

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

Read-Ahead Material: Write-ups

Please read the five (5) fictitious employees write-ups that follow before the start of the class. Note that they only include the “Problem Solving” factor related assessments.

Level Descriptors and Discriminators for Problem Solving are available at the end of this document.

NAME Ann Achee	
ID:	OCC Series: 1102:
BAND: NH 3	Acquisition Workforce (AW): YES

Contribution Plans

Contribution Plans:
2. Problem Solving and Customer Relations. Make every effort to deliver timely contract award in a legally sufficient manner while conforming to all Federal, DoD, Navy, and SSP directives. Prioritize and attend trainings to obtain required DAWIA certifications in a timely manner, while increasing functional knowledge base.

Assessment

Problem Solving	
Employee	Supervisor
<p>Defined local SSP process for Small Business Innovative Research Phase I contract awards, resulting in a 25% reduction in planning and execution time, implementing a standard procedure for timely and legally sufficient Phase I procurements.</p> <p>Anticipated needs for functional self-development and actively sought out On-the-Job training opportunities and applicable computer-based trainings, resulting in increased subject matter knowledge, allowing me to identify and resolve questions/problems on my own (such as executing an atypical modification and dealing with an aggravated customer).</p>	<p>Employee was instrumental in developing an abbreviated SSP process for SBIR Phase I contract awards, resulting in a 25% reduction in planning and execution time, implementing a standard procedure for timely and legally sufficient Phase I procurements. This allowed her to award four SBIRs on 30 Sept with \$700K of expiring R&D funds that would otherwise have been lost.</p> <p>She has been proactive in resolving problems and anticipating potential problems and both educates herself of the appropriate regulations and seeks On-the-Job training opportunities. This has allowed her to find the most appropriate solution for issues and bring that solution to management rather than coming to management with a question and no potential path forward.</p>

NAME Billy Barnes	
ID:	OCC Series: 1102:
BAND: NH 3	Acquisition Workforce (AW): YES

Contribution Plans

Contribution Plans:
Problem Solving: Analyze problems and issues, manage and participate in IPT/OPG for solutions, and coordinate with all appropriate staff to conclusion.

Assessment

Problem Solving	
Employee	Supervisor
<p>WHAT: Appointed Member of the Integrated Product Team (IPT) Army Reserve Element (ARE) to explore the feasibility of establishing an Army Reserve Element to be integrated into ACC force structure in order to support ACCs operations including Contingency Contracting Administrative Services (CCAS).</p> <p>RESULTS: The results of this IPT is there is a MOA between the 377th Theater Support Command for the Army Reserve Elements and ACC awaiting approval. ARE will provide to ACC: 1 ARE HQ, 2 Contracting Battalions (CBNs) and 19 Contract Teams (CT) to be assigned to various ACC Contracting Offices (including MICC) throughout CONUS.</p> <p>IMPACT: ARE will provide direct support to ACC Contracting Offices (mainly MICC offices), ACC will be providing contract training and prepare the ARE for deployment and assumption of Contingency Missions.</p> <p>WHAT: Selected to serve as a member on the Concept Development Joint Team. A multi Service/Multi Agency team consisting of member from Army, Air Force, Navy, Marine, State Department, LOGCAP, DCMA and FORSCOM, chartered to plan and develop the concept/scenario to be utilized for Operational Contracting Support Joint Exercise 2016 (OCSJX-16).</p>	<p>Employee participated in highly challenging projects in 2014-2015 including the facilitation of multiple Integrated Process Action Teams (IPTs) and in-progress reviews. He effectively leveraged the collaborative knowledge of senior staff through the use of IPTs to develop and implement solutions to diverse, complex problems across multiple areas and disciplines.</p> <p>WHAT: He participated in the ACC-Army Reserve Element (ARE) IPT to explore the feasibility of establishing an Army Reserve Element that could be integrated into the ACC force structure in order to support ACCs operations including Contingency Contracting Administrative Services (CCAS).</p> <p>RESULTS: Through effective collaboration, the IPT developed a MOA between the Theater Support Command for the Army Reserve Elements and ACC for review and approval by General Officer leadership. The ACC-ARE concept is projected to provide: 1 ARE HQ element, 2 Contracting Battalions (CBNs), and 19 Contract Teams (CT) to be aligned with various ACC Contracting Offices (including MICC) throughout CONUS.</p> <p>IMPACT: The ACC-ARE concept will provide direct support to ACC Contracting Offices (mainly MICC offices). It will also enable Army Reserve personnel to obtain on the job contract training and provide</p>

RESULTS: During the weeklong event, team established the contingency scenario contracting teams will train in during OCSJX-16. Future planning event schedules, meeting times, and milestones were established for the overall planning process and execution of the exercise.

