



DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)

Pay Pool Simulation for Sub-Panel and Pay Pool Panel Members

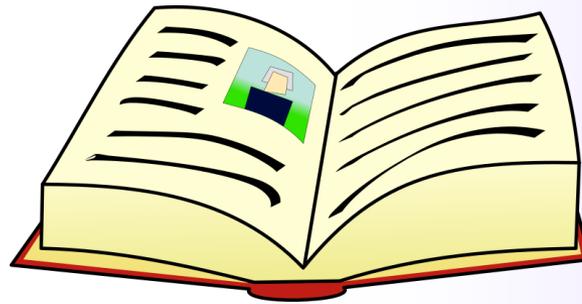
**Presented by AcqDemo Program Office
2016**

- Welcome
- Purpose of AcqDemo and the Simulation Training
- Desired Outcomes
- Goals for Today's Simulation

- Please Provide Your:
 - Name
 - Organization
 - Leadership Role
 - Experience with pay pools



- This class was constructed assuming you have knowledge based on:
 - The read-ahead material
 - The following online courses:
 - AcqDemo 101
 - CCAS for Supervisors



0900 – 0920	Introductions and Workshop Expectations
0920 – 0935	Overview of the Sub and Pay Pool Meetings
0935 – 1015	Pay Pool Operations – Business Rules
1015 – 1030	BREAK (15 min)
1030 – 1100	Group Activity: What do the Factors Mean for the Mission of my Organization
1100 – 12:30	Group Activity: Sub Pay Pool Simulation
1230-1330	LUNCH (1 hour)
1330 – 1400	Group Activity: Pay Pool Panel Meeting Simulation – Review Ratings
1400 - 1445	Group Activity: Pay Pool Panel Meeting Simulation – Finalize Payouts
1445 – 1500	Groups Activity: Evaluation Form, Group Discussion and Closeout
END OF TRAINING	

Main Objective: By the end of this class, you will be able to understand how to conduct both a sub-panel and pay pool panel meeting

- **Objective 1:** Participate in and become familiar with Pay Pool Panel Operations
 - Participate in a simulated sub pay pool and pay pool meetings
 - Understand organizational funding, sub-panel and pay pool panel operations, business rules and supporting tools

- **Objective 2:** Relate factors and other learned concepts to your own pay pool environment
 - Translate the factors and processes to your own pay pool and mission

- First, we will go through a sub pay pool simulation exercise to learn how to normalize preliminary scores submitted by the supervisors and assign numerical scores
- Then, we will proceed to a pay pool simulation exercise to review and/or update numerical scores and finalize payouts

- Why
 - Scheduled meetings of managers that ensure fair and consistent rating decisions
- What
 - Members discuss employees' contributions and make decisions on ratings and payouts (pay pool only)
- When
 - Sub pay pools: occur first, early October
 - Pay pools: occur after sub pay pools, from October through December (take into account seasonal holidays when scheduling)
- Who
 - Pay Pool Administrator
 - Pay Pool Manager (Commander, Senior Leader,....)
 - Sub Pay Pool Manager (two hierarchical levels above the employees whose records are being reviewed)
 - Supervisor (report to the Sub Pay Pool Manager)
 - HR Representative
 - Meeting Facilitator (optional)

- Pay pool manager: approves final ratings and payouts
- Sub pay pool manager:
 - Ensures fair and consistent adherence to business rules
- Sub pay pool panel:
 - Review the preliminary ratings of employees for fair consideration, and consistency across the appraising supervisors.
 - Assign integer ratings
- Pay Pool Administrator:
 - Provides technical (tools) and policy compliance support
- HR Representative:
 - Answers HR and local policy questions
- Facilitators (if applicable):
 - Provide process support
 - Serve as SMEs for AcqDemo

By the end of a Sub Pay Pool Meeting:

1. Supervisors and their manager will have normalized ratings
 - Discuss observed/known contribution levels for their employees; they also refer to the write ups (self-assessments and supervisor assessments)
 - Assign a numerical rating by factor for each employee
 - Review the Expected and Categorical Ratings for each employee by factor
 - Refer to the factor descriptions and benchmarks (Factor descriptors and discriminators)
 - Rank order employees by contribution levels (use "Group into Categories"; adjust categorical ratings as needed and assign numerical rating);
 - Apply any business rules
 - Reach a shared understanding of numerical ratings for all sub pay pool employees based on write ups and open discussions
 - Pay Pool Administrator (PPA) captures decisions into the Sub Panel Spreadsheet

By the end of a Sub Pay Pool Meeting:

2. Supervisors and their manager will have finalized Sub Panel Ratings and evaluated the fairness of their results. They may use Statistical Graphs and Reports to help make fair and consistent decisions.

