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Personnel

LABORATORY PERSONNEL DEMONSTRATION PROJECT

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This manual implements Public Law 103-337, *National Defense Authorization Act for Fiscal Year 1995*, authorizing Science and Technology (S&T) Laboratory Personnel Demonstration Project (Lab Demo) to improve the quality of Department of Defense (DoD) Laboratories and Air Force Policy Directive (AFPD) 36-1, *General Civilian Personnel Provisions and Authorities*. The purpose of this manual is to ensure that the Lab Demo initiatives are focused on achieving the best workforce to accomplish the laboratory's mission. Additionally, this manual will serve to provide guidance on matters specific to the Lab Demo in relation to pay setting, classification, assessments, etc. This manual applies to AFRL Lab Demo positions only, unless otherwise specified. This publication may be supplemented at any level, but all direct Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. This manual requires collecting and maintaining information protected by the Privacy Act of 1974. Privacy Act System of Records, Office of Personnel Management (OPM)/Gov't-2, Employee Performance File System Records, F036 SAF/AA A, Civilian Personnel Files (April 14, 1999, 64 Federal Register (FR) 18406), OPM/Gov't-1, General Personnel Records (June 19, 2006, 71 FR 35356), F036, AF PCQ, Personnel Data System (PDS) (June 11, 1997, 62 FR 31793) apply. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms>. Refer recommended changes and questions about this publication to the office of primary responsibility, using the AF IMT 847, *Recommendation for Change of Publication*; route AF IMT 847 through the appropriate functional chain of command.

SUMMARY OF CHANGES

This publication combines the contents of AFRLI 36-101, *Laboratory Personnel Demonstration Project's, Contribution-Based Compensation System*, and AFRL PD 36-1, *Laboratory Personnel Demonstration Project Administration*. This publication has been substantially revised and must be reviewed in its entirety.

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Chapter 1

OVERVIEW, ROLES AND RESPONSIBILITIES

1.1. Overview. This instruction establishes guidance and procedures for the AFRL Demonstration Project. The laboratory demonstration project is an improved personnel management system which provides laboratory management, at the lowest practical level, the flexibility, authority, and control to achieve a quality workforce and laboratory. Lab Demo has been in existence since 1997 for the AFRL Scientists and Engineers (S&Es). In 2010, Lab Demo expanded to include non-bargaining unit General Schedule (GS) employees and may be expanded to bargaining unit GS employees as successfully negotiated with the appropriate unions. Employee protections and entitlements such as grievance, merit principles, equal opportunity (EO), leave, insurance, annuities, etc., are unchanged in Lab Demo.

1.1.1. Broadbands. The demo broadband structure replaces the GS 1-15 grade levels. The career paths and broadbands are: S&E (DR pay plan), Business Management and Professional (DO pay plan), Mission Support (DU pay plan), and Technicians (DX pay plan). Each broadband has four levels.

1.1.2. Career Progression. Lab Demo offers two career progression options: competing for a merit promotion or advancing seamlessly by employee's increasing and sustaining contributions to the AFRL mission.

1.1.3. Contribution-based Compensation System (CCS). The purpose of CCS is to provide an effective, efficient, and flexible method for assessing, compensating, and managing the laboratory workforce. Employees are assessed using four factors with corresponding descriptors specific to their career path and their broadband level. The four factors are: Problem Solving, Communication, Business Management (Technology Management for S&Es), and Teamwork and Leadership. The four factor scores are averaged to arrive at an Overall Contribution Score (OCS). Individual pay increases are primarily based on OCS.

1.1.4. Additional Flexibilities. AFRL has been granted pay setting, classification, and hiring authorities, which are described in this manual. Demo grievance procedures and S&E probationary period flexibilities are also detailed in this publication.

1.2. Roles and Responsibilities.

1.2.1. AFRL Headquarters (HQ), Directorate of Personnel, Workforce Effectiveness Division (AFRL/DPL) (Lab Demo Project Office). The Lab Demo Project Office is responsible for:

1.2.1.1. Overseeing implementation and administration of the Lab Demo within the command and for serving as the single point of contact (POC) with the AF,

DoD, and the Office of Personnel Management (OPM) on Lab Demo activities and evaluation. The Lab Demo Project Office will oversee the project evaluation activities.

1.2.1.2. Coordinating all Lab Demo-related activities, guidance, and policies with the AFRL Laboratory Commander, technology directorates (TDs), 711th Human Performance Wing (711 HPW), Headquarters staff offices, Headquarters Air Force Materiel Command (HQ AFMC), Air Force Personnel Center (AFPC), AFRL Directorate of Personnel (AFRL/DP), and site servicing civilian personnel offices, as appropriate. In turn, these organizations will cooperate fully with the Lab Demo Project Office to ensure the success of Lab Demo and to realize the maximum benefits available.

1.2.1.3. The efficient execution of Lab Demo, to include materials, software packages, standardized forms, and this publication, which specifies general laboratory-level policy, philosophy, guidance, and instruction.

1.2.2. Pay Pool Manager (PPM). Each PPM is responsible for:

1.2.2.1. Managing Lab Demo within the pay pool and for assisting the Lab Demo Project Office in coordinating project evaluation and other related activities.

1.2.2.2. Establishing a board responsible for making PPM-specific decisions related to Lab Demo.

1.2.2.3. Generating any PPM-specific directives.

1.2.2.4. Appointing a Senior Personnel Advisor (SPA). The SPA is responsible for advising the PPM on the implications and potential ramifications of management decisions and personnel actions related to the Lab Demo authority. See **Attachment 2** for a complete list of SPA responsibilities.

1.2.2.5. Appointing a CCS Process Coordinator (CPC). The CPC is responsible for advising the directorate on CCS-related matters, facilitating training, and working with the SPA and the Lab Demo Project Office to help define improvements in the CCS process and Contribution-based Compensation System Software (C²S²). See **Attachment 3** for a complete list of CPC responsibilities.

1.2.2.6. Determining the appropriate approval levels for Lab Demo project authorities within the boundaries identified in this manual.

1.2.3. Servicing Civilian Personnel Offices. The civilian personnel offices servicing AFRL will provide advice, assistance, and support to the Lab Demo Project Office, the PPMs/directorates, SPAs, employees, and supervisors as needed to ensure the success of Lab Demo. At a minimum, each servicing civilian personnel office will:

1.2.3.1. Be responsible for all data entry, maintenance, and retrieval from the Modern Defense Civilian Personnel Data System. The servicing civilian personnel offices will ensure timely processing of requests for SF-52, *Request for Personnel Action (RPA)*, SF-50, *Notification of Personnel Action (NPA)*, and other personnel-related forms located on the Modern Defense Civilian Personnel Data System. Perform overall cursory review of Statement of Duties and Experience (SDE) based on OPM guidance and classification standards for classification consistency.

1.2.3.2. Provide AFRL supervisors and classification officials with advice and recommendations, as requested, on the appropriate determination and selection of data elements associated with position classification. The servicing civilian personnel office will assign sequence numbers for positions within Lab Demo.

1.2.3.3. Assist the AFRL supervisors in preparing contribution improvement plans and responding to grievances and appeals.

1.2.3.4. Provide staffing support to enable AFRL management to identify and select the best qualified candidates for position vacancies.

Chapter 2

CLASSIFICATION SYSTEM

2.1. Introduction. Civilian positions within the AFRL Lab Demo are classified under Lab Demo classification procedures. Under the broadbanding concept, managers are provided greater flexibility in assigning duties within their organizations. Lab Demo uses a broadbanding system with four broadband levels (I, II, III, and IV) in each of the four career paths that replaced the traditional GS structure. The four career paths are: S&E (pay plan DR), Business Management and Professional (pay plan DO), Technician (pay plan DX), and Mission Support (pay plan DU). Comparison to the GS grades was useful in deriving the initial pay relationship with the broadband levels; however, the GS grades do not apply to Lab Demo positions. Although discussed elsewhere in detail, broadband levels correspond to current GS grades as shown below in **Table 2.1**.

Table 2.1. GS Grade Equivalent.

Broadband	DR	DO	DX	DU
I	7-11	7-11	1-4	1-4
II	12-13	12-13	5-7	5-6
III	14	14	8-10	7-8
IV	15	15	11-12	9-10

2.2. Lab Demo Classification Authority. The AFRL Laboratory Commander has delegated classification authority. This authority is delegated to the TD/711 HPW directors or pay pool managers, and may not be exercised lower than one management level above the first-level supervisor of the position under review. However, classification cannot be exercised below the division/department or equivalent level. Classification authority for employees reporting directly to a PPM may be exercised by the AFRL Executive Director (AFRL/CA), AFRL Vice Commander (AFRL/CV), or AFRL Commander (AFRL/CC). Classification authority for employees reporting directly to AFRL/CA is AFRL/CC. The first-level supervisor provides classification recommendations. Employees who are temporarily serving as a supervisor on an official personnel action (for example, temporary promotion, detail, etc.) may sign SDEs as the supervisor or as the approving official. However, employees designated as “acting” in a supervisory role are not permitted to sign SDEs as the supervisor or as the approving official. Therefore, the next higher level of supervision will sign. Official deputies may sign SDEs in the absence of the supervisor/approving official. For positions reporting directly to the Human Effectiveness Directorate (AFRL/RH) Director, classification authority resides with 711 HPW Civilian Leader (CL). For employees reporting directly to the 711th Director, classification authority resides with the AFRL/CC, AFRL/CV, or AFRL/CA.

2.3. SDE. Lab Demo has simplified and automated the processing and recording of position classification. The final documentation of the process is an AFRL Form 278, *Statement of Duties and Experience (SDE)*. The SDE replaces the *Civilian Personnel Position Description* (or equivalent classification document), for positions covered under Lab Demo. The SDE is

deliberately broad to allow for ease of moving people within career paths and broadband levels. Supervisors work with the directorate SPA office to create the SDE, using C²S² as described below.

2.3.1. New SDE. A new SDE should be created and a new Civilian Position Control Number (CPCN) assigned in instances when the occupational series, title, and major duties (skill codes) of a position are changed. When an employee leaves a position, there is no requirement to accomplish a new SDE unless the organization intends to fill the vacancy at a different broadband level or occupational series than the vacated position. The new SDE must be established at a broadband level that supports the mission of the organization and be based upon the level of contribution needed to accomplish the mission.

2.3.2. SDE in Conjunction with Seamless Broadband Movement. For CCS-driven movement to adjacent broadband levels within a career path, a new SDE must be created reflecting the new broadband level, CPCN number, title, and factors. The occupational series and skill codes should not change. The job category and Acquisition Professional Development Program (APDP) coding should be reviewed in order to determine if changes are necessary. Questions on potential APDP impacts to broadband moves should be addressed to the SPA office.

2.3.3. SDE Classification. The SDE documents the classification of the position (e.g., occupational series, title, and broadband level), identifies job-specific information, and data element information for the position. The SDE combines a single-page form, which includes a brief description of job-specific information, with a two-page addendum that identifies data element information pertinent to the job (position sensitivity, Fair Labor Standards Act (FLSA) status, drug testing requirements, etc.) and provides contribution requirements in each of the key factors based on the specified career path and broadband level. By maintaining this information as an addendum, the need to create and classify a new SDE each time these elements change is eliminated. However, certain changes to the position would constitute the need for a SF 52 such as a change in skill codes. Therefore, supervisors should contact the SPA office or servicing civilian personnel office for specific guidance.

2.3.3.1. SDE Identification. The SDE Identification Number is automatically populated when creating the SDE in C²S². If, at the start of the classification process the position is vacant, the incumbent's name will be added to the original SDE and updated in C²S² at the completion of the fill action. Each CPCN number begins with the servicing civilian personnel office identification (for example, "9X"). The CPCN will follow the servicing civilian personnel office's protocol for CPCNs. The Manpower Position Control Number (MPCN) is obtained from the organizational Unit Manning Document (UMD).

2.3.3.2. Organization. Select the office symbol for the position that is being created, which will result in the designation of the directorate, division, branch, and section, etc. If the office symbol is not in C²S², the SPA office notifies the Lab

Demo Project Office. The Lab Demo Project Office will verify if the office symbol has been approved through the AFRL Manpower Office before adding it in C²S².

2.3.3.3. Job-Specific Information. There are two free-form entries that must be inputted to complete this section. First, a brief job-specific description of the unique position requirements is manually inputted. Second, any special licensing, professional certification requirements, physical capability requirements, etc., must be clearly identified. The supervisor provides the job-specific text and other information as needed. Based on the selection of the data elements from elsewhere on the SDE, supervisory responsibilities, etc., may be automatically included when appropriate. The job-specific narrative is limited to 2000 characters, including spaces.

2.3.3.4. Pay Plan. There are four career paths identified by different pay plans: S&E career path (DR), Business Management and Professional career path (DO), Technician career path (DX) and Mission Support career path (DU). Once the appropriate career path is selected in C²S², a list of corresponding series will be available for selection.

2.3.3.5. Job Category. Job categories are only assigned to S&E positions and are determined based upon the duties that comprise the majority of the position's work. The following job categories are used in Lab Demo.

2.3.3.5.1. Supervisor or Manager. An individual who has been delegated authority in the interest of the agency to hire, direct, assign, promote, reward, transfer, furlough, layoff, recall, suspend, discipline, or remove employees, adjust grievances, or effectively recommend such actions, if the exercise is not purely routine or clerical in nature but requires the consistent exercise of independent judgment. Work is accomplished through combined technical and administrative direction of others and constitutes a major duty occupying at least 25 percent of the time. An individual who has full authority to direct the work of an organizational segment; accountability for the success of specific line or staff functions; monitors and evaluates the progress of the organization toward meeting goals; and makes adjustments in objectives, work plans, schedules, and commitment of resources.

2.3.3.5.2. Plans and Programs S&E. An individual who formulates and recommends plans and policies to enable the effective accomplishment of the organizational mission, and studies mission areas, exploratory technologies, and current developmental and operational programs to plan new efforts or establish new performance goals.

2.3.3.5.3. Program Manager (PM). An individual who plans, advocates, coordinates, and evaluates the developmental activities for a system, subsystem, or component to meet cost, schedule, performance, and

supportability criteria as determined by higher authority; and assures surveillance of critical technical program issues through coordination of a variety of functional disciplines and organizational elements. This individual has authority to allocate agency resources to accomplish projects within set milestones.

2.3.3.5.4. Support S&E. An individual who performs duties in order to provide the facilities, infrastructure, and environment that enables Research and Development (R&D) to be performed. The duties of a support engineer are not specifically R&D activities but entail planning, providing, managing, and maturing engineering, maintenance, materiel management, communications-computer support, or environmental protection services programs, which are essential for accomplishment of the laboratory mission.

2.3.3.5.5. Bench Level S&E. An individual whose work is characterized by the systematic application of S&E knowledge in the performance of duties and the planning, formulation, definition, monitoring, management, and evaluation of governmental and contractual work. Most DR-I positions should be coded as bench-level S&E. The individual may be involved in any combination of the following.

2.3.3.5.5.1. Research. This work requires the systematic investigation of theory, experimentation, or simulation of experimentation; application of the scientific method including problem exploration and definition; planning the approach and sequence of steps; execution of experiments and studies; and interpretation and documentation and reporting of findings.

2.3.3.5.5.2. Development. This work involves advancement of the state-of-the-art in the creation of new or substantially improved components, systems, materials, processes, techniques, and procedures; management of the combined efforts of primarily in-house research efforts to accomplish specific development goals; or performance of experimental and investigative activities to develop new and improved components and to advance technology.

2.3.3.5.5.3. Test and Evaluation (T&E). This work involves planning, monitoring, and conducting tests of components, materials, and systems; assessing or evaluating test data and results; and preparing reports of findings.

2.3.3.5.6. Consultant. This job category is only to be used by the 711 HPW. An individual who provides technical consultation, policy guidance, or technical analysis critical to the mission of the AF. Utilizing

appropriate analytical results, national consensus standards, Federal laws, professional standards of practice, and AF/DoD policies, consultants will provide customers and stakeholders the decision support tools/data required to identify, evaluate, and mitigate risks to individuals or populations of systems.

2.3.3.6. **Broadband Level.** The CCS broadband level descriptors are used for the purpose of broadband level determination. The broadband level must be commensurate with the organizational level of the position and expected level of contribution required to accomplish the duties of the position. However, the demonstration project system is not hierarchical, meaning a supervisor's broadband level is based on the contributions he/she has made to the organization, and not based on the broadband levels of subordinate employees, as is typical under other personnel systems. Therefore, supervisors may supervise employees at the same or higher broadband level. The descriptors for each career path describe specific levels of work previously classified within the GS grading structure. For example, a position classified in the Business Management/Professional career path broadband level II would have duties commensurate with GS-12/13 level duties. See **Attachment 4**.

2.3.3.7. **Occupational Series.** The identification of proper occupational series and titles are determined by application of the OPM classification standards. Supervisors are encouraged to refer to the classification standards at www.OPM.gov to ensure up-to-date guidance. C²S² will provide individual detailed series descriptions. Supervisors must select the single occupational series definition that best describes the requisite skills, knowledge, and experience required and expected to maximize employee contribution. Occupational series for laboratory civilians that are currently included in this demonstration are identified in **Table 2.2**. Occupational series may be added or deleted from inclusion in Lab Demo or moved between the career paths as mission work evolves and new competencies are needed. **Note:** Special salary rates will not apply to Lab Demo employees regardless of the series selected.

Table 2.2. Occupational Series Included in the Demonstration Project.