IMPACT: Completion of the Concept Development phase required in order to advance into planning and MSEL development of the exercise.

another source of personnel for deployment and assumption of contingency missions.

WHAT: Selected to serve as a member on the Concept Development Joint Team in support of Operational Contracting Support Joint Exercise 2016. The Concept Development Team was a multi-Service/Multi-Agency team consisting of members from the Army, Air Force, Navy, Marine, State Department, LOGCAP, DCMA and FORSCOM. It was chartered to plan and develop the concept/ scenario to be utilized for the exercise.

RESULTS: Employee's active concept team participation contributed to the effective deliberate planning by joint senior leadership which led to the establishment of the contingency scenarios and the related contracting/procurement actions which will be trained on during the exercise. Future planning event schedules and exercise development milestones were established, as well as, the supporting details for the overall planning process and phased exercise execution.

IMPACT: Effective completion of the initial exercise concept development actions enabled exercise planners and senior leadership to advance into the detailed Master Scenario Event List (MSEL) planning for the exercise.

NAME Carla Case	
ID:	OCC Series: 1102:
BAND: NH 4	Acquisition Workforce (AW): YES

Contribution Plans

Contribution Plans:
<p>1) PROBLEM SOLVING-LEVEL IV: Defines/establishes/directs organizational focus on challenging and highly complex project/ programs. Identifies/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/provides strategic direction for resolution of mission critical problems/policies/procedures. Works at senior level to define/integrate/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. Within agreed upon timeframe by the PARC, execute the implementation of all corrective action plans (CAPs) directed in relevant external/internal reviews/inspections. Ensure proper execution of acquisition processes. Ensure all contract files are properly maintained/complete/in compliance with the quality standards of Federal/DoD/local policies by conducting semi-annual internal PMRs with follow-on on corrective actions.</p>

Assessment

Problem Solving	
Employee	Supervisor
<p>Problem solving - Serving as the Division Chief in the Directorate for a team of only 6 contracting professionals at varying degrees of knowledge and experience, I led information gathering and resolution of highly complex and graduate level contracting problems and as well as implementation of new guidance from DA for procurements under my purview. When I reported to the Division as Chief in January 2014, there were a considerable number of open and outstanding issues that required immediate attention and resolution. I consistently led activity to resolve these complex issues with the prime contractors. As examples, under the Mi-17 Production contract with ROE: Executed Mod P00023 executed deobligating \$11,028,652 from the Engineering Services CLIN, successfully delivered all a/c and Mi-17 Post Production Modifications on all 15 aircraft. Reconciled ROE Excise Payment and DFAS payment issues, and Represented the USG Contracting Interest at the PMRs at ROE and in the USA in 2015; WLSS (D) courses of action for Bridge Effort , WLSS (D) pre CRP Activity, Participation in Market Research activity, Coordination with ACC Mngt/Legal and DA on Request for Approval of use of Slide Deck for Acq Strat/Plan, Development of Acquisition Strategy Acquisition Plan, Development of White Paper of MAIDIQ vs C Type Contracts, Approval of D&F for use of Non Government-personnel, Prepared input and timeline for Director and ACC-RSA Mngt participation in weekly updates to DA, and Led contracting activity in SAW; Answered Freedom of Information Request; TORP 87G POM approval, negotiations and modification execution involving 3 a/c under for TORP 87G providing contracts coverage for 3 a/c that have been under a stop work and stored since 2012, coordination through DA that resulted in execution of the required EUC by The Political Appointee in support of these a/c; Execution of Modification for DO 0192; Coordination with DCAA and Legal for closure of Reopener Clause under DOs 0192/183;</p>	<p>Employee managed a team with complex issues that required intensive research and coordination with internal and external agencies. She allowed her team to problem solve at the lowest level and develop sound solutions. She managed post award actions for the M17 production contract with ROE by deobligating \$11M from the Engineering Services CLIN where the funds had expired. All remaining aircraft were delivered timely and she successfully executed Post Production Modifications on 15 aircraft. Her team resolved a complex Excise Payment and coordinated closely with DFAS on the payment issues. She attended the PMR's with ROE to ensure contracting support was present to deconflict any contractual issues and support the Product Director. She was able to provide sound contracting advice to preclude delays in the program she supports; even though there were delays in finalizing DO 192/183 it was due to the complexity of the effort. Was instrumental in assisting the PM staff with WLSS-D pre CRP activities. Participated in the SAW event and assisted with the combined Acquisition Strategy and Acquisition Plan of this complex action which is being reported at the Department of Army level for progress updates. She led her team in the development of a Determination and Findings for the Secretary of Defense for the approval of Overhauls in the event the NSPA contract was unsuccessful. This required significant time and multiple dialogues and reviews by legal and ASAALT counsel. By direction of the Department of the Army staff the D&F was placed on hold due to the award of NSPA but her team spent significant hours in developing a sound document. Led the effort in producing the TORP 87G POM for approval after executing intensive research on the history of the program. Ultimately the POM was approved after numerous reviews and the 3 aircraft that were under a stop work since 2012 were inducted for overhaul. She coordinated and elevated the need for the</p>