- Remember that ratings decided at the sub pay pool meeting will be reviewed at the Pay Pool level
- Graphs and Stats built into the Sub Panel Spreadsheet help sub pay pool panel members assess the fairness and consistency of their decisions

By the end of a Pay Pool Meeting:

1. Managers will have agreed on numerical ratings and payouts
 - Review numerical ratings (from the sub pay pool meetings)
 - Agree on a numerical rating by factor for each employee
 - Refer to the factor descriptions and benchmarks
 - Apply any business rules
 - Reach a shared understanding of numerical ratings for all pay pool employees based on write ups and open discussions
 - PPA captures decisions into the Compensation Management Spreadsheet (CMS)

By the end of a Pay Pool Meeting:

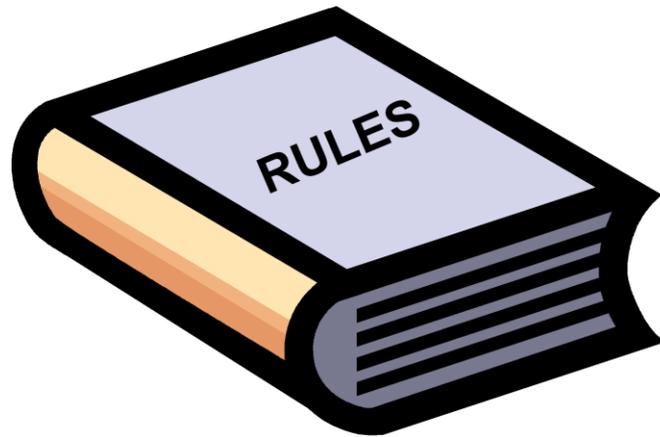
2. Managers will have reached a shared understanding with the help of statistical Graphs, Delta Stats & Rails Reports

- PPA can show the Pay Pool Analysis Tool to take advantage of additional stats and graphs
- Graphs and Stats help pay pool panel members assess the consistency and fairness of their decisions

3. Managers will have agreed on payout decisions for each employee

4. Pay Pool Manager will have approved all ratings and payouts

Pay Pool Operations Business Rules



**KEEP
CALM
and
FOLLOW
THE RULES**

- Should be published and provided to all employees of the pay pool
- Use to standardize decisions and build in transparency, for example:
 - Funding parameters for salary increases and awards
 - The General Pay Increase (GPI) will be withheld from employees who score in the A Zone

Pay Pool Operations Process/Tools



What do the Factors Mean for the Mission of my Organization?



30 Minutes

- Assignment: develop examples of what types of contributions map to Levels 1-to-4 descriptors for your organization's mission. See "*Example: What Does Teamwork/ Cooperation Mean to My Organization*" slide
- We'll post our answers on the flip chart
- Refer to the factor description and benchmark tables of descriptors and discriminators for "Problem Solving"
 - All Tables: NH Problem Solving

Example: What Does Teamwork/Cooperation Mean to My Organization

Level	Example of what the "Teamwork/Cooperation" factor means to my organization by Level
Level 1	<ul style="list-style-type: none"> • Serves as an active member of sub-task team doing routine work • Participates in team meetings • Volunteers ideas to the group discussion • Does fair share of the background work • Is a positive influence on the team
Level 2	<ul style="list-style-type: none"> • Takes on sub-task lead roles • Initiates collaboration efforts on sub-task • Communicates and coordinates efforts with task lead
Level 3	<ul style="list-style-type: none"> • Member of teams that are solving complex problems • Pushes teams to develop innovative solutions • Expertise is sought by other teams – subject matter expert helping several teams
Level 4	<ul style="list-style-type: none"> • Leads teams solving complex problems • Pulls team members from across the organization by coordinating with their supervisors and proving the value of the effort to upper management • Guides team and mentors members of the team to help them grow

Example: Benchmark Table of Descriptors and Discriminators for Teamwork/Cooperation

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

See below: use the Teamwork/Cooperation factor description to help develop your table write up