Occupational Series within the Scientist and Engineer Career Path (DR pay plan)

0101	Social Science*	0855	Electronics Engineering
0180	Psychology	0858	Bioengineering & Biomedical Engineering
0190	General Anthropology	0861	Aerospace Engineering
0199	Social Science Student Trainee	0893	Chemical Engineering
0401	General Biological Sciences		
0403	Microbiology	0896	Industrial Engineering
0405	Pharmacology	0899	Engineering & Architecture Student Trainee
0413	Physiology		
0414	Entomology	1301	General Physical Science
0415	Toxicology	1306	Health Physics
0601	General Health Science	1310	Physics
0662	Optometrist	1313	Geophysics
0665	Speech Pathology & Audiology	1320	Chemistry
0701	Veterinary Medical Science	1321	Metallurgy
0801	General Engineering	1330	Astronomy & Space Science
0803	Safety Engineering	1340	Meteorology
0804	Fire Protection Engineering	1370	Cartography
0806	Materials Engineering	1399	Physical Science Student Trainee
0808	Architecture		
0810	Civil Engineering	1515	Operations Research
0819	Environmental Engineering	1520	Mathematics
0830	Mechanical Engineering	1529	Mathematical Statistics
0840	Nuclear Engineering	1530	Statistics
0850	Electrical Engineering	1550	Computer Science
0854	Computer Engineering	1599	Mathematics & Statistics Student Trainee

* Contact the Lab Demo Project Office for approval to use this series

Occupational Series within the Business Management and Professional Career Path
(DO pay plan)

0018	Safety & Occupational Health Management	1040	Language Specialist
		1060	Photography
0028	Environmental Protection Specialist	1071	Audiovisual Production
		1082	Writing & Editing
0030	Sports Specialist	1083	Technical Writing & Editing
0080	Security Administration	1084	Visual Information
0099	General Student Trainee	1101	General Business & Industry
0110	Economist	1102	Contracting
0130	Foreign Affairs	1150	Industrial Specialist
0131	International Relations	1152	Production Control
0132	Intelligence	1170	Realty
0170	History	1199	Business & Industry Student Trainee
0201	Human Resources Management	1222	Patent Attorney
0301	Misc Administration & Program	1410	Librarian
0340	Program Management	1412	Technical Information Services
0341	Administrative Officer		
0343	Management & Program Analysis	1601	Equipment, Facilities, & Svcs
		1640	Facility Operations Services
0346	Logistics Management	1654	Printing Services
0391	Telecommunications	1670	Equipment Services
0399	Administrative & Office Support Student Trainee	1712	Training Instruction
		1730	Education Research
0501	Financial Administration & Program	1740	Education Services
		1750	Instructional Systems
0505	Financial Management	1910	Quality Assurance
0510	Accounting	2001	General Supply
0560	Budget Analysis	2003	Supply Program Management
0599	Financial Management Student Trainee	2010	Inventory Management
		2130	Traffic Management
0644	Medical Technologist	2210	Information Technology Mgmt
0671	Health System Specialist	2299	Information Technology Student Trainee
0690	Industrial Hygiene		
0905	General Attorney		
0950	Paralegal Specialist		
1020	Illustrating		
1035	Public Affairs		

Occupational Series within the Technician Career Path (DX pay plan)

0181	Psychology Aid & Technician	0698	Environmental Health Technician
0404	Biological Science Technician		
0642	Nuclear Medicine Technician	0802	Engineering Technical
0645	Medical Technician	0809	Construction Control Technical
0647	Diagnostic Radiologic Technologist	0856	Electronics Technical
0649	Medical Instrument Technician	1311	Physical Science Technician
		1521	Mathematics Technician

Occupational Series within the Mission Support Career Path (DU pay plan)

0083	Police	0681	Dental Assistant
0085	Security Guard	0899	Engineering & Architecture Student Trainee
0086	Security Clerical & Assistant		
0099	General Student Trainee	0963	Legal Instruments Examining
0199	Social Science Student Trainee	0986	Legal Assistant
0303	Miscellaneous Clerk & Assistant	1101	General Business & Industry Purchasing
0305	Mail & File	1105	
0318	Secretary	1106	Procurement Clerical & Technician
0326	Office Automation Clerical & Assistance	1199	Business & Industry Student Trainee
0335	Computer Clerk & Assistant	1399	Physical Science Student Trainee
0344	Management & Program Clerical & Assistance	1411	Library Technician
0399	Administrative & Office Support Student Trainee	1599	Mathematics & Statistics Student Trainee
0503	Financial Clerical & Technician	1603	Equipment, Facilities, & Services Assistance
0525	Accounting Technician		
0540	Voucher Examining	1702	Education & Training Technician
0561	Budget Clerical & Assistance		
0599	Financial Management Student Trainee	2001	General Supply
		2005	Supply Clerical & Technician
0650	Medical Technical Assistant	2102	Transportation Clerk & Assistance
0675	Medical Records Technician		
0679	Medical Support Assistance	2299	Information Technology Student Trainee

2.3.3.8. Supervisory Level. Supervisors assign the supervisory level of the position according to the definitions below. **Note:** If multiple supervisory level codes apply, the hierarchy of code selection is manager, mid-level supervisor, first-level supervisor, limited supervisor (Civil Service Reform Act [CSRA]), management official (CSRA), team leader, and all other positions.

2.3.3.8.1. Code 1 - First-Level Supervisor. For Lab Demo employees, exercises full authority in assessing contribution, participating in pay pool meetings, providing effective feedback and assisting in classifying positions. For GS employees, exercises full authority in establishing performance standards, evaluating performance, assigning performance ratings and providing effective feedback. Interviews candidates, recommends appointments, promotions, and reassignments, determines disciplinary measures, as necessary, regularly mentors and proactively promotes career development and training for each employee. Initiates and/or approves other personnel actions, e.g., awards. Assigns work to employees. Obtains all required supervisor training within specified timeframe. Observes and complies with health, safety, and security directives. Applies EO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Employees placed on Code 1 are subject to the one-year supervisory and managerial probationary period.

2.3.3.8.2. Code 2 - Mid-Level Supervisor. Assigns work to, and through, subordinate supervisors. Exercises final authority for full range of personnel actions and organization design proposals recommended by subordinate supervisors. For Lab Demo employees, this includes assessing contribution, participating in pay pool meetings, providing effective feedback, as well classifying positions. For GS employees, this includes establishing and approving performance standards, evaluating performance, assigning performance ratings and providing effective feedback. Maintains discipline, interviews candidates, approves appointments, promotions, and reassignments, regularly mentors and proactively promotes career development and training for each employee, initiates and/or approves other personnel actions, e.g., awards. Evaluates supervisory qualities and provides skill feedback to subordinate supervisors and ensures they obtain all required supervisor training within specified timeframe. Observes and complies with health, safety, and security directives. Applies EO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination. Employees placed on Code 2 are subject to the one-year supervisory and managerial probationary period.

2.3.3.8.3. Code 3 - Manager. In addition to meeting the definition of a mid-level supervisor, directs the work through subordinate mid-level and first-level supervisors. Has ultimate authority for the organization's policy and accountability for the success of the specific line or staff function directed. If sections exist, the division chief position is a Code 3. If no sections or equivalent exists, then only the pay pool manager is a Code 3. Employees placed on Code 3 are subject to the one-year supervisory and managerial probationary period.

2.3.3.8.4. Code 4 – Two available options as follows.

2.3.3.8.4.1. Supervisor (CSRA). Exercises full supervisory authority but for less than 25 percent of the time and typically supervises fewer than 3 full-time employees performing the substantive work of the organization. For Lab Demo employees, exercises full authority in assessing contribution, participating in pay pool meetings, providing effective feedback and assisting in classifying positions. For GS employees, establishes performance standards, evaluates performance, assigns performance ratings, and provides effective feedback. Interviews candidates, recommends appointments, promotions, and reassignments, determines disciplinary measures, as necessary, regularly mentors and proactively promotes career development and training for each employee. Initiates and/or approves other personnel actions, e.g., awards. Obtains all required supervisor training within specified timeframe. Observes and complies with health, safety, and security directives. Applies EO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination.

2.3.3.8.4.2. Team Lead. Plans and assigns work to be accomplished by team members, sets and adjusts priorities, and prepares schedules for the completion of individual work efforts. Provides technical guidance to individual team members and provides on-the-job training to new employees. Reviews work of individual team members to ensure that it is adequate and meets objectives. Advises supervisor on contribution, performance, progress, and training needs of individual team members. Makes recommendations concerning selections, promotions, reassignments, assessments and appraisals, and personnel needs of individual team members. Approves emergency leave for up to 3 days; 8 hours or less for medical

appointments; and/or other types of leave as delegated by management. Observes and complies with health, safety, and security directives. Applies EO principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination.

2.3.3.8.5. Code 5 - Management Official (CSRA). Serves as a non-supervisory manager who is recognized both within and outside the organization as being authorized to formulate, determine, and/or influence the policies of the agency. Few positions will meet the definition of management official according to current Federal Labor Relations Authority case law. Employees placed on a Code 5 are not required to serve a supervisory and managerial probationary period.

2.3.3.8.6. Codes 6 and 7 are not used.

2.3.3.8.7. Code 8 - All Other Positions. Non-supervisory positions and positions that do not meet the definition for any other supervisory code.

2.3.3.9. Position Title. The present system of OPM classification standards is used for the identification of proper series and occupational titles of positions, to include parenthetical titles, within the demonstration project. Supervisors make the determination of the appropriate title when a series ending in 01 is selected. For example, 301 Miscellaneous Administration and Program series does not have prescribed titles; however, the constructed title must be descriptive of the work performed, e.g., Human Resources Analyst. Other series may require parenthetical descriptions, such as series 0318, Secretary (Office Automation). For S&E positions, title prefixes are used and are automatically populated in C²S² based on the selected supervisory level and broadband level of the position (see **Table 2.3**).

Table 2.3. S&E Title Prefix.

Level	Title(s)
I	Associate ... (Electronics Engineer, Chemist, etc.)
II	Title of Appropriate Series (Physicist, Biologist, etc.) OR Supervisory ... (Nuclear Engineer, etc.)
III	Senior ... (Mathematician, Computer Scientist, etc.) OR Supervisory Senior ... (Physical Scientist, etc.)

IV	Principal ... (Microbiologist, Psychologist, etc.) OR Supervisory Principal ... (Aerospace Engineer, etc.)
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2.3.3.10. Functional Classification. Functional classification codes are assigned to S&E positions. The information is used by the National Science Foundation and others to study the composition of the workforce engaged in certain kinds of activities. The appropriate functional classification will be identified based upon the title, series, and duties of the position (e.g., research, T&E, development, etc.). The functional classification categories, definitions, and codes for S&Es are found in **Attachment 5**.

2.3.3.11. APDP Data. The APDP implements the Defense Acquisition Work Force Improvement Act (DAWIA). In determining the appropriate codes, local and AF guidance should be used.

2.3.3.12. Bargaining Unit Status (BUS) Codes. The appropriate BUS code for the position will be assigned based on the following definitions.

2.3.3.12.1. Code 2081 – American Federation of Government Employees (AFGE) Local 1942/AFGE Council 214. Applicable for non-supervisory, professional employees at Eglin AFB and Tyndall AFB.

2.3.3.12.2. Code 2305 – National Federation of Federal Employees (NFFE) Local 1384. Applicable for non-supervisory employees hired into Lab Demo on or after December 12, 2006 serviced by the Hanscom AFB civilian personnel office and represented by NFFE Local 1384.

2.3.3.12.3. Code 7777 - Eligible/Not Covered. Describes all other non-supervisory positions.

2.3.3.12.4. Code 8888 - Ineligible. All positions with a supervisory code of 1 through 5.

2.3.3.12.5. Other Codes. As additional positions are included in Lab Demo, other codes may become applicable. Supervisors are encouraged to consult with the SPA office and servicing personnel specialist upon establishment of new positions.

2.3.3.13. Duty Title. An optional field for use in providing a more descriptive title of the position's actual responsibilities than the official job title. Duty titles are typically the signature block used by the incumbent (e.g., Chief, Integrations and Operations Division). Chief Scientist or Senior Scientist should not be used in any part of the title.

2.3.3.14. Organization Function Code. The appropriate organization function code will be identified for the position. The codes are available in C²S². This three-letter code combines a two-letter general skill organizational indicator, describing the organizational mission and environment of the position with a single-letter general skill functional indicator identifying the function being performed by the position. Supervisors should consult the SPA office and servicing personnel management specialist for assistance when the appropriate code cannot be easily identified in C²S².

2.3.3.15. Skills Codes. The AF currently uses skill code sets within the Defense Civilian Personnel Data System (DCPDS) to reflect duties of positions. Each code represents a specialization within the occupation that is described in classification or qualification standards and agreed upon by functional managers and personnel specialists to be important to staffing patterns and career paths. These codes are used to refer candidates for employment with the AF, placement of current employees into other positions, and selection for training under competitive procedures. To facilitate the movement of personnel into and out of Lab Demo, the traditional system of skills coding will continue to be used, as long as they are required by the AF. It is the responsibility of supervisors to select appropriate skill code sets to describe the work to be accomplished under the SDE. To assign appropriate skills coding, the primary Knowledge, Skill, and Abilities (KSAs) necessary to perform the duties of the position must first be determined. The KSAs should also help determine the series of the position. Skill codes should be listed in order of importance. For instance, if the primary KSA is Aerospace Engineering, the first skill codes assigned to the position must be aerospace engineering skills. Skill codes should be appropriate for the career path/series of the position. For example, Business Management and Professional skill codes should not be assigned to Mission Support positions. In most circumstances, "like positions" should be assigned the same skill codes. Should assistance be required in determining appropriate skill code sets, contact the SPA office.

2.3.3.16. Position Sensitivity. Each civilian position within the AF is categorized as either critical sensitive, noncritical sensitive, or nonsensitive. The following constitutes the criteria by which a supervisor designates position sensitivity.

2.3.3.16.1. Critical Sensitive. These positions meet one or more of the following conditions: access to top secret information; development or approval of plans, policies, or programs that affect the overall operations of DoD or its components; development or approval of war plans, plans, or particulars of future major or special operations of war, or critical and extremely important items of war; investigative and certain investigative support duties, issuance of personnel security clearances or access authorizations, or making personnel security determinations; fiduciary (e.g., contracting officers, etc.), public contact, or other duties demanding the highest degree of public trust; duties falling under special access programs; automated data processing one program positions; or any other

position so designated by the Secretary of the Air Force (SECAF) or designee.

2.3.3.16.2. Noncritical Sensitive. These positions meet one or more of the following conditions: have access to secret or confidential information; security police-type duties involving the enforcement of law and security duties relating to the protection and safeguarding of AF personnel and property; automated data processing two program positions; duties associated with the education and orientation of DoD personnel; duties involving the design, operations, or maintenance of intrusion detection systems deployed to safeguard DoD personnel and property; or any other positions designated by the SECAF; unescorted entry to restricted or other sensitive areas designated by the commander.

2.3.3.16.3. Nonsensitive. All positions not designated critical sensitive or noncritical sensitive are designated as nonsensitive.

2.3.3.17. Drug Testing. In determining the appropriate AF civilian drug testing codes, local and AF guidance should be used. The information documented on the SDE is coded into DCPDS.

2.3.3.18. Fair Labor Standards Act (FLSA). The FLSA status selection must be in accordance with title 5 Code of Federal Regulations (CFR), part 551 and OPM guidance. All employees are covered by the FLSA unless they meet the executive, administrative, or professional criteria for exemption. As a general rule, the FLSA status can generally be matched to the career paths and broadbands found in **Table 2.4**. Exceptions to these guidelines include supervisors/managers who meet the definitions outlined in the OPM GS Supervisory Guide. The SDE will not be the sole basis for the FLSA determination. Each position should be evaluated on a case-by-case basis by comparing the duties and responsibilities assigned and the classification standards for each broadband, under 5 CFR part 551 criteria. When in doubt, SPAs should contact the servicing personnel specialist to determine whether the specific position is FLSA exempt or not.

Table 2.4. FLSA Status of Non-supervisory and Leader Positions.

CAREER PATH	PP	BAND I	BAND II	BAND III	BAND IV
Scientist and Engineers	DR	Review 5 CFR	Exempt	Exempt	Exempt
Business Management and Professionals	DO	Review 5 CFR	Exempt	Exempt	Exempt
Mission Support	DU	FLSA-covered	FLSA-covered	FLSA-covered	Review
Technicians	DX	FLSA-covered	FLSA-covered	Review 5 CFR	Exempt

2.3.3.19. **Emergency Essential Civilian Position.** A position that would be transferred overseas during a crisis situation or which requires the incumbent to perform temporary duty assignments overseas during a crisis in support of a military operation. The position ensures the success of combat operations or supports essential combat systems after a mobilization, evacuation order, or other military crisis (AFI 36-507, *Mobilization of the Civilian Work Force*). If applicable, the position will be identified as emergency essential in coordination with the servicing personnel specialist.

2.3.3.20. **Key Position.** A position in the United States (US) or US territories that must be filled during a national emergency or mobilization, and which, if vacant, would seriously impair the functioning of the Federal agency or office (AFI 36-507). All key positions are identified during the base-level planning process and are designated as such in the manpower data system and DCPDS. If applicable, the position will be identified as a key position in coordination with the servicing personnel specialist.

2.3.3.21. **Financial Disclosure Statement.** Personnel within AFRL may become actively involved, either personally or as a member of a team, with the government procurement of research programs, supplies, materials, support, etc. Laboratory employees might also be responsible to the government for administering grants, for regulating and overseeing non-Federal entities, and for performing other activities having economic impact on non-Federal entities. In accomplishing these duties, it is imperative that the government, (i.e., Federal employees), demonstrate the highest moral standards and conduct. There must be neither a conflict-of-interest nor even the appearance of one. To protect the government and its employees, supervisors and managers are required to designate positions throughout the broadband levels in which the nature of duties may involve a potential conflict of interest. Incumbents on these positions are required to submit an Office of Government Ethics (OGE) Form 450, *Confidential Financial Disclosure Report*, annually. Supervisors identify those positions required to submit this report in conjunction with their servicing Staff Judge Advocate.

2.3.3.22. **Career Field Management.** Only a portion of Lab Demo positions are covered by career field management, but coding of the career field ID and centrally managed position type is required for all positions. Career field management guidance can be found on the AFPC website.

2.3.3.23. **Competitive Level.** Competitive levels are not used in a Demo Reduction in Force (RIF) so there is no need for these levels to be assigned. DCPDS will allow for the level to remain blank.

2.3.3.24. **Documentation Requirements.** All SDEs must be signed and contain a printed (legible) signature block. First-level supervisors (or higher in the supervisory chain) certify and sign the SDE and provide classification

recommendations to the classification authority. The original SDE and all supporting documentation (e.g., supplemental information produced from SDE software, position duties, old position descriptions [PDs], etc.) will be maintained in the SPA office of each directorate. A copy of the new SDE must be forwarded to the servicing civilian personnel office. Management maintains a copy of each employee's SDE in the appropriate AF Form 971, *Supervisor's Employee Brief*, and has the employee sign it each year, acknowledging understanding of the contribution expectations of the position. Cancelled original SDEs must be maintained for a period of two years from the date they become inactive.

