prepares, reviews, and/or approves documents, reports, or briefings.</li><li>• Explains and/or communicates administrative/functional procedures at all levels.</li></ul>	Level of Interaction (Audience)  Written  Oral

**CAREER PATH: ADMINISTRATIVE SUPPORT (NK)**

**FACTOR: 6. - RESOURCE MANAGEMENT**

**FACTOR DESCRIPTION:**

This factor describes/captures personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

**EXPECTED PERFORMANCE CRITERIA** (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Available resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

<b>LEVEL DESCRIPTORS</b>	<b>DISCRIMINATORS</b>
<b>LEVEL I</b> <ul style="list-style-type: none"><li>• Uses assigned resources to accomplish tasks.</li><li>• Plans individual time and assigned resources to accomplish tasks.</li><li>• Effectively accomplishes assigned tasks.</li></ul>	Scope of Responsibility Planning/Budgeting Execution/Efficiency
<b>LEVEL II</b> <ul style="list-style-type: none"><li>• Identifies and uses resources to accomplish projects.</li><li>• Plans resources to achieve project schedules.</li><li>• Effectively accomplishes projects within established resource guidelines.</li></ul>	Scope of Responsibility Planning/Budgeting Execution/Efficiency
<b>LEVEL III</b> <ul style="list-style-type: none"><li>• Plans, acquires, and allocates resources to accomplish objectives.</li><li>• Coordinates resources across projects.</li><li>• Optimizes resource utilization across projects.</li></ul>	Scope of Responsibility Planning/Budgeting Execution/Efficiency