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>Level I Performs activities on a task; assists supervisor or other appropriate personnel. Resolves routine problems within established guidelines. Independently performs assigned tasks within area of responsibility; refers situations to supervisor or other appropriate personnel when existing guidelines do not apply. Takes initiative in determining and implementing appropriate procedures.</p>	<p>Scope/Impact Complexity/Difficulty Independence Creativity</p>
<p>Level II</p> <ul style="list-style-type: none"> <input type="checkbox"/> Plans and conducts functional technical activities for projects/programs. <input type="checkbox"/> Identifies, analyzes, and resolves complex/difficult problems. <input type="checkbox"/> Independently identifies and resolves conventional problems which may require deviations from accepted policies or instructions. <input type="checkbox"/> Adapts existing plans and techniques to accomplish complex projects/programs. Recommends improvements to the design or operation of systems, equipment, or processes. 	<p>Scope/Impact Complexity/Difficulty Independence Creativity</p>
<p>Level III Independently defines, directs, or leads highly challenging projects/programs. Identifies and resolves highly complex problems not susceptible to treatment by accepted methods. Develops, integrates, and implements solutions to diverse, highly complex problems across multiple areas and disciplines. Anticipates problems, develops sound solutions and action plans to ensure program/mission accomplishment. 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.</p>	<p>Scope/Impact Complexity/Difficulty Independence Creativity</p>
<p>Level IV 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. Assesses and provides strategic direction for resolution of mission critical problems, policies, and procedures. 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. 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.</p>	<p>Scope/Impact Complexity/Difficulty Independence Creativity</p>

Working through the Sub Pay Pool Panel Meeting



15Minutes

Group Activity: Sub Panel Meeting Assign Ratings – Group Discussion

Together, let's assign a rating for Problem Solving to employee "Ann Achee"

PPA:

- Open Sub Panel Spreadsheet and locate employee "Ann Achee"

Group:

- Note that her Categorical Rating is "3M", her Expected OCS is 76 and her Expected OCS Range is 72-79
- Review Ann Achee's Contribution Plan, Self Assessment and Supervisor Assessment; note she is an NH-3
- Refer to your understanding of Problem Solving for NH-3 from previous exercise: Is Ann Achee contributing at Level 3M? Above? Below?

PPA:

- Display records from "Group into Categories"

Group:

- Let's agree she is consistently meeting the Problem Solving descriptors at Level 3. We'll move her to a "3H" (categorical rating), after Billy Barnes and Damon Drew, and assign her a numerical rating of "83" for Problem Solving

PPA:

- Display Data tab. What is her OCS? Delta OCS? Final Rail Position?



1 Hr 15 Minutes

Now, let's assign a rating for Problem Solving to the other 4 employees

PPA:

- Open Sub Panel Spreadsheet to Data tab

Group:

- For each of the next 4 employees, take note of Categorical Ratings, Expected OCS and Expected OCS Range
- Review each Contribution Plan, Self Assessment and Supervisor Assessment; take note of broadband level and career path
- Refer to your understanding of Problem Solving from earlier exercise

PPA:

- Display records from "Group into Categories"

Group:

- For each employee, determine the level at which employee met the Problem Solving descriptor. Group into categories (3L, 3M, etc.) and adjust based on write ups and open discussions. Assign numerical rating for each employee.

PPA:

- Display Data tab. For each employee, what is the OCS? Delta OCS? Final Rail Position?



lunch
60
min

Working through the Pay Pool Panel Meeting



30 Minutes

Together, let's review and agree on ratings

PPA:

- Open CMS matrix tab and rank order lowest to highest

Group:

- Review final scores – is the group in agreement?

PPA:

- Enter any new scores per group discussion
- Display New OCS tab. Hover over dots to reveal employee name, score, new salary

Group:

- Finalize ratings



45 Minutes

Together, let's review and agree on payouts

PPA:

- Open CMS Parameters tab and point to yellow, editable fields

Group:

- Review parameters: first cycle CRI and CA should be 2.4% and 1.3%
- Review any business rules for guidance on Min CRI, Min CRI Carryover, Min CA

PPA:

- Open Summary tab

Group:

- Review payout information and finalize payouts

Create Import file for PAT

The export file from the CMS is also the import file for the PAT. Create the file by clicking on the Export link in the CMS and save it in the same folder as the PAT.

Compensation Management Spreadsheet

Cycle: 2016

Version: Dev 4

The purpose of this spreadsheet is to record appraisal scores and set basic pay rates and contribution-based financial awards.