2.4. Classification Appeals. An employee may, at any time, appeal the occupational series, title, or pay plan of the official position to which assigned. Employees may grieve the broadband level to which assigned, according to the grievance procedures in the **CCS Chapter**. **Note:** Supervisors are prohibited from discouraging or dissuading employees from filing a grievance or an appeal (either formal or informal). Supervisors are also forbidden to retaliate, redress, or seek retribution, in any form, against an employee who chooses to appeal or grieve.

2.4.1. Informal Appeal. The first stage for appealing a classification decision is an informal appeal filed through the organizational chain of command to the PPM. The PPM may obtain advice and guidance from the servicing civilian personnel office in an attempt to resolve the dispute at the lowest possible level. If an agreeable resolution cannot be reached, the employee retains the right to file a formal appeal.

2.4.2. Formal Appeal. Formal appeals should be forwarded to AFRL/CC through the Lab Demo Project Office, via the SPA office. An employee retains the right for further appeal to the OPM through the DoD Civilian Personnel Management Service (CPMS). Appeals adjudicated by OPM are final.

2.4.2.1. Position Evaluation. When a formal appeal is filed, the classification official, in consultation with the supervisor and the servicing civilian personnel office, will submit a documented evaluation for the assigned occupational series and title. The following information, supplied by the appellant, supervisor, and the servicing civilian personnel office, is included with the evaluation package.

2.4.2.1.1. Appellant and Appellant Representative Identification. Appeals will include the appellant's name, mailing address, email address, office telephone, and fax numbers, as well as a signed statement designating the appellant's representative, if any. Group appeals must identify all members of the group by name, mailing addresses, office telephone numbers, and fax numbers. Group appeals must also include a signed statement from all members designating a representative, if any.

2.4.2.1.2. Appellant Representative Address. Name, address, business telephone, and fax numbers of the appellant or group representative, if any, must be included.

2.4.2.1.3. Employer and Position Address. The official location of the appellant's position (installation name, mailing address, organization, division, branch, section, unit, etc.) must be identified.

2.4.2.1.4. Appellant's Organizational Documentation. The official location of the position, including accurate organizational charts and mission and function statements, should be provided.

2.4.2.1.5. Appellant's Official Documentation. Complete identification of the appellant's occupational series and title, along with a copy of the official SDE, must be supplied.

2.4.2.1.6. CCS Broadband Level Descriptors. The CCS level descriptors, with associated factors and key elements, for the position should be provided.

2.4.2.1.7. Appellant's Official SDE Accuracy Statement. A certified statement from the appellant concerning the accuracy of the SDE must be included.

2.4.2.1.8. Organization's Statement of SDE Accuracy. A current (not older than 90 days) signed statement from the immediate supervisor or higher-level management official, who does not have classification authority for the appellant's SDE, certifying that the SDE is complete and accurate is required.

2.4.2.1.9. Official Personnel Action. A copy of the appellant's latest Standard Form (SF) 50, *Notification of Personnel Action (NPA)*, must be included.

2.4.2.1.10. Appellant's Current and Requested Position Information. The appellant's current and requested occupational series and title must be identified.

2.4.2.1.11. Technical Rationale. The appellant must identify the reasons he/she believes that the occupational series and title, as classified, is in error. The appellant should refer to position classification standards that support the appeal and should state specific points of disagreement with the evaluation statement. The appellant may also include a statement of facts that he/she feels may affect the final classification decision.

2.4.2.1.12. Appellant's Claim of Classification Inconsistency. If classification inconsistency is claimed, the appeal must include the title, series, and broadband level of positions whose occupational series and title are believed classified inconsistently with the appellant's. The positions cited must have essentially the same series controlling duties

and responsibilities as those of the appellant. Specific location of the position(s), including the activity and organization(s) to which they are assigned, and if possible, the names of the incumbents of these positions should be included. The rationale for citing the positions, including evidence that the cited position responsibilities and duties, are essentially identical to those of the appellant and must be supplied.

2.4.2.1.13. Response of Appellant Issues. An evaluation and response by the individual with classification authority for the appellant's SDE to any classification issues presented in the appellant's appeal must be provided.

2.4.2.1.14. Other Information. Any supplementary information with bearing on the appellant's duties and responsibilities used in determining the occupational series and title should be provided.

2.4.2.1.15. Supervisory Documentation. A copy of the SDE for the official position, to which the appellant's immediate supervisor is assigned should be included, if applicable.

2.4.2.1.16. Servicing Activity Address. Name, address, business telephone, and fax numbers of the individual within the organization who has classification authority for the appellant's SDE, as well as a POC within the servicing civilian personnel office who is providing advice and guidance to the above-stated individual, must be included.

Chapter 3

STAFFING AND AFFIRMATIVE EMPLOYMENT

3.1. Introduction. Lab Demo positions will be filled using the procedures described in this chapter. Broadband level IV positions in the S&E and Business Management Professional career paths will be filled IAW Air Force Manual (AFMAN) 36-203, *Staffing Civilian Positions*, and AFRL guidelines. Management has been delegated authority to set pay and offer incentives, which bears a significant level of responsibility. Refer to **Chapter 5** for further guidance on pay setting. When in doubt, contact the SPA office or the Lab Demo Project Office. Movement between adjacent broadband levels within the same career path due to the CCS assessment is addressed in **Chapter 7**. These authorities do not supersede applicable AFRL Instructions for certain positions.

3.2. Roles and Responsibilities for Fill Actions.

3.2.1. Supervisors. The laboratory is committed to pursuing recruitment and staffing initiatives to ensure a diversified and balanced workforce. Line managers will be accountable for understanding and implementing policies designed to meet these pursuits. The installation's Affirmative Employment Plan is an excellent resource for supervisors to identify areas of under-representation. The supervisor will contact the SPA office at the earliest opportunity to discuss fill options, to include preparation of SDE, KSAs, recruiting options, etc., and respond promptly when certificate is issued.

3.2.3. SPA. The SPA office will serve as the single POC for supervisors; coordinate with the servicing civilian personnel office or AFRL/DP (for delegated authorities) to develop the best avenue for filling positions; develop required documents based on selecting supervisor's inputs; and monitor progress throughout the hiring process.

3.2.4. Servicing civilian personnel office/delegated examining unit (DEU). The servicing civilian personnel office and/or DEU will participate in discussions and process actions submitted as expeditiously as possible.

3.3. Qualification Determinations. A candidate's basic eligibility will be determined using OPM's "Qualifications Standards Handbook for General Schedule Positions." The requirements for time-in-grade do not apply for employees in the Demo Project. Selective placement factors may be established in accordance with the OPM Handbook when judged to be critical to successful position contribution. These factors will be communicated to all candidates for particular position vacancies and must be met for basic eligibility.

3.3.1. Scientist and Engineer (DR) and Business Management and Professional (DO). The DR and DO pay plans' broadband level I minimum eligibility requirements will mirror the GS-07 qualifications. Broadband level II minimum eligibility requirements will mirror the GS-12 qualifications. One year of specialized experience at the broadband level I meets the minimum qualification requirement for a broadband level II. Broadband levels III and IV are single-grade broadband levels and will mirror the minimum

qualifications for the respective GS grades of 14 and 15. One year of specialized experience at the broadband level II meets the minimum qualification requirement for a broadband level III. One year of specialized experience at the broadband level III meets the minimum qualification requirement for a broadband level IV. The required one year of specialized experience may be gained from qualifying private sector service, another qualifying pay plan, or the Demo personnel system, separately or combined.

3.3.2. Technician. The DX pay plan broadband level I minimum eligibility requirements will be consistent with the GS-01 qualifications. Broadband level II minimum eligibility requirements will be consistent with the GS-5 qualifications. One year of specialized experience at the broadband level I meets the minimum qualification requirement for a broadband level II. Broadband level III minimum eligibility requirements will correspond with the GS-8 qualifications. Broadband IV minimum eligibility requirements will mirror the GS-11 qualifications. One year of specialized experience at the broadband level II meets the minimum qualification requirement for a broadband level III. One year of specialized experience at the broadband level III meets the minimum qualification requirement for a broadband level IV. The required one year of specialized experience may be gained from qualifying private sector service, another qualifying pay plan, or the Demo personnel system, separately or combined.

3.3.3. Mission Support. The DU pay plan broadband level I minimum eligibility requirements will reflect the GS-01 qualifications. Broadband level II minimum eligibility requirements will mirror the GS-5 qualifications. One year of specialized experience at the broadband level I meets the minimum qualification requirement for a broadband level II. Broadband level III minimum eligibility requirements will mirror the GS-7 qualifications. Broadband IV minimum eligibility requirements will mirror with the GS-9 qualifications. One year of specialized experience at the broadband level II meets the minimum qualification requirement for a broadband level III. One year of specialized experience at the broadband level III meets the minimum qualification requirement for a broadband level IV. The required one year of specialized experience may be gained from qualifying private sector service, another qualifying pay plan, or the Demo personnel system, separately or combined.

3.4. Clearing Priorities.

3.4.1. Interagency Career Transition Assistance Plan (ICTAP). All positions covered by Lab Demo are subject to clearing ICTAP, in accordance with existing procedures.

3.4.2. Priority Placement Program (PPP). All positions covered by Lab Demo are subject to clearing the DoD PPP unless otherwise exempted under existing PPP procedures. Each broadband level in each career path will be cleared at the highest GS equivalent grade within the broadband.

3.5. Student Educational Employment Programs. The Student Temporary Employment Program (STEP) and the Student Career Experience Program (SCEP) will be replaced with the Internship Program. Current STEP and SCEP students in the DU/DX career path may progress

to broadband II, as long as they meet the basic requirements described in **Attachment 6**. Once the SCEP/Internship Program student completes all requirements he/she may be converted to the DO or DR career path.

3.6. Internal Actions.

3.6.1. AF Internal Merit Promotion for S&Es. The AF waiver, dated 1 Dec 95, allows management to consider candidates (ranked or unranked) from various sources and permits selecting officials to consider all candidates (i.e., not limited to 15) and to select the best ranking methodology. This authority applies to promotion, reassignment, and change to lower band actions. This is not a direct hire authority; it is intended to be a competitive comparison of candidates.

3.6.1.1. Area of Consideration. The area of consideration may include a specific community such as a research area (e.g., fuzing technology) and may be as large as AF or as limited as a directorate. The solicitation process for eligible AF candidates may be made via email, website, meeting or symposium attendance, etc. Rating and ranking criteria are used at the discretion of the selecting official. If no formal ranking procedures are used, the selecting official must document the source of candidates, names and pertinent information on the candidates considered (sufficient detail to meet litigation needs), and the selecting official's logic in deciding why the selectee was the best candidate for the job. Documentation retained with the selection folder should include any notes on special job requirements, job-related rationale for special requirements, waiver documentation (if applicable), and notes on non-selected candidates.

3.6.1.2. Interviews. Interviews may be required depending upon type of position being filled (for example, Division/Branch Chief and Technical Advisor positions). Directorate SPA should be contacted for guidance on specific interview requirements. Final verification of the candidate's qualifications and eligibility requirements is accomplished by the servicing civilian personnel office prior to a job offer.

3.6.2. Career Field Information.

3.6.2.1. Non-S&E Career Field Management. Use of career field management to fill Lab Demo positions, other than S&E positions, will follow the AF Civilian Career Program Management guidelines.

3.6.2.2. S&E Career Field Management. The S&E career field (SCEF) covers all S&E supervisory positions (AF supervisory levels 1-5) at broadband level II, III, IV, and all S&E non-supervisory DR-IV positions. Positions must be in one of the S&E occupational series and meet the S&E career field criteria.

3.6.2.3. S&E Career Program Fill Waiver. Use of career field management to fill S&Es positions is optional. The selecting official filling the position will make a

determination to fill career field covered positions using either Lab Demo procedures or career program procedures. However, supervisors will not be issued a certificate for referral of AF candidates from both sources. Managers may also select from other appropriate sources to meet mission and EO objectives (for example the Direct Hiring Authority (DHA) for S&E Professionals with Advanced Degrees, etc.). Employees will receive central PCS funds and use of relocation services contract if selected for a career program covered position and receive consideration for training and development opportunities offered by the career program.

3.6.3. Temporary Promotions. Managers may temporarily promote a qualified employee to positions within the demonstration project without competition, for not more than one year with the ability to extend one additional year within a 24-month period. An employee may not be non-competitively temporary promoted for longer than 24 months to the same position. Upon completion of temporary promotion, employees will be returned to their former or a similar position. Management must be able provide documentation and justification for placement of individuals using non-competitive authorities sufficient for a third-party review. This authority does not apply to positions identified in AFRLI 36-105.

3.6.4. Details. Employees may be detailed to positions within the demonstration project with a different set of duties without competition, for not more than one year with the ability to extend one additional year within a 24-month period. An employee may not be non-competitively detailed for longer than 24 months to the same position. Employees do not have to meet experience requirements to be detailed, but they must meet the educational requirements, licensure requirements, etc., for professional positions specified in the OPM “Qualifications Standards Handbook for General Schedule Positions.” The employee’s existing rate of pay is not affected by a detail action. Management must be able to provide documentation and justification for placement of individuals using non-competitive authorities sufficient for a third-party review. This authority does not apply to positions identified in AFRLI 36-105.

3.7. Nature of Action (NOA) Determinations. For employees coming from another pay system into Lab Demo, **Tables 3.1.** and **3.2.** will be used to determine the appropriate NOA.

Table 3.1. GS Grade Equivalent.

Broadband	DR	DO	DX	DU
I	7-11	7-11	1-4	1-4
II	12-13	12-13	5-7	5-6
III	14	14	8-10	7-8
IV	15	15	11-12	9-10

Table 3.2. NOA Determination.

PERSONNEL ACTION	FROM GS SYSTEM (Reference Table 3.1)	FROM ANOTHER PAY SYSTEM (OTHER THAN GS)
Promotion	Placement in a higher Broadband level which does not include the employee's current grade.	Placement in a Broadband level which includes a GS equivalent grade level which is higher than the highest GS equivalent grade level included in the career level/pay band from which the employee is being moved.
Change to Lower Career Level	Placement in a Broadband level wherein the highest GS grade included is lower than the employee's current grade.	Placement in a Broadband level wherein the highest GS equivalent grade included is lower than the highest GS equivalent grade level included in the career level/pay band from which the employee is being moved.
Reassignment	Placement to a Broadband level wherein the employee's GS grade is included the Broadband.	Placement in a Broadband level wherein the highest equivalent grade included is the same as the highest GS equivalent grade level included in the career level/pay band from which the employee is being moved.

3.8. External Hiring and Appointment Authorities. Management may utilize a number of hiring authorities, to include traditional and non-traditional hiring techniques and authorities authorized under the Demo Federal Register Notice and legislative authorities. The non-traditional authorities that may be utilized are DEU, Expedited Hiring Authority for Acquisition Positions, and DHA for S&E Professionals with Advanced Degrees. Additionally, the Demo authorities include Distinguished Scholastic Achievement Appointment (DSAA) for S&Es and the elimination of the rule of three and no rating and ranking when there are fewer than 15 candidates and no veterans. Statutes and regulations covering veterans' preference will be observed for all hiring authorities.

3.8.1. DEU. Wright-Patterson Air Force Base (WPAFB) servicing Civilian Personnel office has DEU authority for Demo positions. Packages submitted for DEU processing must include an RPA, SDE, KSAs, supplemental information for preparation of the job analysis, rating criteria, specialized experience statement, and other required documentation. The directorate SPA should be contacted for guidance on specific documentation requirements. This authority does not apply to positions under a court order that require a specific examining process (for example, Luevano Consent Decree).

3.8.1.1. Elimination of Rule of Three and No Rating or Ranking. Under existing Title V rules, only the top three candidates are referred to a hiring manager. This is

referred to as the “rule of three.” This requirement has been waived for all positions in AFRL. When there are no more than 15 qualified applicants and no preference eligibles, all eligible applicants are immediately referred to the selecting official without rating and ranking. Rating and ranking are required only when the number of qualified candidates exceeds 15 or there is a mix of preference and nonpreference applicants.

3.8.2. Expedited Hiring Authority for Acquisition Positions. This authority can only be used to appoint qualified individuals in DoD identified shortage categories. The shortage category positions covered under the delegation are those positions designated pursuant to DAWIA at the mid-level (GS-09 or GS-11 or equivalent) and higher level (GS-12, or DR/DO II, and above), in the following career fields: Auditing (AUD), Business - Cost Estimating (BCE), Business - Financial Management (BFM), Contracting (CON), Facilities Engineering (FE), Information Technology (IT), Life Cycle Logistics (LCL), Production Quality and Manufacturing (PQM), Program Management (PM), Science and Technology Management (STM), Systems Planning, Research, Development, Engineering and Testing (SPRDE), and Test and Evaluation (T&E). Positions at the entry level which are designated as included under section 1721 of Title 10, U.S.C., DAWIA, in the following career fields: AUD, BCE, BFM, CON, Engineers (08XX) in any career field, IT, LCL, PQM, and PM. Selectees for entry level positions who meet the Administrative Careers with America (ACWA) criteria must be assessed using the ACWA examination or a validated alternative assessment instrument. Supervisors and SPAs should work with their servicing civilian personnel office to utilize this authority.

3.8.3. DHA for S&E Professionals with Advanced Degrees. Section 1108 of the Duncan Hunter National Defense Authorization Act for Fiscal Year 2009, provided AFRL the authority to appoint qualified candidates possessing an advanced degree (directly related to the duties of the position being filled) from an accredited college, to scientific and engineering positions within the lab. Qualified applicants may be appointed without regard to the provisions of subchapter 1 of chapter 33 of title 5, United States Code, other than sections 3303, 3321, 3328 of such title. This authority allows management to fill positions with qualified candidates much faster than other authorities. This authority will expire 31 December 2013, unless otherwise extended by legislation. Supervisors and SPAs should work with AFRL/DP to utilize this authority.

3.8.4. DSAA for S&Es. The DSAA authority enables AFRL to respond quickly to hiring needs for eminently qualified S&E candidates possessing distinguished scholastic achievements. DSAA uses an alternative examining process which provides the authority to appoint individuals with undergraduate through doctoral degrees to positions up to the equivalent of GS-12, or broadband level II, in series identified in the S&E career path shown in **Table 2.2**. The DSAA: 1) utilizes a competitive appointment authority; and 2) does not require a training plan.

3.8.4.1. Identification of Candidates. Management may identify candidates during technology conferences, job fairs, etc. Qualified candidates will be

identified through open public competitive announcements posted by the servicing civilian personnel office.