Coordination w/DCAA on AAL Subcontract Audit; Proposal, negotiation and award activity for cockpit conversion impacting 11 AC under DO 192; REA for DO 192; REAs/Request for Realignments for NG and Subcontractors/TORPS 164/87/54n Activity for Close-out of DO 0102/Rotable Pool/Demand Letter; Open Actions IG Inquiries/Reports (NG Hot-line, DO 0102 Cockpit Mods, Closure of the following open IG Actions: 1. 0102 unfunded CLIN, 2. Recovery of rotatable pool of Parts, 3. Claim for travel under stop work; Responded to two request for IG updates under DO 0102; Issued RFI and assistance with Acquisition Strategy for Mi-17 Test Sets and issuing the RFI; Worked very closely with Legal and PMO for resolution of Federal Register Notice for Sanctions against ROE, Issued Stop work notices to 2 contractors, Lead CCIR activity for Directorate; Worked counterfeit a/c issues with PM under DO 183, TN 355 and issued KO approval for storage during investigation; Reconciled DO 183 scrapping issues and counterfeit parts. In addition to the above requirements in support of the Mi-17 Program, also lead the activity for Kazakhstan aircraft 3 and 4 which are supported by another Division and was assigned Lebanon Huey II parts in which researched viable options for PM. Performed extensive research on COAs for return to service for both 3/4a/c. Developed Acquisition Strategy and Timelines, Issued RFP modification rescinding T4C and issued RFP for a/c 4, currently Developing the D&F and letter contract for a/c 3 UCA. These a/c gained the attention and required reporting up the mngt chain to the US Dept of State.

execution of the End User Certificate which was signed by Political Appointee in support of these aircraft. She is a problem solver and seeks to resolve issues quickly within regulation and law. Employee swiftly addressed the re-opener clause under Delivery Order 192 and negotiated the cockpit conversion impacting 11 aircraft. Issued stop work notices upon receipt of the Federal Register imposing Sanctions with ROE and closely coordinated with legal for interpretation and impacts on current contracts. Was able to close out several DoDIG open actions such as the retrieval of the portable pool parts and shipment of these parts to Afghanistan; the unfunded CLIN and the travel claim under a stop work. Was paramount in developing the special foreign country courses of actions for aircraft 3 and 4 which is being reported still today up to the Department of State through USASAC. Employee's team took on this effort from Division C who had no resources to execute this critical and highly politically sensitive procurement.

NAME Damon Drew	
ID:	OCC Series: 801:
BAND: NH 3	Acquisition Workforce (AW): YES

Contribution Plans

Contribution Plans:
<p>1. Problem Solving:</p> <p>Independently define, direct, and lead project teams as well as develop and integrate solutions across multiple areas and disciplines.</p> <p>Develop solutions to test engineering problems to facilitate derivation of data to guide the customer in down selection to robust system designs.</p> <p>Conduct testing on amphibious vehicle systems, subsystems, and components in support of developmental, operational, and live fire testing. Testing methodology should be repeatable in the future. Apply Design of Experiments knowledge gained through training classes to design robust test methodology.</p> <p>Through practical use of the emerging business process, provide suggestions for improvements to streamline the process flow.</p> <p>Creatively apply engineering and scientific approaches to complex multidiscipline problems to find solutions to new and complex problems arising from test planning, execution, and reporting.</p>