Data/Spreadsheet Download -- Download the data file from the CAS²Net, then click on Import to load the file into this spreadsheet.

Appraisal Score Entry -- Once the file has been loaded, assign categorical and final scores for each factor, and view reports and graphs.

Score Normalization -- Compare score distributions to look for anomalies and scale differences. Run preliminary pay adjustment scenarios. Set CRI and CA parameters and assign pay outs to employees.

Data Maintenance -- All additions, deletions, and modifications must be done in the central database. All columns except for data entry and "wild-card" are locked. To preserve your work, export the data from this spreadsheet and upload to CAS²Net before changing any information in CAS²Net.

Final "G" Setting -- This spreadsheet comes with a best estimate of "G." Once you have been notified that "G" is set, make a final round trip to CAS²Net. The final "G" value and related parameters will be included in the download of your paypool data.

Final Compensation Setting -- After the final round trip to update "G", finalize the pay adjustments and awards for your pay pool.

Data Upload -- Use Export to create a file for uploading the results from your pay pool to CAS²Net.

Generate Part 1's -- First use the filters to select employees; sort data by preferred order; then click on the Generate Part I to generate Part I of the Appraisal Form for each selected employee.

Pay Pool Data

[Import](#) [View](#) [Export](#)

Last Import: 8/3/2016 (3:08:29 PM)(CDT)

Last Export:

Last Modified:

Parameters

[Set CRI and CA Parameters](#)

Summary Reports

[Rails Report](#)

[Career Path Factor Matrices ranked by Final Score](#)

[Summary Statistics of Delta OCS](#)

[Distribution of Delta OCS](#)

[Customizable Summary](#)

Scatter-plots of OCS Score by Salary

[Current Pay & 2016 SPL](#) [New Pay & 2017 SPL](#)

Part 1 of Appraisal Forms

[Open Existing Evaluation](#)

Validate Data, then use the filters to select individuals and use sort to put the data in preferred order.

[Generate Part 1 of Appraisal Forms](#)

Contents Page for PAT

Pay Pool Analysis Tool (PAT)

2015 v2

For Official Use Only
Personal Data - Privacy Act of 1974

This tool combines one or more export files from the Compensation Management Spreadsheet (CMS) and provides analysis of the pay pool(s) results including OCS, CRI, CA and funding.

How to use this spreadsheet:

[Import](#) one or more export files from Compensation Management Spreadsheet (CMS)

Table of Contents

Data	Pay Pool Data from CMS
Statistics	Average OCS and Delta OCS by Rating Official, Sub-panel Mgr, Pay Pool, and Wildcard
Rating Statistics	Average OCS and Delta OCS by Career Path and Band
Distributions by Group	Zone Distributions by Number and Percent for various groups
Zone Distribution by Group	Zone Distribution Charts by Pay Pool and Wildcard
Payout Statistics	Statistics on Salary Increase and Award (\$ and %) by Pay Pool
Payout Charts	Above Statistics in Chart Form
Payout Stats by Group	Statistics on Salary Increase and Award (\$ and %) by various groups and wildcard
Payout Charts by Group	Above Statistics in Chart Form
Payout Charts by Wildcard	Above Wildcard Statistics in Chart Form
Funding Statistics	Statistics on Funding Amounts Budgeted and Allocated by Pay Pool
Funding Charts	Above Statistics in Chart Form
Net Draw Analysis	Summary of Net Draw Statistics by Career Path, Band, and Wildcard
Net Draw Charts	Above Statistics in Chart Form
CP-B Counts	Counts by Career Path and Band Combinations
Salary	Average Salary by Career Path and Band Combinations
Rail Report	Report of Rail Zone and OCS Chart for Aggregate Report