3.8.4.2. Qualifications. Candidates may be appointed provided they meet the minimum standards for the position as published in OPM's operating manual, "Qualification Standards for General Schedule Positions" and the candidate has a cumulative GPA of 3.5, on a 4.0 scale, (or other equivalent score) or better in his/her field of study or are within the top 10 percent of a university's major school of graduate studies, such as Engineering or Mathematic/Science, etc.

3.9. Modified Term Appointment Authority. The laboratory conducts many R&D projects that range from 3 to 6 years. A 4 year limitation on term appointments imposes a burden on the laboratory by forcing the termination of some term employees prior to completion of projects they were hired to support. This disrupts the R&D process and reduces the laboratory's ability to serve its customers. Therefore, AFRL has the authority to hire individuals into Lab Demo under modified term appointments. These appointments are used to fill positions for a period of more than 1 year but not more than 5 years when the need for an employee's services is not permanent. The modified term appointment differs from term employment as described in title 5, CFR 316 in that it may be made for a period not to exceed 5 years, rather than 4 years. In addition, the AFRL Commander/Executive Director or pay pool managers are authorized to extend a modified term appointment 1 additional year. Employees hired under the modified term appointment authority may be eligible for conversion to career appointments. To be converted, the employee must: 1) have been selected for the term position under competitive procedures, with the original announcement specifically stating that the individual(s) selected for the term position(s) may be eligible for conversion to career appointment at a later date; 2) served a minimum of 2 years of continuous service in the term position; and 3) have a current Delta OCS greater than -0.3 (Delta OCS is the current OCS minus the expected OCS).

3.10. Employees Voluntarily Leave the Demonstration Project. If a demonstration project employee accepts a position in the GS or another pay system, the following procedures will be used to convert the employee's broadband level to a GS-equivalent grade and the employee's demonstration project basic pay to the GS-equivalent rate of pay for pay setting purposes. The equivalent GS grade and GS rate of pay must be determined before movement out of the demonstration project and any accompanying geographic movement, promotion, or other simultaneous action.

3.10.1. Equivalent Grade. An employee in a broadband level corresponding to a single GS grade is provided that grade as the GS-equivalent grade. An employee in a broadband corresponding to two or more grades is determined to have a GS-equivalent grade corresponding to one of those grades according to the following rules.

3.10.1.1. GS Rate Range. The employee's adjusted base pay under the demonstration project (including any locality payment or staffing supplement) is compared with step 1 rates in the highest applicable GS rate range. For this purpose, a GS rate range includes a rate in: 1) the GS base schedule; 2) the locality rate schedule for the locality pay area in which the position is located; or 3) the

appropriate special rate schedule for the employee's occupational series, as applicable.

3.10.1.2. Two-Grade Interval Series. If the series is a two-grade interval series, only odd-numbered grades are considered below GS-11.

3.10.2. Lateral Reassignments. For lateral reassignments, the equivalent GS grade and rate will become the employee's converted GS grade and rate after leaving the demonstration project (before any other action).

3.10.3. Transfers, Promotions, and Other Actions. For transfers, promotions, and other actions, the converted GS grade and rate will be used in applying any GS pay administration rules applicable in connection with the employee's movement out of the project (e.g., promotion rules, highest previous rate rules, and/or pay retention rules), as if the GS converted grade and rate were actually in effect immediately before the employee left the demonstration project.

3.11. Documenting Personnel Actions. The information in **Table 3.3.** will be used to document personnel actions for Lab Demo, including the nature of action and authority code. The remarks codes may be found in **Table 3.4.**

Table 3.3. Process Instructions for Personnel Actions - Staffing.

Type of Action/ Appointment	NOA Code	Nature Of Action	Authority Code
Regular Career Appointment	100	Career Appt	*Z2U/P.L. 103-337
Modified Term Appointment	108	Term Appt NTE	*Z2U/P.L. 103-337
Temporary Appointment	115	Temporary Appointment NTE	*Z2U/P.L. 103-337
Transfer	130	Transfer	*Z2U/P.L. 103-337
Reinstatement	140	Reins Career	*Z2U/P.L. 103-337
Excepted Appointment	170	Excepted Appointment	*Z2U/P.L. 103-337
Conv to Career Appointment	500	Conv to Career Appt	*Z2U/P.L. 103-337
Conv to Contingent Appointment	508	Conv to Term Appt NTE	*Z2U/P.L. 103-337
Conv to Temporary Appointment	515	Conv to Temporary Appt NTE	*Z2U/P.L. 103-337
Conv to Reinstatement	540	Conv to Reinstatement Career	*Z2U/P.L. 103-337
Conv to Excepted Appointment	570	Conv to Excepted Appt	*Z2U/P.L. 103-337
Promotion			
Permanent (into Demo)	702	Promotion	Z2U/P.L. 103-337
Temporary (into Demo)	703	Promotion NTE	Z2U/P.L. 103-337
Permanent (within Demo)	702	Promotion	Standard Auth
Temporary (within Demo)	703	Promotion NTE	**Standard Auth/Z2U
Detail			
Detail NTE	930	Detail NTE	**Standard Auth/Z2U
Extension	931	Ext of Detail NTE	**Standard Auth/Z2U
Termination	932	Termination of Detail	Standard Auth
Retention Incentives			
Recruitment	815	Recruitment Incentive	Standard Auth
Relocation	816	Relocation Incentive	Standard Auth
Retention	827	Retention Incentive	Standard Auth
Reassignment			
Permanent (into Demo)	721	Reassignment	Z2U/P.L. 103-337
Permanent (within Demo)	721	Reassignment	Standard Auth

*On appointment actions, use of dual Legal Authority Codes (LACs) is appropriate, documenting Z2U as the first authority code when used in combination with other LACs.

**For temporary promotion, change to lower grade/level/band, and details actions where candidates were identified, rated, and ranked through traditional methods, the standard authority

will be used. For actions where candidates were identified, rated, and ranked through the use of Demo flexibilities, Z2U will be the only authority used.

Table 3.4. Remarks Codes - Hiring.

Situation	Remarks Code	Remark
Employee has completed required probationary period prior to entering Lab Demo	E04	Initial probationary period completed.
Employee is serving a one-year probationary period upon entering Lab Demo	E18	Appointment is subject to completion of one-year initial probationary period beginning (date).
Employee has completed the service requirement for career tenure	T07	Completed service requirement for career tenure from (date) to (date).
Employee is required to serve a three-year probationary period under the Lab Demo rules	9A1	Appointment is subject to completion of three-year initial probationary period beginning (date).
Employee will be subject to the trial period required by their appointing authority	ZZZ	Appointment is subject to completion of _____-year trial period beginning (date).

Chapter 4

GROUP CONVERSION

4.1. Conversion to Lab Demo. This chapter applies in situations where encumbered positions are realigned into Lab Demo. It does not apply to competitive or noncompetitive placement of individuals onto vacant Lab Demo positions. Initial entry into Lab Demo will be accomplished through a full employee protection approach that ensures each employee is placed in a career path and broadband without loss of pay. Generally, employees are converted into the career path and broadband level which includes their permanent current grade of record. Unique situations will be considered on a case-by-case basis. Employees serving on temporary promotions or on details will be converted into Lab Demo based on their permanent position.

4.1.1. Determining Career Path and Broadband Level from the GS system. GS employees will be converted in their existing series to the career path and broadband level based on their permanent position of record. For example, a GS-343-12 would convert to a DO-343-II. See **Table 4.1**.

Table 4.1. GS Grade Equivalent.

Broadband	DR	DO	DX	DU
I	7-11	7-11	1-4	1-4
II	12-13	12-13	5-7	5-6
III	14	14	8-10	7-8
IV	15	15	11-12	9-10

Note: This table to be used for conversion actions.

4.1.2. Determine Career Path and Broadband Level from Another Pay Banding System. Employees in a pay banding system will be converted in their permanent series to the career path and broadband level commensurate with their permanent basic salary. If the salary falls in an overlap zone, the employee is placed in the lower broadband.

4.1.3. Pay Retention. Pay retention provisions will not apply to the conversion process, as there will be no change or loss in total salary. Refer to paragraph **5.6** to determine basic salary.

4.2. Special Rates. Special salary rates are neither applicable to nor appropriate for Lab Demo. Employees on special salary rates at the time of conversion will receive a new basic pay rate computed by dividing their total salary (i.e., higher of locality rate or special rate) by the locality pay factor for their area. A full locality adjustment will then be added to the new basic pay rate. The formula is: $\text{New basic pay rate} = \frac{\text{total adjusted salary}}{\text{new total adjusted salary}}$ ($1 + \text{geographic specific locality pay factor}$) = new basic pay rate x ($1 + \text{geographic specific locality pay factor}$). Two examples are provided below. A determination of band placement will be made by the Lab Demo Project Office when the converted salary exceeds the maximum pay of the band.

4.2.1. **Locality Rate Exceeds Special Rate Conversion Example.** In the example below (**Table 4.2.**), the employee's prior special salary base pay rate after the WGI buy-in (see paragraph 4.3.) does not exceed the GS salary plus locality pay for the same grade and step, that is, this employee was receiving some (\$1,514) locality pay. In this case, the total salary again is divided by (1 + locality rate) to give the "new base pay rate". Once again, a full measure of locality pay is added to the "new base pay rate" so that the "new Demo total salary" is exactly the same as the "prior total salary". So now the employee is receiving the same total pay but locality is now \$9,148 instead of \$1,514.

Table 4.2. Locality Rate Exceeds Special Rate Conversion Example.

Prior Total Salary (after WGI buy-in)	\$65,478
Prior Base Pay Rate	\$57,844
Area Locality Pay Factor	16.24%
New Base Pay Rate ($\$65,478 / 1.1624$)	\$56,330
Locality adjustment ($\$56,330 \times 0.1624$)	\$9,148
New Total Salary (no loss of pay)	\$65,478

4.2.2. **Special Rate Exceeds Locality Rate Conversion Example.** In the example below (**Table 4.3.**), the employee's special rate base pay (after the WGI buy-in) exceeds the GS salary plus locality pay. Thus, the employee's prior total salary is all base pay, that is, this employee is currently receiving no locality pay. In this case, the "new base pay rate" is determined by dividing the current total salary by (1+ locality rate). A full measure of locality pay is added to this "new base pay rate", bringing the "new Demo total salary" back to the same salary as the "prior total salary".

Table 4.3. Special Rate Exceeds Locality Rate Conversion Example.

Prior Total Salary (after WGI buy-in)	\$64,814
Prior Base Pay Rate	\$64,814
Area Locality Pay Factor	16.24%
New Base Pay Rate ($\$64,814 / 1.1624$)	\$55,759
Locality adjustment ($\$55,759 \times 0.1624$)	\$9,055
New Total Salary (no loss of pay)	\$64,814

4.3. Within-Grade Increase (WGI) Buy-In. The WGI or step increases inherent in the GS system are discontinued under Lab Demo. In order to compensate employees equitably upon conversion of their position into Lab Demo, employee's basic salary will be increased relative to the portion of their WGI waiting period already served. (Contact the Lab Demo Project Office for a current WGI buy-in estimator tool.) Employees converting from systems without established WGI schedules, such as the National Security Personnel System (NSPS) or Administratively Determined (AD) pay plans or those at GS step 10, etc., will not receive a step buy in.

4.3.1. WGI/Step Buy-In Formula. New basic pay = (time in step/time between steps) x step increase + current basic pay. The following is an example, for a GS-12 step 4 employee. The waiting period between steps 4 and 5 is 24 months (730 days). If, at conversion, the employee has completed 645 of the 730 days required in the WGI waiting period, this employee's new salary will include the GS-12 step 4 basic pay of \$60,895 plus (645/730) times the \$1,845 WGI (\$1,630.17) which equal \$62,525.

4.3.2. WGI When Returning to GS. Service under Lab Demo is creditable for WGI purposes upon movement back to the GS pay system. CCS assessment increases (including a zero increase) under Lab Demo are equivalent increases for the purposes of determining the commencement of a WGI waiting period.

4.4. Conversion Back to the Federal Civil Service System. In the event the Project ends, a conversion back to the former or to an applicable Federal Civil Service system may be required. The grade of employees' positions in the new system will be based upon the position classification criteria of the gaining system. Employees, when converted to their positions classified under the new system, may be eligible for pay retention under 5 CFR part 536, if applicable. However, an employee will not be provided a lower grade than the grade held by the employee immediately preceding a conversion, lateral reassignment, or lateral transfer into the project, unless since that time the employee has either undergone a reduction in band or a reduction within the same pay band due to unacceptable contribution. A CCS pay adjustment (including a zero increase) is considered an equivalent increase for the purpose of determining the commencement of a WGI waiting period, in addition to traditional personnel actions.

Chapter 5

PAY SETTING OUTSIDE OF THE CONTRIBUTION-BASED COMPENSATION SYSTEM

5.1. Introduction. Management is delegated the authority to set pay and offer incentives, which bears a significant level of responsibility. Consistent and fair pay setting is critical to AFRL maintaining this delegation. Laboratory management must be cognizant of the ramifications of assigning an unreasonably high or low basic pay and expected level of contribution. Per the guidance below, pay pool managers are delegated the authority to set pay and approve Demo incentives (does not include the traditional Recruitment, Relocation, and Retention incentives) and may further delegate this authority. Pay pool managers may establish additional pay setting criteria and/or approval levels and should ensure limited use of this authority. The pay setting worksheet (**Attachment 7**) will be utilized for all pay setting actions, to include setting pay on new hires. If the manager determines that a basic pay increase equivalent to, or less than, a WGI buy-in is appropriate, a pay setting worksheet is not required. Pay setting authority is subject to a third-party review, therefore, management must be able to justify their pay setting rationale (e.g., why one person received an increase and another person did not?). The pay setting worksheet provides long-term documentation of pay setting decisions. The original pay setting worksheet is maintained by the SPA office and a copy of the completed pay setting worksheet will be sent to the Lab Demo Project Office by the SPA. Pay setting documentation will be maintained according to applicable records management requirements.

5.2. Movement within and into the Demonstration Project. Management has the authority to establish appropriate salaries for employees moving within and into the Demonstration Project through internal and external competitive and non-competitive authorities. When setting basic pay for individuals selected on Lab Demo positions, managers must consider an employee's expected level of contribution based upon academic qualifications, competencies, experience, scope and level of difficulty of the position, current OCS/Delta OCS or performance score, comparable salaries within technical/functional area, organizational budget constraints, training/certifications, and/or local labor market conditions. Justification used to determine basic pay will be documented on the pay setting worksheet at **Attachment 7**. Pay should be set commensurate with the expected contribution level and may not exceed the maximum of the broadband level to which the employee will be assigned.

5.3. Bonus. A bonus may be considered in addition to or in lieu of a basic pay increase upon movement to a new demonstration project position. This is not intended for use on a position re-describe. A bonus may be appropriate in situations where it may be difficult to determine an employee's expected level of contribution or when a basic pay increase may not be warranted, such as career broadening assignments. Rather than adjusting an employee's basic pay based on an expected level of contribution, management may pay all or part of the expected difference in the form of a bonus. Management should consider prior bonuses granted. Basic pay plus the bonus amount generally will not exceed the basic pay associated with the expected level of contribution. Pay will not exceed the maximum of the broadband level to which the employee will be assigned. Since a bonus is not an increase to basic pay, the expected score for an employee receiving a bonus will not change. Bonus payments are processed as a demo bonus

action, NOA 991, authority code Z2U/P.L. 103-337 and must be processed in conjunction with the personnel action placing the employee on the position. Justification used to determine a bonus payment will be documented on the pay setting worksheet at **Attachment 7**.

5.4. Movement into Lab Demo Based on PPP Entitlement. Grade and pay retention entitlements have been waived for Lab Demo, to include internal priority placement entitlements associated with pay and grade retention. However, employees placed in Lab Demo through PPP are entitled to maintain their existing rate of basic pay (not including locality pay). Refer to **Table 5.1**. Future compensation adjustments will be based upon the CCS assessment process.

5.5. Special Rates. Special salary rates do not apply to Demo positions. If management elects not to set pay for an employee on a special salary rate who moves into Lab Demo, the employee's basic rate of pay will be adjusted as described below.

5.5.1. Special Rates with no Geographic Move. The employee's basic pay rate will be set by dividing his/her total adjusted salary (i.e., higher of locality rate or special rate) by the locality pay factor for his/her area. A full locality adjustment will then be added to the new basic pay rate. The employee's total salary should not change, unless his/her corresponding maximum basic salary exceeds that associated with his/her broadband level. The formula is: $\text{New basic pay rate} = \frac{\text{total adjusted salary}}{\text{new total adjusted salary} (1 + \text{geographic specific locality pay factor})} = \text{new basic pay rate} \times (1 + \text{geographic specific locality pay factor})$.

5.5.2. Special Rates with a Geographic Move. For employees on special salary rates who geographically relocate into Lab Demo, their new basic pay rate will be set by dividing the higher of their basic special salary rate or the total adjusted salary for the same grade and step of the GS in the new locality, by the new locality pay factor. A full locality adjustment will then be added to the new basic pay rate. The formula is as follows: $\text{New basic pay rate} = \text{higher of: } 1) \text{ basic special rate or; } 2) \text{ total adjusted salary in new locality} (1 + \text{new geographic specific locality pay factor})$. $\text{New total adjusted salary} = \text{new basic pay rate} \times (1 + \text{new geographic specific locality pay factor})$.

5.6. Pay Retention. Grade and pay retention entitlements have been eliminated for Lab Demo. If management elects not to set pay for an employee on pay retention who moves into Lab Demo, the employee's basic rate of pay will be adjusted as described below. **Note:** If the new basic salary exceeds the basic salary for the position broadband level, the basic pay must not exceed the maximum of that broadband.

5.6.1. Determine Basic Salary of an Employee on Pay Retention Example. In the example below (**Table 5.1.**), the employee is a GS-12 Step 00 with a total salary of \$92,476 and the area locality pay factor is 16.24%. Therefore, the employee's new basic salary is \$79,556.

Table 5.1. Determine Basic Salary of an Employee on Pay Retention Example.