Assessment

Problem Solving	
Employee	Supervisor
<p>Currently AVTB's does not have in house data collection of test incident report and daily vehicle usage. I generated a database program in Microsoft access and stood up the in house data collection for 1.5 months. Following list are items that I completed for this program:</p> <p>Incorporated the Data Collection into AVTB's process</p> <ul style="list-style-type: none"> - Two system configurations (EFV and AAV) data programs - Completed Beta Data Collector input - Completed Beta Lead Data Collector Review - Completed Beta Engineer Scoring - Completed archive the TIRS have been scored by Engineer - Completed setup the AVTB's TIRs system from an availability computers - Continue to improve the TIRS system for faster method of enter data to reduce times of input. - Completed the following output report . Parts usage Report . Daily Operational Report 	<p>Employee expanded the testing ability of the organization by developing an improved data collection tool for the capturing and processing of Test Incident Reports (TIR). In working with the data collection team he was able to produce a stand-alone TIR database that will allow AVTB to track and document akin to ATC but not be reliant on their system for test execution. This has to the potential to save the Program Office funding and increase their flexibility.</p> <p>He has demonstrated impressive speed and technical knowledge in the development of this TIR database. By coordinating the efforts of a cross functional team, he has completed baseline software in less than two months. By incorporating Data Collector input the product is designed with ease of use in mind and supported by the data collection team. He has "Beta" tested the product from data collector input through engineer TIR scoring and archiving. He has designed the database with both the EFV and AAV in mind but it is able to support wheeled vehicle testing as well.</p> <p>Since the database was fielded to be compatible with Marine Corps computer system, it is already available on official computers. He continues to work to refine the database and make it more compatible and easier to use. This has resulted in streamlined reporting methods that support in-depth engineering and analysis. The engineer can review parts usage, a daily summary reports, and TIR deferred for action. The resulting time savings are key, given the limited size of our data collection staff.</p> <p>The superior quality of his work is reflected in him winning the 2014 Department of the Navy (DON) award in his work area. He was instrumental in leading the AAV side of the working group to a</p>

<p>. TIRs Deferred Report</p> <p>. Completed 90% of the TIR output (Note: only thing left is the Maintenance time breakdown. I can calculate them in excel but not in access)</p> <p>. TIRs greater three days Report</p> <p>- Improved the method of entering the maintenance hours. (Ex. Adding numbers of personnel field for multi personnel's conduct the maintenance vice enter line by line for number of personnel's conducted the maintenance tasks).</p> <p>AVTB TIR System has save the government at least 50k per years.</p>	<p>successful test. Given the DON level of competition for this award this is a significant accomplishment.</p> <p>He wrote the RAM assessment and test plan for the AAV Survivability Upgrade (SU) test. This has required close coordination with the contracted Data Collector staff and technical instruction on the type of data demanded for this phase of the test.</p>
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NAME Eric Elkins	
ID:	OCC Series: 801:
BAND: NH 4	Acquisition Workforce (AW): YES

Contribution Plans

Contribution Plans:
<p>Objective #1: Provide Warfighter Operational Support Directorate leadership to sustain operations</p> <p>During the reporting period and in support of Agency strategic goals 1, 2, 5 and 6, fulfills DTW Deputy Director's duties as needed to communicate status of executive level issues and attention items, including briefings to Executive Leadership on current issues and Director stand-ups, and to sustain continuity of operations in the execution of ground test mission areas.</p> <p>Objective #2: Support Warfighter Operational Support Director to accomplish required command and staff functions</p> <p>During the reporting period and in support of Agency strategic goals 1, 2 and 5, enhance DTW Directorate battle rhythms across geographically disbursed groups and bring them into line with the DT battle rhythm. Coordinated efforts to build information and products for both DT leadership and DTW staff needs, while synchronizing executable ground test, exercise and wargame integrated schedules within existing funding allocations.</p> <p>Objective #3: Sustain efficient DTW business management plans and programs</p> <p>During the reporting period and in support of Agency strategic goals 1, 2, 5 and 6, develop knowledge base for financial management, contracts, travel and other business areas within DTW. Support successful planning and execution of all scheduled ground tests, while improving the quality of business rules oversight, processes and documentation and provide support to this Program Element.</p> <p>Objective #4: Warfighter COCOM operations - General</p>

During the reporting period and in support of Agency strategic goals 1, 2, 4, 5, 5 and 8, increase knowledge of MDA and Warfighter COCOM interfaces during planning and executing BMD missions within the COCOM AOR's. Become proficient in DTW Concept of Operations (CONOPS) and increase MDA and missile defense related knowledge with respect to DTW and the greater MDA community.