Example of Statistical Tables

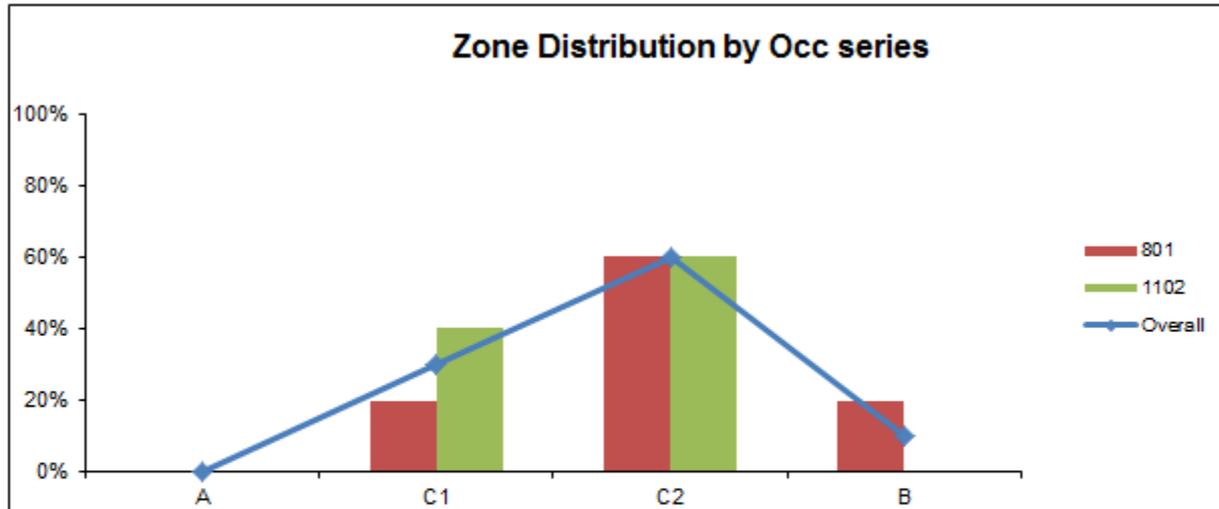
Rating Statistics

Analyzed Population does not include Presumptives Due to Time

	Overall	Test Pay Pool
Analyzed Population	10	10
Average Rating of Record	84.0	84.0
NH-1		
NH-2	70.0	70.0
NH-3	80.5	80.5
NH-4	95.7	95.7
NJ-1		
NJ-2		
NJ-3		
NJ-4		
NK-1		
NK-2		
NK-3		
Average Delta OCS	1.6	1.6
NH-1		
NH-2	4.0	4.0
NH-3	1.2	1.2
NH-4	1.7	1.7
NJ-1		
NJ-2		
NJ-3		
NJ-4		
NK-1		
NK-2		
NK-3		