Prior Total Salary	\$92,476
Area Locality Pay Factor	16.24%
Determine Base Salary (\$92,476 / 1.1624)	\$79,556

5.7. Relocation Incentives for Co-operative Education Students and Internship Program Students. Current recruitment of students is basically limited to the local commuting area because college students frequently cannot afford to relocate to accept job offers within the laboratory while continuing to attend school in a different commuting area. The authority to pay relocation incentives is expanded to allow management to pay an incentive each time the student returns to duty to the laboratory. This authority applies to all positions in AFRL and provides management the ability to expand recruitment to top universities and incentivize mobility by paying additional expenses to students accepting employment outside of their geographic area. The initial incentive payment may be based on anticipated expenses, or a portion thereof, as documented on the pay setting worksheet at **Attachment 7**. Documentation, to include receipts of actual expenses, must be provided by the student to validate initial incentive payment and for determining potential future payments. Management has the discretion to determine the appropriate incentive amount, which may or may not cover all expenses. Subsequent payments should not exceed prior expenses without proper justification. Pay pool managers may establish additional criteria and/or approval levels. A relocation incentive RPA will be processed to document each payment.

5.8. Recruitment, Relocation, and Retention (RRR) Incentives. An OSD waiver, dated 15 Dec 96, delegated approval authority for RRR incentives under the Federal Workforce Flexibility Act (formerly known as Federal Employee Pay Comparability Act FEPCA) to the laboratory commander. This authority may be further delegated to the PPMs, in writing, as appropriate. Procedures in AFRLI 36-106, *Recruitment, Relocation, and Retention (RRR) Incentives*, will be followed. Directorate SPAs should be contacted for guidance on required documentation.

5.9. Accelerated Compensation Authority. The accelerated compensation authority for S&E and Business Management and Professional broadband level I employees enables management to adjust basic pay outside of the assessment cycle when it is determined that the employee has demonstrated contribution at a level higher than his/her expected score. If at any point between CCS payout and 2 July, it is determined that the employee, with at least 90 days in the position, is contributing significantly higher than his/her existing basic pay with an expectation to sustain that level of contribution, the first-level supervisor may request a Meeting of Managers (MoM) to discuss and determine the employee's estimated OCS. (See paragraph 7.4. for additional information regarding MoMs.) If the MoM determines that the employee has a significant estimated Delta OCS, then a pay adjustment may be approved by the pay pool manager. The pay

adjustment granted may be no more than 50 percent of the Delta Y (that is, the salary associated with the employee's estimated OCS minus his/her current salary) and may not exceed the maximum of the broadband level. This out-of-cycle increase is limited to one time per assessment cycle and in no case can this adjustment force an out-of-cycle broadband level movement. The supervisor will bring the appropriate documentation to the MoM and will maintain the documentation for the annual assessment. A new score will not be documented in C²S² and a new annual contribution evaluation form will not be generated. The supervisor will discuss new expectations with the employee. This authority is not intended to be used in conjunction with the bonus described in paragraph 5.3. Justification used to determine accelerated compensation will be documented on the pay setting worksheet at **Attachment 7**. A pay adjustment RPA will be submitted through the SPA office. Action must be effective prior to 30 Sep. Accelerated compensation actions are processed as a misc pay adjustment action, NOA 890, authority code Z2U/P.L. 103-337. Use Remark Code ZZZ, and type "Salary in block includes an accelerated compensation increase to base salary of \$___" (insert the dollar amount of the increase).

5.10. Pay Setting upon Termination of Temporary Promotion. Upon termination of a temporary promotion, pay will be set at the employee's previous rate of basic pay, unless a CCS pay adjustment has occurred. If a CCS pay adjustment has occurred, the appropriate level MoM will determine the employee's estimated OCS based on considerations such as average growth in the pay pool, employee's growth record, and experience gained on the temporary promotion. Pay will not exceed the basic salary associated with the estimated OCS and will not exceed the maximum pay associated with the permanent band.

5.11. Employees Voluntarily Leaving the Demonstration Project. If a Demonstration Project employee accepts a position in the GS or another pay system, the following procedures will be used to convert the employee's broadband level to a GS-equivalent grade and the employee's Demonstration Project basic pay to the GS-equivalent rate of pay for pay setting purposes. The equivalent GS grade and GS rate of pay must be determined before movement out of the Demonstration Project and any accompanying geographic movement, promotion, or other simultaneous action.

5.11.1. Equivalent Grade. An employee in a broadband level corresponding to a single GS grade is provided that grade as the GS-equivalent grade. An employee in a broadband corresponding to two or more grades is determined to have a GS-equivalent grade corresponding to one of those grades according to the following rules.

5.11.1.1. GS Rate Range. The employee's adjusted base pay under the Demonstration Project (including any locality payment or staffing supplement) is compared with step 1 rates in the highest applicable GS rate range. For this purpose, a GS rate range includes a rate in: 1) the GS base schedule; 2) the locality rate schedule for the locality pay area in which the position is located; or 3) the appropriate special rate schedule for the employee's occupational series, as applicable.

5.11.1.2. Two-Grade Interval Series. If the series is a two-grade interval series, only odd-numbered grades are considered below GS-11.

5.11.2. Lateral Reassignments. For lateral reassignments, the equivalent GS grade and rate will become the employee's converted GS grade and rate after leaving the Demonstration Project (before any other action).

5.11.3. Transfers, Promotions, and Other Actions. For transfers, promotions, and other actions, the converted GS grade and rate will be used in applying any GS pay administration rules applicable in connection with the employee's movement out of the Project (e.g., promotion rules, highest previous rate rules, and/or pay retention rules), as if the GS converted grade and rate were actually in effect immediately before the employee left the Demonstration Project.

Chapter 6

S&E EXTENDED PROBATIONARY PERIOD

6.1. Introduction. The purpose of the extended probationary period or trial period is to allow supervisors an adequate period of time to fully evaluate an S&E employee's contribution and conduct. A new S&E employee needs time and opportunities to demonstrate adequate contribution for a manager to render a thorough evaluation. The extended probationary period or trial period provides supervisors an adequate period of time to fully evaluate an employee's contribution and conduct. Probationary periods for employees in other career paths remain unchanged. Current permanent Federal employees hired into the Demonstration Project are not required to serve a new probationary or trial period. Supervisory probationary periods are consistent with 5 CFR 315.

6.1.1. **Applicability.** An extended probationary or trial period of three years applies to all newly hired S&E employees, including individuals entering the Demonstration Project after a break in service of 30 calendar days or more. Employees who enter the Demonstration Project with a break in service of less than 30 calendar days are not required to complete an extended probationary or trial period if their service was in the same line of work as determined by the employee's actual duties and responsibilities. Employees on non-status appointments (non-permanent appointment) will be subject to the trial period required by their appointing authority. Upon conversion from a non-status appointment to a competitive service appointment, employees will be required to serve a 3-year probationary period. However, employees serving on a modified term appointment will serve a 3-year trial period. Upon conversion to competitive service, the period of employment served on a modified term appointment will be counted toward the completion of the extended probationary period.

6.1.2. **Recent Graduates Program.** Employees hired under the Recent Graduates Program authority will serve a trial/probationary period for a total of three years (an initial 2-year trial period and upon non-competitive conversion to a career appointment will serve one additional year under the S&E extended probationary period). The Remark Code 9A1 probationary period beginning date will reflect the initial excepted service appointment date.

6.1.3. **SCEP and Internship Program Students.** These students earning a scientist or engineering degree are required to serve the extended probationary period upon non-competitive conversion to career appointment, unless their service was in the same line of work as determined by the employee's actual duties and responsibilities. The requirements in 5 CFR 315.802(c) applies when determining creditable service.

6.2. New Hire Termination During Probationary or Trial Period. The extended probationary period for the S&Es provides the ability to remove an employee without providing the full substantive and procedural rights afforded a non-probationary employee when the employee fails to demonstrate proper conduct, competency, and/or adequate contribution. The

requirements of 5 CFR 752.101 and 752.301 still apply to employees hired prior to 30 Aug 2010. Supervisors must contact their servicing civilian personnel office for assistance as soon as they decide they may want to terminate the employee. When a supervisor decides to terminate an employee during the probationary period, the employee shall receive written notification of the reason(s) for separation. The information in the notice as to why the employee is being terminated shall, at a minimum, consist of the supervisor's rationale as to the inadequacies of the employee's contribution or conduct, effective date of the action, and information on how the probationer may ask for an official review of the action.

Table 6.1. Processing Instructions for Personnel Actions – Extended Probationary Period.

Type Of Action	NOA Code	Nature of Action	Authority Code
Completion of three-year probationary period	880	Chg in tenure group	Standard Auth
Termination during probationary period	385	Termination during probationary/trial period	Standard Auth

Table 6.2. Remarks Codes - Extended Probationary Period.

Situation	Remarks Code	Remark
Employee has completed required probationary period	E04	Initial probationary period completed
Employee is required to serve a 3-year probationary period under the Lab Demo rules	9A1	Appointment is subject to completion of 3-year initial probationary period beginning (date)
Employee has completed the service requirement for career tenure prior to entering the Lab Demo and is not required to serve a new probationary period	T07	Completed service requirement for career tenure from (date) to (date)
	E04	Initial probationary period completed

Chapter 7

CONTRIBUTION-BASED COMPENSATION SYSTEM (CCS)

7.1. Introduction. The purpose of the CCS is to provide an effective, efficient, and flexible method for assessing, compensating, and managing the laboratory workforce in a fair and equitable manner. CCS represents a substantial philosophical and operational change that goes beyond the traditional performance-based personnel management system. CCS measures the employee's contribution to the laboratory mission, rather than how well the employee performed a job, as defined by a performance plan. CCS is designed to assist AFRL in achieving the optimal workforce by enhancing workforce competency, quality, and morale, as well as compensating personnel according to their mission contributions. CCS provides to the lowest practical management level the authority, control, and flexibility needed to achieve a quality laboratory workforce and quality products. CCS allows for more employee involvement in the assessment process, increases communication between supervisor and employee, promotes accountability, facilitates career progression and professional development, provides an understandable basis for salary changes, and de-links performance awards from the annual assessment process. Recognizing team participation in CCS assessments is also an important component to future success. Identifying and rewarding effective risk, innovation, collaboration, and team participation, both within the home directorate on enduring technology and support programs, as well as across the laboratory on strategic technology thrusts, flagship capability concepts, advanced technology demonstrations, IPTs, and other cross-directorate programs, is vital to the effectiveness of the laboratory in providing technology options and support to our customers. It is essential that these contributions are adequately assessed and rewarded during the CCS evaluation process. Contribution is assessed against factors, each of which is relevant to the success of an R&D laboratory. CCS promotes proactive salary adjustment decisions made on the basis of an individual's overall contribution to the organization's mission.

7.2. The Standard Pay Line (SPL). A mathematical relationship between assessed contribution and compensation must be defined in order to have a CCS. Various mathematical relationships between each OCS and the appropriate corresponding salary rate were examined and analyzed given the following systemic constraints. First, CCS necessitates the relationship be described by a single equation that yields a reasonable correlation between salaries in the broadband levels and those of the corresponding GS grade(s). Second, a single function must work for all broadband levels. That is, the equation must be continuous, smooth, and well defined across the four broadband levels. Third, the relationship may not yield disincentives or inequities between employees or groups of employees; it must demonstrate equitable (i.e., consistent) growth at each OCS. Mathematical analysis demonstrated that the most reasonable relationship is a straight line, the SPL. Each career path has its own SPL. Further information and SPL equations can be found in the Federal Register Notice. Employees may determine their expected contribution level at any time by locating the intersection of their salary with the SPL. The equation can be found on the annual Lab Demo pay chart. Rails are constructed at + and - 0.3 CCS units above and below the SPL. The area encompassed by the rails denotes the acceptable contribution and compensation region in which an employee is considered equitably compensated. Future CCS assessments will likely alter an employee's position relative to these rails.

7.3. Pay Pools. Pay pool structure is under the authority of AFRL/CC. However, the following minimal guidelines apply. A pay pool is based on the organizational structure/functional specialty and should include a range of employee salaries and contribution levels. A pay pool must be large enough to constitute a reasonable statistical sample, i.e., 35 or more employees. A pay pool must be large enough to encompass a second level of supervision since the CCS process uses a group of supervisors in the pay pool to determine assessments and recommend salary adjustments. The PPM has pay adjustment and broadband movement approval authority and must convene at least annually. Neither the PPM, nor supervisors within the pay pool, will recommend or set their own individual pay. The amount of money available for basic pay increases within a pay pool is determined by the general increase (“G”) and an incentive amount (“I”) drawn from money that would have been available for step increases and career ladder promotions, previously utilized under the General Schedule. The incentive amount is recommended by the Project Evaluation Review Committee and approved by the AFRL Corporate Board and is considered adjustable to ensure cost discipline over the life of the Demonstration Project. The dollars derived from “G” and “I” included in the pay pool are computed based on the basic pay of eligible employees in the pay pool as of September 30 of each year. Pay pool dollars are not transferable between pay pools.

7.4. MoM. CCS utilizes a concept known as MoM. Giving authority to the group of managers to determine scores ensures that contributions are assessed and measured similarly for all employees. In the MoM, the immediate and next level supervisor (for example, branch chiefs and the division chiefs) meet as a group to review, benchmark, and discuss all initial employee assessments. This is key to the fair and equitable assessment of all employees. Decimal scores are assigned for each factor at this meeting. This process is followed separately for each career path. For example, all Business Management and Professional employees are discussed together, and then all Mission Support employees are discussed, etc. Therefore, Business Management and Professional employees are not compared to S&Es, Mission Support employees, etc.

7.5. Broadband Level Descriptors. CCS uses a four-level broadband system where higher broadband levels are associated with increasingly higher levels of contribution. A set of factors, each relevant to the success of the laboratory, was developed to assess the contribution of personnel covered under Lab Demo. The four factors for each career path can be found at **Attachment 8**. It is important to note that these factors should be viewed as facets of the employee’s job and are not job activities in themselves. Each factor has four levels of increasing contribution corresponding to the four broadband levels. The descriptors for these factors are the same as those used for classification. With classification, however, only one level of descriptors is used to classify a position. For example, only level I descriptors are applied for each of the factors for a level I employee and position. For the CCS assessment process, the factors are presented with all four levels of contribution to better assist supervisors during the assessment process. Therefore, for classification, the factors are sorted first by level and then by factor; for the CCS assessment process, the level descriptors are sorted first by factor and then by level (refer to **Attachment 8**).

7.6. The CCS Assessment Process. The annual CCS assessment scoring process begins with input from the employee, which provides an opportunity to state the perceived accomplishments

and level of contribution. Scores have a direct relationship with basic pay; therefore, the significance of an employee's actual score is not known until it is compared to his/her expected score. An employee's basic pay determines his/her expected score as determined by his/her career path SPL. For instance, a Mission Support employee with a basic pay of \$30,117 in 2009 would have an expected score of 2.25, while a Business Management and Professional employee with a basic pay of \$69,738 would have the same expected score. The comparison between expected score and actual score provides an indication of equitable compensation, under-compensation, or over-compensation. A step-by-step review of the process is described below.

7.6.1. **Beginning of Cycle.** The annual assessment cycle begins on 1 October and ends on 30 September of the following year. At the beginning of the annual assessment period, supervisors will provide the broadband level descriptors, factors, and key elements to employees, as well as discuss expectations for the upcoming assessment period so that employees know the basis on which their contribution will be assessed. Annual recertification of the SDE should be accomplished, using the employee signature area on the addendum page of the SDE.

7.6.2. **Mid-cycle Review.** A mid-cycle review will be conducted in the April to May time frame. At this time, the employees' contributions to the mission will be discussed, as well as future professional development and career opportunities. Employees are encouraged to provide input on their contributions at this time. The supervisor completes the AFRL Form 279, *CCS Feedback*, to facilitate and document the mid-cycle review. The AFRL Form 279 highlights the employees' strengths and weaknesses as they relate to the factors and descriptors in areas of professional development, documents recommended training and development activities and expectations, and addresses contribution in each of the factors. The AFRL Form 279 must be filed with the employee's AF Form 971, *Supervisor's Employee Brief*. In addition to this review, laboratory management is highly encouraged to provide continuous feedback throughout the assessment cycle. Employees who change jobs throughout the year should receive feedback at an appropriate mid-point.

7.6.3. **Self Assessment.** At the end of the assessment period, employees summarize their contributions to include any team participation in each factor for their immediate supervisor. Contribution statements must reflect the impact or result of each activity rather than just listing the activity itself. Using the same format, team members will also provide a separate write-up describing team contributions to their respective team leads. If an employee does not provide a self-assessment, the supervisor shall document the employee's AF Form 971 file.

7.6.4. **Team Lead's Responsibilities.** Recognizing the importance of formal and informal team participation for CCS, team members should provide their team leads with a self-assessment of their team contribution. Team leads should review each team member's input and use track changes to add comments, or agree as written, and forward to the team member's supervisor. Supervisors should ensure that they receive input for team contributions. Team member contributions are only a portion of an employee's overall contribution and therefore team leads are not involved in assigning scores and cannot discuss CCS scores with team members.

7.6.5. First-Level Supervisor's Assessment. Supervisors review each employee's self-assessment and, if necessary, discuss them with the individual employees. The preliminary assessment is determined using the employee input, to include any team participation, and the supervisor's personal knowledge of the employee's overall contribution to the laboratory mission. In order to assess the contribution level of an employee, four sets of broadband level descriptors, factors, and key elements have been defined for each career path. For each factor, the first-level supervisor assigns a preliminary assessment (based on the broadband level descriptor corresponding to the employee's contributions, along with a low, medium, or high indicator to take to the MoM (e.g., 1H, 3L, or 4M). The normal range of values for a preliminary assessment score spans from a low broadband level I (1L) to a high broadband level IV (4H) for each factor. C²S² will aid supervisors and managers throughout the assessment and compensation adjustment process.

7.6.6. The First-Level Meeting of Managers. The first-level supervisors meet with their respective second-level supervisor to review and discuss preliminary assessments, refine them into numerical CCS factor scores, and adjust any factor write-ups based on results of the meeting. It is the first-level supervisor's responsibility to bring the preliminary assessments and supporting information to the meeting. An employee's numerical OCS can be assigned over the full continuum of contribution across the four levels (0.75 - 4.9.)

7.6.6.1. Factor Scores. If the supervisor assesses an employee's contribution for a particular factor to correspond to the descriptors associated with level I but less than level II descriptors, a score of 0.75 to 1.9 is assigned. Other than 0.75, factor scores are assigned in increments of 0.1. Contributions meeting level II descriptors are assessed at scores of 2.0 to 2.9, and so forth. A factor score of 0.0 can be assigned if the employee does not demonstrate a minimum level I contribution. A factor score of 5.9 can be assigned if the employee demonstrates a contribution that exceeds the maximum for level IV.