Agency Goals:

1. Support the warfighter
2. Prove the power of missile defense through testing
3. Continue development and fielding of the integrated BMDS for Homeland and Regional Defense
4. Team approach to Agency operations
5. Optimize available resources
6. Inspire professional excellence
7. Foster a supportive environment for a diverse and professional workforce
8. Implement National Security Strategy through international cooperation
9. Capitalize on the creativity and innovation of the Nation's universities and small business community

Assessment

Problem Solving	
Employee	Supervisor
<p>During this review period I have become proficient in my role as Deputy, Warfighter Operational Support. I have endeavored to increase my knowledge of MDA and Warfighter Combatant Command (CCMD) interfaces while in support of multiple Senior Leader forums and exchanges of information across all three CCMD Areas Of Operations (AOR's) within my responsibility. In addition, I have reviewed and provided input into the draft DTW Concept of Operations (CONOPS) and have overall increased my MDA and missile defense related knowledge with respect to DTW and the greater MDA community. As a result, I have greatly increased my ability to affect change within MDA with respect to warfighter support.</p> <p>Also during this review cycle, I have performed the DTW Deputy Director's duties as needed to communicate status of executive level issues and attention items, including briefings to Executive Leadership on current issues and Director stand-ups, and to sustain continuity of operations in the execution of CCMD and Wargames and Exercises (Wg&Ex) support.</p> <p>I have provided strategic direction and organizational focus to solve highly complex planning, scheduling and personnel requirements/conflicts in support of both the CCMD's and MDA Senior Leadership. These efforts have ensured successful planning and/or execution of multiple challenging Senior Leader Forums, Flag Officer / General Officer (FOGO) tagups, along with the myriad walk up events leading to these milestones. Another example, the PACOM J3 Letter of</p>	<ul style="list-style-type: none"> - Employee directs the focus of the division on challenging and complex HAWK/Chaparral/AN-TSQ-73 programs. - He identifies problem areas that may involve several disciplines and works to resolve them drawing upon his understanding of security assistance and acquisition policies and regulations. For instance, a new plan to support refurbishment of HAWK fire units that minimizes lead time and identifies areas that can be focused on upfront, thereby reduce time for the asset to be repaired. - Thoroughly analyzes different solutions to a given problem and is able to present well-defined courses of action. In an attempt to reduce errors on LOA/P&A he has instituted a Quality Review Board to process and review all submissions. Result is significantly less errors on LOA/P&A. - The nature of the Non-Standard Missile System Platforms present numerous problems. He is exploring alternate acquisition strategies to allow procurements to be expedited - With the implementation of GFEBs, the program received a substantial blow due to the inability to pool funds. He directed and provided oversight to his financial team to develop a COA and draft up supporting documentation to present to DASA-DE&C, DSCA and OSD to gain approval for a fee for service and fund pooling. Approval was granted. - Resolved personnel and programmatic problems with the specific foreign country program. Ensuring that the customer's best interests are considered. Provides guidance and direction to his Branch chiefs

BMDS Priorities, demonstrated to the Warfighter MDA's commitment to meeting them at the point of greatest need. The warfighter is thus assured that MDA is living up to the #1 Goal of "Support the Warfighter."

As the DTW Deputy, I support all CCMD and Wg&Ex efforts by both supporting the DTW Director as well as providing direction to the CCMD Division Chiefs and Wg&Ex Leadership for performing their set tasks to successfully execute the DTW CONOPS. I also perform as a backup to the both the DTW Director and the DTW Chief of Operations to ensure continuity during absence or schedule conflict which allows successful completion of senior management battle rhythm events as required, such as Senior Leader Sit down and DT Staff Call.

I have performed as the Higher Level Rater in DTW for all gov't civilians outside of the DTW Front Office. In this role, I have mentored and guided DTW civilians in multiple administrative functions, including midterm and final reviews, timecard/overtime/comp time guidance, and reporting formats to DTW leadership. In addition, I have mentored and guided DTW Civilian and Military Supervisors in the execution of their duties to civilians under their care. This has also included overcoming the difficulties inherent in multiple geographically separated members of DTW for those Assistants to the Director (ATD's) and Liason Officers (LNO's) forward deployed with PACOM, EUCOM and CENTCOM. In addition, I have supported the on-boarding of three new military officers into their roles as civilian supervisors. As a result of my efforts, DT Front Office and DTW rarely encounter administrative errors as a result of my attention to these areas.

when warranted and intercedes when necessary.

- Attends and provides updates during the weekly SYNC meetings. Ensures that personnel sitting in for him are appropriately prepared.

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>Level I</p> <ul style="list-style-type: none"> • 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>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>
<p>Level II</p> <ul style="list-style-type: none"> • Plans and conducts functional technical activities for projects/programs. • Identifies, analyzes, and resolves complex/difficult problems. • Independently identifies and resolves conventional problems which may require deviations from accepted policies or instructions. • 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</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>
<p>Level III</p> <ul style="list-style-type: none"> • 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>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>
<p>Level IV</p> <ul style="list-style-type: none"> • 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>Scope/Impact</p> <p>Complexity/Difficulty</p> <p>Independence</p> <p>Creativity</p>