Sample Chart

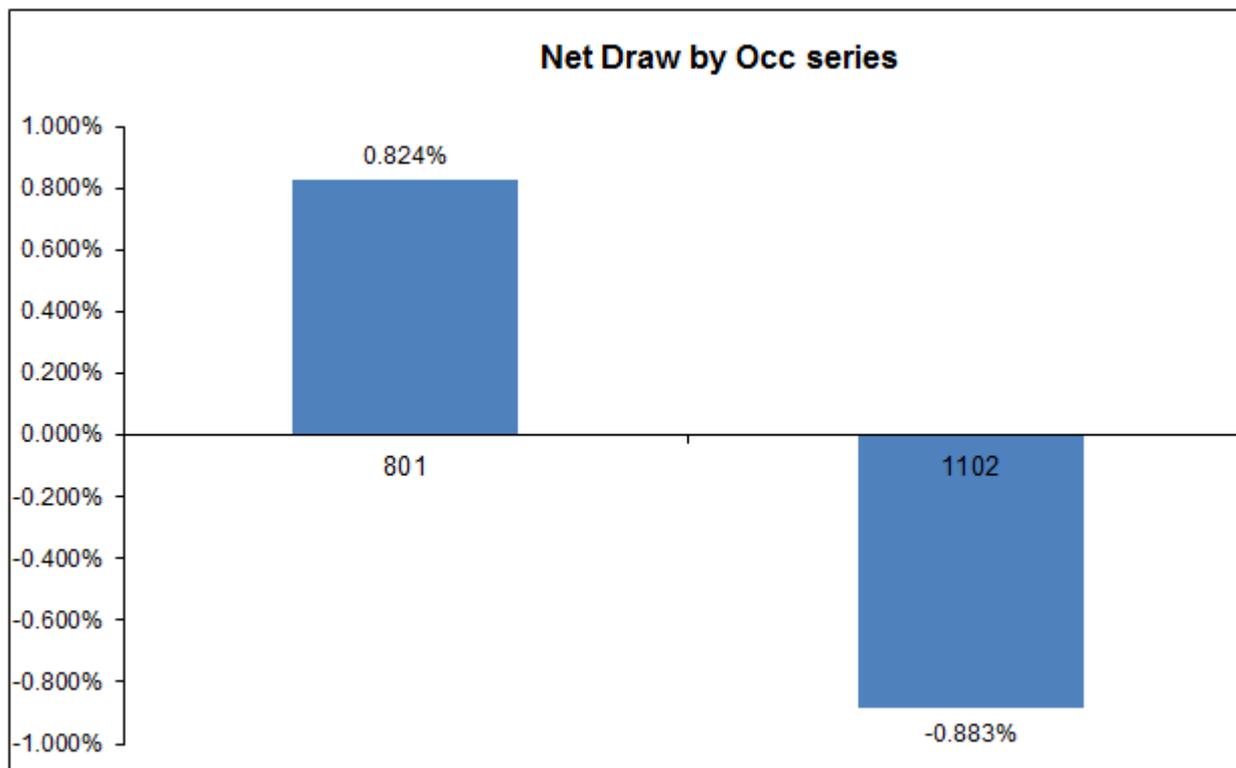
Zone Distribution by Occ series



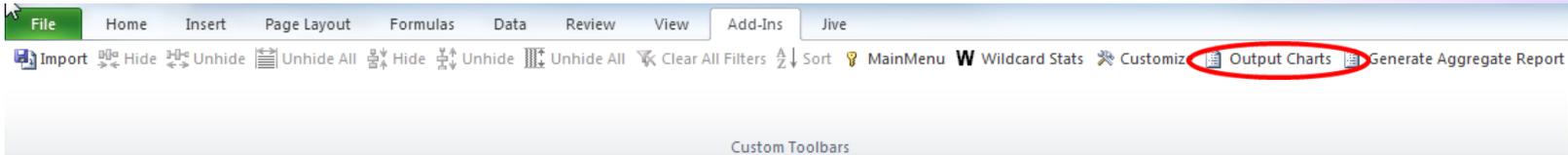
	Employees Rated	A	C1	C2	B
	10	0.0%	30.0%	60.0%	10.0%
801	5	0.0%	20.0%	60.0%	20.0%
1102	5	0.0%	40.0%	60.0%	0.0%

Net Draw

Net draw the funding drawn from CRI and CA funding pots by a group minus the funding contributed to CRI and CA funding pots for the group. It is a good measure to compare payouts between groups.



Creating a Briefing



The PAT allows the organization to generate a briefing of results. Note that the PAT ensures that only pictures are captured for the briefing (and not the full underlying spreadsheet which would make PII available in the briefing).

Select List for Results Briefing

Capture Charts

Highlight the charts to be pasted as images and select the application option.

Worksheet Name	Chart Title
All Worksheets	Zone Distribution by Pay Pool
Zone Distribution by Group	Zone Distribution by Occ series
Payout Charts	Average Carryover Award % by Pay Pool
Payout Charts by Group	Average Salary Increase % by Pay Pool
Payout Charts by Wildcard	Average CA % by Pay Pool
Funding Charts	Average Carryover Award \$ by Pay Pool
Net Draw Charts	Average Salary Increase \$ by Pay Pool
	Average CA \$ by Pay Pool
	Alpha 1 by Paypool
	Alpha 2 by Paypool
	Average Total Award % by Paypool
	Average Total Award \$ by Paypool
	Average Salary Increase % by Band
	Average Salary Increase % by Career Path/Band
	Average CA Award % by Band
	Average CA Award % by Career Path/Band
	Average Carryover Award % by Band
	Average Carryover Award % by Career Path/Band
	Average Salary Increase \$ by Band
	Average Salary Increase \$ by Career Path/Band

Application Options

Paste into Excel
 Paste into PowerPoint

Select All Deselect All
 Export Charts Cancel

- Generate Export File from the CMS and store in the same folder as the PAT
- Import the file to the PAT
- Review several tables and charts
- Use a wild card column
- Review additional tables and charts
- Generate a briefing

At this time, you should understand:

Main Objective: How to conduct both a sub-panel and pay pool meeting

- **Objective 1:** Pay Pool Panel Operations
 - Organizational funding, pay pool panel operations, business rules and supporting tools for use
 - The sub/pay pool panel meeting process

- **Objective 2:** How to relate factors and other learned concepts to your pay pool environment
 - Translate the factors and processes to your own pay pool and mission



Large Group Activity: Class Feedback



15 Minutes

Feedback:

- Will this workshop help you conduct a sub/ pay pool meeting?
- Any suggestions on how to enhance this training?
- Complete evaluation form

END OF CLASS

Thank You!