7.6.6.2. OCS. The employee's overall CCS assessment is the average of the CCS factor scores. The maximum compensation for broadband level IV is the GS-15/Step-10 salary and equates to a total OCS of just below 4.9. If the average of CCS factor scores exceeds 5.25, the total OCS will be set to 5.25 with the individual identified to upper management as having exceeded the maximum contribution defined by the broadband. However, contribution exceeding the level IV descriptors would not commonly occur.

7.6.7. The Second-Level MoMs. The next level chief meets with his or her respective subordinate supervisors to review and discuss all preliminary assessments of the direct reports (supervisors and non-supervisors) assigned to the subordinate supervisors. Individual CCS factor scores are assigned and factor write-ups are adjusted, as necessary, based on the results of the meeting. The same process is followed as described for the first-level MoM. As applicable, third-level, etc., MoMs are conducted up to the PPM level.

7.6.8. The PPM Level Mom. This is a meeting comprised of the PPM and his or her subordinate chiefs to discuss and review the preliminary assessments of the direct reports (supervisory and non-supervisory) assigned to the subordinate chiefs. Individual CCS factor scores are assigned and factor write-ups are adjusted, as necessary, based on the results of the meeting. The purpose of this meeting is also to ensure consistent application of the CCS process across the pay pool.

7.6.9. PPMs. The PPM assigns numerical ratings for all employees he or she directly supervises. Pay pool managers have the ability to look across the entire pay pool and may address anomalies through the appropriate management chain. If there are resultant score changes, they must be accomplished by the original group of supervisors that participated in the respective lowest level MoM. Once the scores have been finalized, the pay pool manager approves the scores for the entire pay pool.

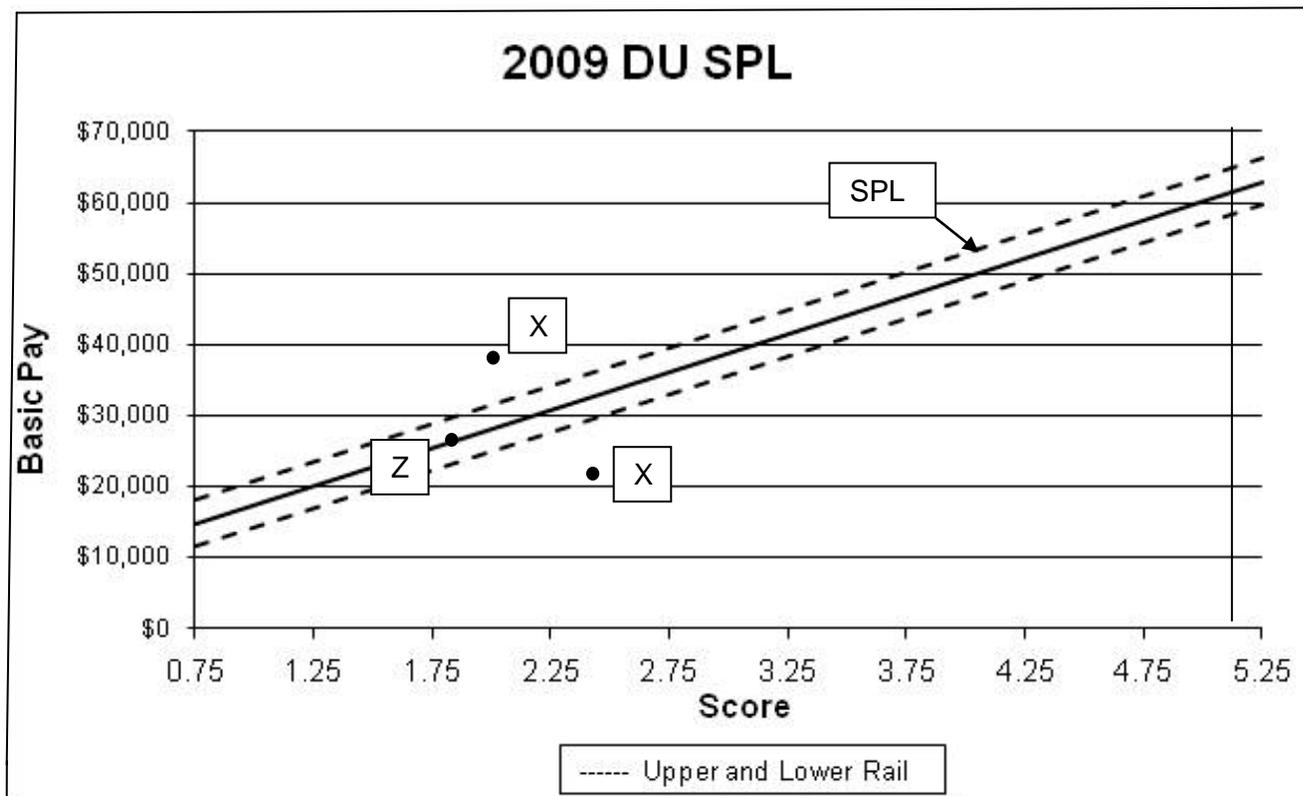
7.6.10. Expectation Management. It is reasonable for supervisors to expect the average employee to obtain an OCS that plots within his/her assigned broadband level. Supervisors should assign scores that accurately reflect contribution for a given year. Throughout an employee's career, fluctuation from negative to positive Delta should be expected as opportunities for contribution fluctuate. It is expected that an employee will receive the same OCS score year after year if contribution remains the same. It is reasonable to expect an employee's ability to increase contribution to eventually plateau and/or the position may not lend itself to further growth opportunities based on assigned duties, function, etc. In these cases, artificial bumps that increase scores (such as from a 2.2 to 2.3) should be avoided if contribution remains the same. These employees should not be expected to receive increasing contribution scores from year to year and should be encouraged to seek other job opportunities to contribute at higher levels and/or focus on education/training to enhance their skill set, if additional growth is desired.

7.6.11. Contribution Feedback. In order for employees to receive timely feedback on their contribution, supervisors are required to conduct assessment feedbacks once the PPM has approved and finalized all assessments. The first-level supervisor conducts the assessment feedback session. The AFRL Form 280, *Annual Contribution Evaluation Form*, documents decisions made during the MoM to include individual factor write-ups and factor scores. The feedback session should include a discussion of the contribution statements, factor scores, OCS, developmental and career opportunities, and expectations for the upcoming cycle. This AFRL Form 280 is not signed and is filed in the employee AF Form 971. A copy of the AFRL Form 280 is given to the employee.

7.7. Salary Adjustment Guidelines.

7.7.1. Pay Adjustments. Pay adjustments should be consistent with the goal to bring over-compensated and under-compensated employees into the area of equitable compensation (that is, between the upper and lower pay rails). The OCS determined by the CCS process described in paragraph 7.6. is plotted relative to the SPL (refer to **Figure 7.1.** example), which determines the degree of over- or under-compensation for each employee, relative to the upper and lower rails.

Figure 7.1. Example of Employee Positioning.



7.7.2. Using the Rails to Determine Compensation. In general, those employees who plot below the lower rail of the SPL (indicating under-compensation, for example, employee X in **Figure 7.1.**) should expect to receive greater salary increases than those who plot within the rails (for example, employee Z). Over time, people will migrate closer to the SPL (within the rails) and receive a salary appropriate to their level of contribution. The following are more specific rules regulating pay-out limits.

7.7.2.1. Above the Upper Rail. Those who plot above the upper rail (for example, employee Y) will not receive an increase.

7.7.2.2. Between the Rails. Those who plot within the rails (for example, employee Z) will be given at least the minimum of "G."

7.7.2.3. Below the Lower Rail. Those who plot below the lower rail (for example, employee X) will be given at least their base pay times the sum of "G" plus "I." Should an employee's CCS assessment plot directly on either rail, it will be considered to be within the rails.

7.7.3. PPM Determinations. Each PPM sets the necessary guidelines for the distribution of pay adjustments in the pay pool. Decisions made must be consistent within the pay pool, be fair and equitable to all stakeholders, maintain cost discipline (for example,

director budget/salaries constraints, pay setting authorities, etc.), and be subject to review by higher laboratory management. Therefore, supervisors and managers must clearly document and justify a decision to compensate a less under-compensated employee greater than a more under-compensated employee. Documentation will be maintained according to applicable records management requirements.

7.7.3.1. Use of “I” Funds. Keeping in mind, the area between the rails defines that an employee is equitably compensated as compared to his/her contribution to the mission, “I” is intended to enable supervisors to adjust the salary of employees whose compensation is less than equitable for their level of contribution and to give incentive to others to raise their level of contribution. There is no requirement for a pay pool manager to use all of the available “I” funds.

7.7.3.2. Distributing “I” Funds Using Algorithms. C²S² and the offline compensation spreadsheet provide two options for distributing “I” funds. The PPM may set aside some amount of “I” to be used as discretionary payments. The maximum compensation is limited to GS-15, step 10, basic pay. Any employee whose basic pay would exceed a GS-15, step 10, based on his or her overall CCS score, will be identified to upper management as having exceeded the maximum allowable compensation and, at the discretion of the PPM, will be paid the amount of increase above the GS-15, step 10 basic pay in the form of a bonus. Locality pay is added based upon each Demonstration Project employee’s official duty station.

7.7.3.2.1. Alpha Delta Y Algorithm. This algorithm computes Alpha as the pay pool funding divided by the sum of employees’ under-compensation across the pay pool. The numerator is the sum of the salaries of employees in the pay pool times the “I” funding percentage plus any general increase money withheld from employees in the AAZ. The denominator is the sum of the positive Delta Ys for the employees in the pay pool, where Delta Y is the salary associated with the employee’s OCS minus his/her current salary. The ratio is the proportion of total under-compensation that the pay pool can afford to buy back. The algorithm computes each employee’s payout as Alpha multiplied by the employee’s under-compensation, if any. The product is Alpha Delta Y from which the algorithm derives its name.

7.7.3.2.2. Two-Step Algorithm. In the first step, the two-step algorithm gives employees who plot below the lower rail enough of the pay pool funds to bring them up to the lower rail. Once this step is completed, the Alpha Delta Y algorithm is applied using the remaining funds and the new Delta Y amounts for those employees who were brought up to the lower rail.

7.8. Broadband Level Movement Guidelines.

7.8.1. Introduction. Under the Demonstration Project, seamless broadband movement may occur once a year during the CCS process, if certain conditions are met. A key concept of the Demonstration Project is that career growth may be accomplished by movement through the broadband levels by significantly increasing levels of employee contribution toward the AFRL mission.

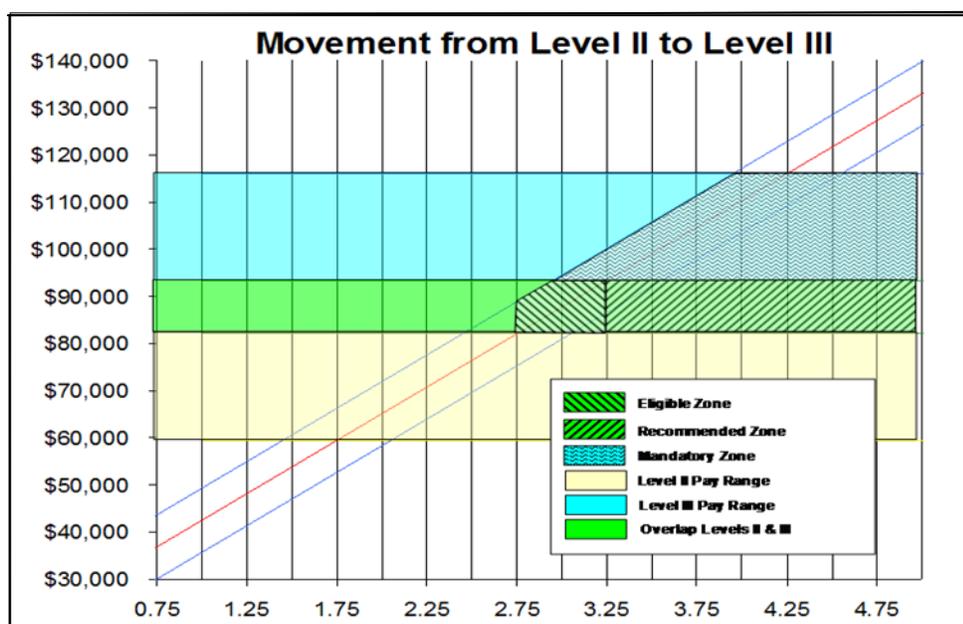
7.8.2. Using Factor Descriptors. Because the factor descriptors are written at progressively higher levels of work and are the same factor descriptors used in the classification process, higher scores reflect that the employee's contribution is equivalent to the level associated with the score he/she is awarded. The broadband level of a position may be increased when an employee consistently contributes at the higher broadband level through increased expertise and by performing expanded duties and responsibilities commensurate with the higher broadband level factor descriptors. If an employee's contributions impact and broaden the scope, nature, intent, and expectations of the position and are reflective of higher level factor descriptors, the classification of the position is updated accordingly. This form of movement through broadband levels is referred to as a seamless broadband movement and can only happen within the same career path; employees cannot cross over career paths through this process.

7.8.3. Seamless Broadband Movement Criteria. The criteria is similar to that used in an accretion of duties scenario and must be met for an employee to move seamlessly to a higher broadband, that is: 1) the employee's current position is absorbed into the reclassified position, with the employee continuing to perform the same basic duties and responsibilities (although at the higher level); and 2) the employee's current position is reclassified to a higher broadband level as a result of additional higher level duties and responsibilities. No additional broadband movement is guaranteed since there are no positions targeted to a higher broadband level within this system. It may take a number of years for contribution levels to increase to the extent a broadband level move is warranted, and not all employees achieve the increased contribution levels required for such moves.

7.8.4. Basic Pay Overlap. The banding structure creates a score and salary overlap between adjacent broadband levels, within each career path, which facilitates broadband movement. Specifically, the basic pay overlap between two levels is defined by the basic pay rates at - to + 0.25 CCS around two whole number scores. For instance, the minimum basic pay for a broadband level I is the basic pay from the SPL corresponding to a CCS score of 0.75. And the maximum basic pay for broadband level I is the basic pay from the SPL corresponding to a CCS score of 2.25. The minimum basic pay for a broadband level II is the basic pay from the SPL corresponding to a CCS score of 1.75. And the maximum basic pay for broadband level II is the basic pay from the SPL corresponding to a CCS score of 3.25. Likewise, the minimum basic pay for level III would be the basic pay from the SPL corresponding to a CCS score of 2.75 and so on for the different broadband levels. This definition provides a basic pay overlap between broadband levels that is consistent with and similar to basic pay overlaps in the GS schedule.

7.8.5. Movement between Levels. **Figure 7.2.** shows an example of the salary overlap areas between broadband contribution levels. These salary overlap areas are divided into zones designated as eligible, recommended, and mandatory change to higher or lower broadband. All the eligible zones have the same width, 0.5 CCS units, and height. The eligible zone is defined as the box formed by the intersection of the integer joining two levels + and - 0.25 CCS and the SPL. The eligible zones serve to stabilize the movement between adjacent broadband levels. This allows for annual fluctuations in contribution scores for people near the top or bottom of a level, without creating the need for repeated changes of their broadband levels and titles.

Figure 7.2. Example of Salary Overlap Zones and Movement Zones.



7.8.5.1. Employees can determine what broadband movement zone they reside in once they have their final OCS and know their new base salary. This is because the minimum and maximum expected scores for the various broadbands do not change from year to year. For instance, broadband II employees can calculate their expected score using the next year's SPL and their new base salary. If this expected score is between 1.75 and 3.25 and their final OCS is below 3.25, they are located in the "eligible for movement" zone. If the expected score is between 1.75 and 3.25 and their final OCS was above 3.25, they are located in the "recommended for movement" zone. If their expected score is above 3.25, they are located in the "mandatory movement" zone. Broadband I and III employees can determine which movement zone they are located in by simply using the minimum and maximum expected score thresholds associated with either broadband level I (0.75 - 2.25) or broadband level III (2.75 - 4.25).

7.8.6. Documentation. Any resulting changes in broadband levels that occur through the CCS process are not accompanied by pay increases normally associated with formal promotion actions, but rather, they are processed and documented with a pay adjustment action to include appropriate changes/remarks, e.g., change in title (if appropriate), change in broadband level, and accomplishment of a new SDE. The terms “promotion” and “demotion” are not used in connection with the CCS process. Broadband movement information in C²S² will be uploaded into DCPDS.

7.8.7. Compensation Feedback. Compensation results are given once OPM releases new pay tables and compensation has been finalized and approved. The final AFRL Form 280 (Part I and II) is generated, providing the employee with his/her new salary and broadband movement, if applicable. The AFRL Form 280 documents decisions made during the MoM to include individual factor write-ups, factor scores, compensation, and broadband movement, if applicable. The final AFRL Form 280 is signed by the employee and filed in the employee’s AF Form 971. The PPM will sign the AFRL Form 280 as the 2nd level supervisor for his/her direct reports. A copy of the AFRL Form 280 is given to the employee. The grievance period begins at this time.

7.9. Presumptive Ratings. There are two categories of employees who should receive presumptive CCS ratings. The first category includes those who have been in Lab Demo for less than 90 days. These employees are considered, “Presumptive Due to Time.” The second category includes employees in special circumstances, such as being away on long-term full-time training, on extended sick leave, etc. These employees are considered “Presumptive Due to Circumstance.” Presumptive due to circumstance applies only when an employee’s situation is such that it is not possible to provide a meaningful CCS assessment. Employees who will be rated as presumptive do not need to submit a CCS self-assessment to their supervisor.

7.9.1. Presumptive Due to Time. When an employee is newly hired or transferred into AFRL, the employee’s expected contribution level is initially considered in parity with the current SPL for his/her career path until an official, written contribution assessment is accomplished. It is important, therefore, that within 30 days of the employee’s arrival to the Demonstration Project, the gaining supervisor give the employee an overview of CCS, discuss the supervisor’s expectations, anticipated contribution level with the employee, and provide the employee a copy of the SDE and broadband level descriptors. New employees to Lab Demo will not receive a formal, written assessment within their first 90 days under CCS. When a new hire or transfer employee enters the laboratory less than 90 days from the close out of the current annual assessment cycle, the employee will automatically be considered presumptive due to time and assigned a presumptive score equal to the intersection of their current basic salary and the current SPL for his/her career path, and receive a pay adjustment equal to “G.” If management feels it is appropriate, a recommendation to give discretionary “T” may be presented to the PPM. (Refer to **Table 7.1.**) Presumptive due to time employees are not eligible for broadband movement until the subsequent annual cycle where a formal assessment is accomplished. The AFRL Form 280 will document this assessment. The supervisor will wait for the subsequent annual cycle to formally assess the employee. In addition, new hires and transfer employees

should be provided formal, written feedback on their contribution after the initial 90-day period.

7.9.2. Presumptive Due to Circumstance. Each year there may be employees who cannot be readily evaluated by the normal CCS assessment process due to special circumstances. Examples when an employee might not be directly assessed include those on long-term, full-time (LTFT) training, expanded developmental opportunity, active military duty, extended sick leave, extended leave without pay (LWOP), details outside Lab Demo, etc. Presumptive due to circumstance may also apply to employees who move to a new job with substantially different duties within 90 days of the end of the assessment cycle.

7.9.2.1. Typically, if an employee is on the job for 90 days or more, the employee should be assessed with a score that reflects their current contributions. If the employee is on the job for more than 90 days and management decides to assess him/her as presumptive due to circumstance, management will document the reason for the decision. In all circumstances, if an employee is on the job for 6 months or more, they will be assessed. Employees who are assessed are rated on the time they are on the job. Documentation will be maintained according to applicable records management requirements.

7.9.2.2. Depending on the specific circumstances and timeframes involved, management may choose to assess employees by recertifying the employee's last contribution assessment or assigning the CCS assessment score that places the employee on the SPL at the employee's current salary. If management believes it is appropriate, a recommendation to give discretionary "I" may be presented to the PPM. Recertified scores typically receive the pay adjustment associated with the distance from the SPL. At a minimum, these employees receive a pay adjustment equal to "G" (unless a recertified score places them in the AAZ; in that event, the employee receives no increase). (Refer to **Table 7.1.**)

Table 7.1. Presumptive Rating Matrix.

Presumptive Category	Assessment Methods	Compensation Choices	
		Can get "G"	Can Get "I"
Due to Time	Place employee on SPL	Yes (mandatory)	Yes (discretionary)
Due To Circumstance	Re-certify last OCS	Yes (mandatory, unless in AAZ)	Yes (unless in AAZ)
Due To Circumstance	Place employee on SPL	Yes (mandatory)	Yes (discretionary)

7.10. Assessments Involving Departing, New, and Acting Supervisors, and New or Departing Employees.

7.10.1. Departing Supervisors. Supervisors departing their supervisory position shall prepare closeout assessments for all assigned Lab Demo employees and provide these assessments to the new supervisor or next higher-level supervisor.

7.10.2. Newly Appointed Supervisors Assessing Employees.

7.10.2.1. 90 Days or More Served. New supervisors and those officially temporarily promoted or detailed to supervisory positions (i.e., a personnel action has been processed), who have supervised employees for at least 90 days prior to 1 October, will be responsible for the employee's CCS assessments and feedback. Input from the previous supervisor, in the form of the closeout assessment, should be used to help determine the end-of-year assessment.

7.10.2.2. Less Than 90 Days Served. If a newly appointed supervisor has less than 90 days prior to 1 October, the assessments and feedback must be completed by the next higher-level supervisor. Input from the previous supervisor, in the form of the closeout assessment, should be used to help determine the end-of-year assessment.

7.10.3. Acting Supervisors. Supervisors who are determined to be "acting" supervisors will not provide CCS assessments or feedback for employees they are supervising. The next higher level of supervision will provide the CCS assessments with input from the "acting" supervisor. Pay pool managers are exempt from this provision.

7.10.4. Employees Detailed or Temporarily Promoted outside Lab Demo. Employees detailed or temporarily promoted outside of Lab Demo will be assessed in their permanent pay pool.

7.10.4.1. 90 Days or More Served on Temporary Assignment. For employees detailed or temporarily promoted for 90 days or more prior to 1 October, it is management's decision to evaluate or consider employee presumptive due to circumstance. However, if the employee served on the permanent position for 6 months or more, they will be assessed.

7.10.4.2. Less Than 90 Days Served on Temporary Assignment. For employees temporarily promoted or detailed for less than 90 days prior to 1 October, the permanent supervisor will evaluate the employee's contribution based on the permanent assignment and will seek inputs from the temporary supervisor concerning contributions during the detail or temporary promotion.

7.10.4.3. Return from Temporary Promotion. If the employee is on the temporary promotion at the time of the pay adjustment, management will set pay upon his/her return to Lab Demo. Refer to paragraph **5.8.** in the pay setting chapter.

7.10.5. Employees Detailed or Temporarily Promoted within Lab Demo. Employees detailed or temporarily promoted within Lab Demo will be assessed in their permanent pay pool.

7.10.5.1. 90 Days or More Served on Detail. For employees detailed for 90 days or more prior to 1 October, the temporary supervisor will evaluate the employee's contribution based on the temporary assignment and provide the preliminary score to the permanent supervisor, who will prepare the final assessment; however, the temporary and permanent supervisors must reach consensus on the preliminary CCS score. If consensus cannot be reached, the permanent supervisor's PPM will resolve the CCS score.

7.10.5.2. 90 Days or More Served on Temporary Promotion. For employees temporarily promoted for 90 days or more prior to 1 October, the temporary supervisor will evaluate the employee's contribution based on the temporary assignment and provide the preliminary score to the permanent supervisor, who will prepare the final assessment; however, the temporary and permanent supervisors must reach consensus on the preliminary CCS score. If consensus cannot be reached, the permanent supervisor's PPM will resolve the CCS score. (See paragraph 5.8. in the pay setting chapter for setting pay upon termination of temporary promotion.)

7.10.5.3. Less Than 90 Days Served on Detail or Temporary Promotion. For employees who are detailed or temporarily promoted for less than 90 days prior to 1 October, the permanent supervisor will evaluate the employee's contribution based on the permanent assignment and will seek inputs from the temporary supervisor concerning contributions during the detail or temporary promotion. (See paragraph 5.8. in the pay setting chapter for setting pay upon termination of temporary promotion.)

7.10.6. Employees Permanently Transferring Within a Pay Pool or Between Lab Demos Pay Pools. If, prior to 1 October, the transferring employee has 90 days or more in the old job within that rating cycle, the losing supervisor is responsible for providing a closeout assessment to the employee's new supervisor using the same format as for an end-of-cycle assessment. If the employee has less than 90 days in the new job prior to 1 October, the closeout rating of the previous supervisor becomes the preliminary CCS assessment. If the employee has 90 days or more in the new job prior to 1 October, the gaining supervisor will complete the CCS assessment using the closeout assessment from the losing supervisor as input. Presumptive due to circumstance may also apply to employees who move to a new job with substantially different duties within 90 days of the end of the assessment cycle.

7.10.7. Employees Who Leave Lab Demo. Employees departing Lab Demo for other Federal positions between 1 October and the beginning of the first full pay period in

January will be included in the pay pool. However, they will not receive the incentive increase dollars computed under CCS.

7.11. CCS Grievance Procedures. An employee may grieve an assessment received under CCS. Supervisors are prohibited from discouraging or dissuading employees from filing a grievance or an appeal (either formal or informal). Supervisors are also forbidden to retaliate, redress, or seek retribution, in any form, against an employee who chooses to appeal or grieve. EMR specialist should assist management in preparing the final written grievance decisions.

7.11.1. Bargaining Unit Negotiated Agreement Procedures. Bargaining unit employees, whose negotiated grievance procedures cover performance rating grievances, must be processed in accordance with the negotiated procedures.

7.11.2. Non-Bargaining Unit AGS Procedures. Local administrative processes under the AGS will remain the same, except for areas that impact the Lab Demo assessment process.

7.11.3. Alternative Dispute Resolution (ADR). If the supervisor and employee agree to participate, the use of ADR, in the form of mediation, may be used to resolve a grievance. AFRL has identified specific, trained personnel to serve as mediators for CCS. If mediation is selected, the deciding MoM must convene prior to the mediation to discuss the contributions being assessed and to determine the appropriate deciding official who will represent the MoM and participate in the mediation. The selected deciding official has the full authority to render final decisions on behalf of the MoM.

7.11.4. Informal and Formal Process. The procedure outlined below should be followed for employees filing under the AGS. Applicable negotiated procedures must be followed for grievances filed by bargaining unit employees. If a resulting broadband level movement is other than mandatory, it must be approved by the PPM. If an OCS is ultimately changed, it may impact the employee's salary and broadband level.

7.11.4.1. Informal Grievances. Employees present informal grievance orally or in writing to their first level supervisor. The first-level supervisor must notify the servicing human resources specialist (employee relations) and the deciding official upon receipt of the grievance.

7.11.4.1.1. Determination Process. The first-level supervisor meets with the MoM that rendered the CCS score. The employee's grievance, as well as the input from the first-level supervisor is discussed and a decision is rendered. The deciding official for an informal CCS grievance is the chair of this MoM. The resulting MoM decision, which may include individual factor score changes, is submitted to the employee by the MoM chairperson. An employee may request the grievance be decided by the next level MoM.

7.11.4.1.2. Timeline. The grievance period begins at the time the employee is provided his/her final AFRL 280. The employee has 15

calendar days from the receipt of the final AFRL 280 to file a grievance. The deciding official must attempt to resolve the grievance and provide a written decision within 15 calendar days but no later than 30 calendar days. If the time limit cannot be met, the deciding official will inform the employee of such and identify when a decision will be provided.

7.11.4.2. Formal Grievances. Employees who do not want to file an informal grievance or who disagree with the informal grievance decision may submit a formal grievance. The individual receiving the formal grievance must notify the servicing human resources specialist (employee relations) and the deciding official upon receipt of the grievance. The deciding official for a formal CCS grievance must be the chair of the MoM one level above the MoM that rendered the CCS score or the informal grievance decision.

7.11.4.2.1. Determination Process. The first-level supervisor meets with the MoM that rendered the CCS score. A recommendation from this MoM is provided to the deciding official, who in turn, holds a MoM to decide upon the grievance. The formal decision is final with no opportunity for further review.

7.11.4.2.2. PPM Direct Reports. For PPM direct reports, AFRL/CA will render formal grievance decisions.

7.11.4.2.3. Timeline. Under AGS, employees have 15 calendar days from the receipt of the final AFRL 280 or receipt of the informal grievance decision to file a formal grievance. The deciding official shall thoroughly and fairly consider the formal grievance and issue a written decision as soon as possible but no later than 60 calendar days from the filing of the grievance. The deciding official may extend time frames when warranted by special circumstances (i.e., when those involved are geographically dispersed or when a third party fact-finder is used in the process). If extensions are used, a grievance decision must be issued no later than 90 calendar days from the filing. This time is increased to 120 calendar days from the filing if a third party fact-finder is utilized.

7.11.4.3. PPM Involvement. In the event the PPM is involved in determining the annual OCS of an individual, the deciding official for formal grievances is AFRL/CA. Under AGS, grievances that pertain to a broadband level movement only, the deciding official for informal grievance is the PPM and the deciding official for a formal grievance in this instance is AFRL/CA.

7.11.4.4. In the event the deciding official for an informal grievance is AFRL/CA, the formal grievance deciding official is AFRL/CC.

7.11.4.5. Documentation. Once a decision is rendered, a copy of the letter informing the employee of the decision, including appropriate signatures, will be

sent to the Lab Demo Project Office by the SPA. If the decision rendered requires changes to C²S², the Lab Demo Project Office will make appropriate changes to C²S² (i.e., score and salary) and will generate a new AFRL Form 280 and forward it to the submitting directorate. If required as a result of the decision, a copy of the newly generated AFRL Form 280, with appropriate signatures, an RPA worksheet (as applicable for the servicing civilian personnel office), and the grievance documentation checklist (refer to **Attachment 9**) will be forwarded by the directorate to the Lab Demo Project Office and the servicing civilian personnel office for appropriate changes to C²S² and DCPDS.

7.12. Pass and Fail Ratings. For all Demo employees, including broadband level IV employees, the pass and fail rating is derived by the OCS and uploaded to the personnel data system with an effective date of 1 January. If an employee is placed on a Contribution Improvement Plan (CIP), he/she is assigned an overall performance rating of “fail”. However, if a Memo for Record (MFR) is appropriate for an employee who is overcompensated, then the overall rating is “pass”. CIP and MFR information is covered in more detail in the handling inadequate contributions chapter.

7.13. Documenting Personnel Actions. The information in **Table 7.2.** will be used to document general adjustment and bonus personnel actions for Lab Demo, including nature of action and authority code. The remarks codes may be found in **Table 7.3.**

Table 7.2. Processing Instructions for Personnel Actions - General Adjustments and Bonuses.

Type Of Action	NOA Code	Nature Of Action	Authority Code
Change to higher/lower level under CCS	894	Gen Adjustment	Z2U/P.L. 103-337
CCS pay increase (without level adjustment)	894	Gen Adjustment	Z2U/P.L. 103-337
CCS bonus (only applicable at top of broadband level IV)	991	Air Force Demo Bonus	Z2U/P.L. 103-337

Table 7.3. Remarks Codes - General Adjustments and Bonuses.

Remarks Code	Remark
9A2	Salary in block 20 includes CCS total increase of \$_____ (amount of increase) and a locality adjustment (or other geographic adjustment) applicable in this area.
9A3	Change in broadband level as a result of salary migration to next higher level.
9A4	Change in broadband level as a result of salary migration to next lower level.

Chapter 8

HANDLING INADEQUATE CONTRIBUTIONS

8.1. Introduction. An objective of the CCS is to equitably compensate employees for their contribution to the laboratory mission. Employees who are contributing inadequately may be reassigned, may have their compensation and/or broadband level reduced, or may be removed from the Federal service based on a determination that their contribution to the laboratory is not at a level commensurate with their present level of compensation.

8.2. Identification. Management should discuss expectations and review contributions with employees throughout the year. Management should not wait until the end of the CCS assessment cycle to address an employee's inadequate contributions. If an employee's contribution deteriorates at any time during the year, the responsible group of supervisors (MoM) for the employee's pay pool may convene to review the employee contributions and circumstances to determine if immediate action is necessary. Action may include reassignment, mentoring, or placement on CIP or MFR. Taking immediate action may prevent the employee from plotting in the Automatic Attention Zone (AAZ) at the end of the assessment cycle.

8.2.1. AAZ. Supervisors should take action when an employee's contribution versus compensation plots above, or is expected to plot above, the upper rail of the SPL. Employees who plot above the upper rail at the end of the CCS assessment cycle are considered to be in the AAZ. For any employee in the AAZ, a CIP must be completed, unless there are circumstances that warrant a MFR, as provided for in paragraph 8.4. The decision to place an employee on a CIP or MFR will be made during the MoM and must be approved by the PPM. Other than at the end of the CCS assessment cycle, if management determines the employee would plot in the AAZ, a new score will not be assigned.

8.2.2. Pass and Fail Ratings. In addition to CCS scores, pass/fail ratings are maintained for Lab Demo employees in order to keep them competitive for merit promotion purposes. If an employee is placed on a CIP at the end of the CCS assessment cycle, he/she is assigned an overall performance rating of "fail". If a MFR is appropriate, the overall rating is "pass". To ensure employees are aware of this rating, it should be included in the CIP or MFR provided to the employee. For out-of-cycle CIPs, employees will not be assigned new pass/fail ratings.

8.3. CIP.

8.3.1. Documentation. Placing an employee on a CIP is a formal action that requires the supervisor to inform the employee, in writing, of his/her failure to contribute at an adequate level. It is important for management to be able to identify how the employee's assessment score will increase based upon the successful completion of the CIP. In order to prepare a timely, accurate, and meaningful CIP, the supervisor must immediately contact the servicing civilian personnel office for guidance and assistance. The first-level supervisor prepares the CIP and coordinates it with the next higher-level supervisor. CIPs are approved by the pay pool manager. The directorate SPA should also be kept apprised of

the situation. If the CIP is initiated in conjunction with the end of the CCS cycle, it is provided to the employee at the time of the employee compensation feedback session. A copy is retained with the employee's AF Form 971 and a copy is provided to the servicing civilian personnel office. The following information should be included in the CIP.

8.3.1.1. Failure to Adequately Contribute. Identify the specific areas where the employee has failed to contribute at an adequate level using the AFRL Form 280, Part II, and the AFRL Form 279, etc. Identify specific expectations and examples of how the employee is not meeting those expectations (e.g., suspenses not met, unfinished projects, etc.).

8.3.1.2. Required Improvement. Specifically identify what the employee must do to demonstrate a level of contribution that is commensurate with the employee's level of compensation (e.g., meet suspenses, finish projects, etc.).

8.3.1.3. Assistance Offered. Identify the assistance the supervisor will provide to the employee, to include established mechanism for feedback on employee progression against the CIP. Assistance may cover a wide range of options including, but not limited to, a timeline for accomplishment of identified contributions, on-the-job or formal training, mentoring, counseling, and/or self-study.

8.3.1.4. Consequences of Failure. Relate the consequences of failure to achieve the necessary level of contribution, i.e., reassignment, reduction in pay and/or band, or removal.

8.3.1.5. Fail Rating. If this action is taking place at the end of the assessment cycle, the CIP should also state that the employee's performance appraisal overall performance rating is "fail."

8.3.1.6. Improvement Period. Provide the employee a minimum of 60 calendar days to demonstrate an increased level of contribution. The initial CIP should not be established for more than 120 days.

8.3.2. End of CIP. Management must provide the full period of time offered the employee to improve his/her level of contribution. At the end of the employee's CIP, the appropriate level MoM will reconvene to determine if an appropriate level of contribution has been attained. Outside of the CCS process, a new score will not be assigned, only a determination is made as to whether the employee has successfully completed the CIP.

8.3.2.1. Appropriate Contribution. If the employee's contribution reaches an appropriate level at the end of the improvement period of a CIP, a memo will be prepared, within 30 days, informing the employee that he/she has satisfactorily completed the requirements specified in the CIP and that no further action will be taken at this time. The memo will inform the employee that if the current level of contribution is maintained through the duration of the current assessment cycle,

he/she should not be in the AAZ after the next CCS assessment. The memo will also inform the employee that if his/her level of contribution deteriorates into the AAZ in any of the factors within two years from the beginning of the improvement period, action may be taken to either reassign the employee, issue a proposal to reduce pay (and broadband, if applicable), or remove from Federal service. There is no requirement to provide another CIP to the employee at that time. Therefore, these actions may be initiated immediately. The employee will not receive a new CCS assessment score until the next rating cycle.

8.3.2.2. Failure to Contribute at an Adequate Level. Within 30 days after completion of the designated improvement period, the first-level supervisor must initiate action if the employee has not reached an appropriate level of contribution. The action may be a non-adverse action, such as a reassignment to a position where the employee may be better able to contribute to the mission; or an adverse action, such as issue a proposal to reduce the employee's pay (and broadband, if applicable) or remove the employee from Federal service.

8.3.2.2.1. Reassignment. If the employee is reassigned, the first-level supervisor must inform the employee of his/her contribution status and of the decision to reassign.

8.3.2.2.2. Pay Reduction or Removal. It is important to understand that if either a pay reduction or removal is considered appropriate, it is initiated as a proposed action and not a final decision. The first-level supervisor consults with their Employee Relations Specialist and prepares and issues a proposal letter to reduce the employee's pay or remove the employee from Federal service. This letter will specify the instances where the employee has failed to contribute at an adequate level on which the action is based and inform the employee of his/her rights. Although Lab Demo provides a simpler process for taking the actions described herein, it does not affect employees' due process rights under 5 U.S.C. 75 to challenge actions that involuntarily reduce their pay or remove them from Federal service. These rights include an advance 30-day notice (which may be extended for a period not to exceed an additional 30 days); specific instances of failures to contribute at an adequate level by the employee on which the action is based; a reasonable time to reply to a proposed action orally, in writing, or both; the right to representation of the employee's choice; and the right to review all documentation supporting the proposed action. Until these rights have been offered and a reasonable time provided to execute them, a final decision may not be issued. The governing labor agreements for bargaining unit employees and the servicing human resources specialist (employee relations) should be consulted at all stages of the process. A higher-level supervisor prepares and issues a decision letter if a pay reduction or removal from Federal service is still considered appropriate after the employee's reply has been considered. The letter will inform the employee of any applicable appeal

or grievance rights as specified in governing administrative and negotiated grievance procedures, and any other complaint process. A decision to reduce pay or remove an employee for failure to contribute may be based only on those instances of inadequate levels of contribution that occurred during the two-year period ending on the date of issuance of the proposed action. Supervisors are responsible for documenting and defending the conclusions that the employee's level of contribution is inadequate and will preserve all supporting documentation and make it available for review by the affected employee or designated representative. At a minimum, the supervisor's records will consist of a copy of the notice of proposed action; any written answer of the employee or a summary thereof, if the employee makes an oral reply; and the written notice of decision and the reasons, along with any supporting material, including documentation regarding the opportunity afforded the employee to demonstrate increased levels of contribution.

8.3.2.3. Extension of CIP. If there are extenuating circumstances or the employee has shown progress but the level of contribution is not yet appropriate after the designated improvement period, a memo may be initiated to extend the improvement period. However, the CIP cannot be extended into the next CCS cycle.

Table 8.1. Processing Instructions for Personnel Actions - Handling Inadequate Contributions.

Type Of Action	NOA Code	Nature Of Action	Authority
Reduction in band only	894	Gen Adjustment	Z2U/P.L. 103-337
Reduction in pay only	897	Pay Reduction	Z2U/P.L. 103-337
Reduction in band and pay	894	Gen Adjustment	Z2U/P.L. 103-337
Reassignment	721	Reassignment	Standard Auth
Removal:			
1) Under CCS	330	Removal	Z2U/P.L. 103-337
2) Other	330	Removal	Standard Auth

Table 8.2. Remarks Codes - Handling Inadequate Contributions.

Remarks Code	Remark
9A5	In accordance with regulations governing pay administration for your pay plan, the amount in block 20 reflects a voluntary decrease in total salary of \$_____, per your request dated _____.
9A6	Block 18 has been reduced to the next lower broadband level due to this voluntary reduction in salary.

8.4. MFR. In extenuating circumstances that are temporary in nature, a MFR may be issued to an employee placed in the AAZ, such as if an employee is placed only slightly above the upper rail and the withholding of “G” will align the employee within the rails. The MFR serves as notification to the employee that he/she has failed to contribute at a level commensurate with his/her basic salary. The length and complexity of the MFR will depend upon the uniqueness of the situation. The MFR will state that a CIP will be initiated if the level of contribution by the employee should continue to not be commensurate with his/her compensation. The use of a MFR requires PPM approval. The MFR is provided to the employee. A copy is retained with the employee’s AF Form 971 and a copy is provided to the servicing civilian personnel office and the next higher-level supervisor.

8.5. Contribution Regression. If an employee’s contribution increases to a higher level and is again determined to deteriorate in any area within 2 years from the beginning of the improvement period, management may initiate reduction in pay or removal with no additional opportunity to improve. If an employee has contributed appropriately for 2 years from the beginning of an improvement period and the employee’s overall contribution once again declines, management must afford the employee an additional opportunity to demonstrate increased contribution prior to initiating adverse action procedures.

8.6. Pay Raise Declination and Voluntary Pay Reduction. An employee may decline a pay raise or request a voluntary reduction in pay. Although the rationale behind such a voluntary request varies, under CCS a voluntary request for a pay reduction or voluntary declination of a pay raise would effectively put an overcompensated employee’s pay closer to the SPL. Since an objective of CCS is to properly compensate employees for their contributions, the granting of such requests is consistent with this goal. However, under normal circumstances, all employees should be encouraged to advance their career through increasing contribution. Employees and management must be aware that a reduction in pay may result in a reduced broadband level. In order to be considered, employees must submit a request for voluntary pay reduction or pay raise declination during the 30-day period following the annual payout or 30 days following a CCS grievance decision and show reasons for the request. Management must consider and fully document all requests and provide reasons for approval or denial of such requests. Consideration should be given to the employee’s reason for the request, the amount of pay reduction requested, the employee’s CCS rating, mission requirements, and any other extenuating circumstances. The PPM must approve all requests. Since approval of such requests will place the employee closer to the SPL, a CIP may not be necessary or an existing CIP may need to be modified to a lower level of contribution requirements. This is one of the few instances when a CIP may be

terminated earlier than the improvement period provided. Consequently, management must determine whether an existing CIP is still appropriate, a new CIP should be prepared, or the current CIP should be terminated. If the CIP is terminated, management must document in a memo the new contribution requirements expected, and advise the employee that a new CIP may be initiated if contribution once again deteriorates to an inadequate level. Refer to **Table 8.1** and **Table 8.2**. For voluntary pay reduction, use Remark Code 9A5 (Remark is: In accordance with regulations governing pay administration for your pay plan, the amount in Block 20 reflects a voluntary decrease in total salary of \$_____, per your request dated_____).

Chapter 9

LABORATORY ORGANIZATIONAL STRUCTURE AND UNIT MANPOWER DOCUMENT (UMD)

9.1. Introduction. AFMC Manpower, Personnel, Services (HQ AFMC/A1), delegated approval authority for organizational changes to the laboratory structure at the three-letter level and below to AFRL/CA, when the laboratory was established in 1997. We also have an authority for “zero balance” changes that has been delegated to AFRL.

9.2. Organizational Changes. TD/711 HPW and AFRL staff directors will submit draft AFRL organizational structure changes to AFRL/DP (see AFRLI 38-101, *Organization Change Request Policy*, for guidance in preparing an Organization Change Request [OCR]). Questions or concerns should be addressed to AFRL/DP prior to final submission of OCR. C²S² is updated based on approved OCR packages.

Chapter 10

VOLUNTARY EMERITUS CORPS

10.1. Introduction. The AFRL Commander/Executive Director and technology directors/pay pool managers have the authority to offer retired or separated Federal Service employees or military members' voluntary assignments in the laboratory. This authority may be delegated no further than the division level or equivalent. The Voluntary Emeritus Corps (VEC) ensures continued quality research, mentoring, on-the-job training, support, and program management while reducing the overall basic pay line by allowing experienced employees an opportunity to retain a presence in the laboratory community. VEC assignments are not considered employment by the Federal government (except for purposes of on-the-job injury compensation). Thus, such assignments do not affect an employee's entitlement to buyouts or severance payments based on an earlier separation from Federal service.

10.2. Procedures.

10.2.1. Application. Everyone who applies is not automatically entitled to a voluntary assignment. To be considered for the VEC, the applicant must sign and submit an AFRL Form 28, *Volunteer Emeritus Corps Application and Agreement*, a resume, and a statement of expected mission contribution to the applicable directorate. The applicable supervisor with oversight responsibility reviews the volunteer's resume and AFRL Form 28, and either concurs or non-concurs. If the supervisor concurs, he/she creates a description of duties and forwards along with the resume and the AFRL Form 28 to the appropriate approval authority. The approval authority concurs or non-concurs on the AFRL Form 28 and returns the package, with signatures, to the supervisor/SPA office, as described below.

10.2.2. Documentation. The approval authority must clearly document the decision process for each applicant (whether accepted or rejected).

10.2.2.1. Concur. If the approval authority concurs, the SPA office forwards the package to the directorate security manager, the installation Judge Advocate General, and the servicing civilian personnel office for signature on the AFRL Form 28. When the AFRL Form 28 is finalized, the volunteer will be advised of the decision by the supervisor. The volunteer may not begin voluntary service until the AFRL Form 28 is finalized with all required signatures.

10.2.2.2. Non-Concur. If the approval authority does not concur, a statement of non-concurrence must be prepared and addressed to the supervisor. The VEC applicant is advised of the decision by the supervisor. Documentation of rejections will be maintained according to applicable records management requirements.

10.2.3. Limitations. Volunteers are not permitted to monitor contracts on behalf of the government or to participate on any contracts or solicitations where a conflict of interest exists.

10.2.4. Extensions. There is no time limitation for the voluntary assignment. However, a new package must be initiated and approved if the volunteer and management wish to extend past the initial volunteer service end date.

10.2.5. Termination. It is highly recommended that at least 10 working days written notice be given if the supervisor or the volunteer wishes to terminate the agreement. Upon termination, management will notify the directorate Security office. The security office will ensure that the volunteer is provided with a security debrief and the volunteer's security clearance is terminated, if appropriate.

Chapter 11

PERSONNEL DEVELOPMENT AND RECOGNITION

11.1. Introduction. To increase employee morale and motivation, AFRL strives to provide career development opportunities and recognize high contributors. Use of the AFRL Expanded Developmental Opportunities Program (DOP) enhances the quality of our workforce by affording unique training and work experiences for S&Es (DR pay plans) and Scientific and Professionals (ST pay plan). The delegated award authority assists managers in maximizing the flexibilities of an awards program tailored to the AFRL culture and mission.

11.2. Expanded Developmental Opportunities Program. The AFRL Expanded Developmental Opportunities Program is available for both S&E and ST employees in the laboratory. This program provides opportunities for personnel to acquire knowledge and expertise that cannot be acquired in the standard working environment. These activities enhance the employee's contribution upon his or her return to the organization. This authority is similar to the sabbatical program available to members of the Senior Executive Service (SES). TD/711 HPW directors/PPMs have authority to approve assignments under this program. This authority may be exercised one management level below the TD/711 HPW director/PPM. Each developmental opportunity must benefit both the laboratory and the individual employee. This authority meets the definition of training (as defined in Title 5, Part III, subpart C, Chapter 41, Section 4101), to allow for TDY in excess of 180 days. Follow AFRL policy for extended TDY (180 days or more), if required.

11.2.1. Utilization. The spectrum of available activities under this program is limited only by the constraint that potential contribution to the organization's mission exists. The program can be used for training opportunities, such as, training with industry or on-the-job work experience with public, private, or nonprofit organizations. It may enable an employee to spend time in an academic environment such as advanced academic teaching or research. An individual may also take advantage of this program to devote full-time effort to writing technical papers, articles, books, etc. However the time is spent, the objective of this program is to provide renewed vivacity and motivational change of pace.

11.2.2. Continuing Service Agreement (CSA). The employee will be required to sign a CSA, committing to serve at least 3 times the length of the developmental assignment (**Attachment 10**). In the event the employee fails to fulfill the CSA (except for good and sufficient reason as determined by the directorate), the employee shall be liable to the AF for payment of all expenses (including compensation). The amount shall be treated as a debt due the AF.

11.2.3. Documentation. Documentation for approved packages will be maintained according to applicable records management requirements. Documentation will also be maintained for DOP requests that are not approved. Requests will contain the following information.

11.2.3.1 Name and organization.

11.2.3.2. Proposed location of the developmental opportunity, including any arrangements per a memorandum of agreement (for example, office space, equipment provisions, etc).

11.2.3.3. Proposed estimated time period and costs for salary, tuition, per diem, travel, etc.

11.2.3.4. Purpose and objectives of the developmental opportunity.

11.2.3.5. Narrative description of the study plan or developmental opportunity.

11.2.3.6. Expected contribution to the employee's professional development and to the mission of the laboratory.

11.2.3.7. Reasonableness as to the employee's ability to achieve the objectives.

11.2.3.8. A signed CSA, committing to serve at least three times the length of the developmental assignment upon completion of the program.

11.2.3.9. A report will be required from each employee at the end of the DOP documenting lessons learned, success of the DOP, and the benefit(s) to the mission of the organization.

11.2.4. Depending on the opportunity, a legal review may be appropriate.

11.3. Expanded Civilian Recognition Awards. Awards and recognition program are governed by AFPD 36-28, *Awards and Decorations Programs*, AFI 36-1004, *The Air Force Civilian Recognition Program*, AFRLI 36-1004, *AFRL-Wide Civilian Quarterly Awards* and AFRLI 36-2804, *Annual Awards Program*. AFRL/CC has been delegated the authority by the AF to develop an awards program commensurate with the goals and objectives of the laboratory mission, along with all award approval authority previously vested in the installation commander (i.e., up to \$10,000). The AFRL Executive Director or TD/711 HPW determines the amount of the awards pool within directorate budget limitations. Sufficient money will be allocated for monetary awards that truly motivate and allow for timely recognition of significant accomplishments throughout the year.

Table 11.1. Award Approval Levels.

Award Amount	Award Approval Levels
\$25 - \$2,000	Division or higher
\$2,001 - \$7,600	Director or higher
\$7,601 - \$10,000	Lab Commander
Over \$10,000	Air Staff

Chapter 12

REDUCTION IN FORCE

12.1. Introduction. Lab Demo will follow the Reduction in Force (RIF) procedures set forth in the CFR, Part 351, except as provided below. Once a determination has been made that workload changes have occurred or previous reorganizations have created a surplus of employees within Lab Demo, AFRL management (in consultation with the servicing civilian personnel office) is responsible for all decisions concerning what positions are to be abolished, whether a RIF is necessary, and when it is to take place. In accordance with DoD policy, the servicing civilian personnel office may offer Voluntary Early Retirement Authority and Voluntary Separation Incentive Program (VERA/VSIP) prior to a RIF in order to reduce the number of involuntary separations. When a RIF is necessary, it is the responsibility of AFRL to inform employees and management as soon as possible of plans or requirements for the reduction. The servicing civilian personnel office and SPA will be responsible to explain the regulations governing RIF and provide assistance for affected employees.

12.2. Competitive Areas. The competitive area may be determined by career paths (pay plans), lines of business, product lines, organizational units, funding lines, occupational series, functional area, TD/711 HPW, and/or geographical location, or a combination of these elements, and must include all demonstration project employees within the defined competitive area.

12.3. RIF Retention Registers. Retention standing is based on tenure, veterans' preference, overall CCS score, and length of service. Probationary and trial period employees are in tenure group 1 for RIF purposes. Statutes and regulations covering veterans' preference will be observed for all hiring authorities. An employee who is serving on a detail or temporary promotion will compete for RIF from the permanent position of record.

12.3.1. Contribution Credit. After completion of the first rating cycle, employees are provided credit for contribution based on their actual OCS. After completion of the second rating cycle, employees are provided contribution credit based on the average of their last two contribution scores. After completion of the third rating cycle, employees are provided contribution credit based on the average of their last three contribution scores. The expected CCS score is used for employees who have not yet received a CCS assessment. To be creditable for purposes of RIF, an assessment must have been issued to the employee, with all appropriate review and signatures, and must be on record (i.e., the assessment is available for use by the office responsible for establishing retention registers). To provide adequate time to determine employee retention standing, AFRL, in consultation with the servicing civilian personnel office, will establish a cutoff date, a minimum of 30 calendar days prior to the establishment of the RIF retention registers, after which no new CCS assessments will be used for purposes of RIF.

12.3.2. Length of Service Credit. There are no additional years of service added to service computation dates based on contribution scores.

12.4. Displacement. The RIF system has a single round of competition to replace the current two-round process. Once the position to be abolished has been identified, the incumbent of that position may displace another employee when the incumbent has a higher retention standing and is fully qualified for the position occupied by the employee with a lower standing. The “undue disruption” standard currently outlined in CFR 351 serves as the criteria to determine if an employee is fully qualified.

12.4.1. Limitations. Displacement is limited to the employee’s current broadband level and one broadband level below the employee’s present level within the career path. Broadband level I employees can displace within their current broadband level. A preference eligible employee with a compensable service connected disability of 30 percent or more may displace up to two broadband levels below the employee’s present level within the career path. A broadband level I preference eligible employee (with a compensable service connected disability of 30 percent or more) can displace within their current broadband. The displaced individual may similarly displace another employee. If/when there is no position in which an employee can be placed by this process or assigned to a vacant position, that employee will be separated.

12.4.2. Employees in the AAZ. An employee whose current overall CCS scores places him/her in the area above the upper rail (AAZ), may only displace an employee in the same zone during that same period. An employee who has received a written decision of a reduction in broadband level under the contribution based reduction in pay or removal procedures adopted for Lab Demo will compete in RIF from the position to which the employee will be or has been demoted. An employee who has received a written decision of removal will be listed apart from the retention register.

12.5. Notifications. RIF notices must be issued in writing and provide employees with a minimum of 120 calendar days notice prior to the proposed RIF effective date if 50 or more employees will be separated by RIF. If less than 50 employees will be separated by RIF, a minimum 60 calendar days notice will be required. Employees are entitled to a second written notice of at least the same amount of days as the first notice if the agency decides to take an action more severe than first specified.

12.6. Documentation. The appropriate supervisor or manager will be responsible for working with the SPA to submit an RPA for each position identified to be cancelled. In addition, information concerning the reason for the RIF must accompany the signed RPA submitted to the servicing civilian personnel office for processing. (Refer to **Table 12.1.** and **12.2.** for processing instructions.)

Table 12.1. Processing Instructions for Personnel Actions - RIF.

Type of Action	NOA Code	Nature of Action	Authority Code
Placement in lower broadband level	713	Change to lower grade	Standard Auth
Placement at same broadband level	721	Reassignment	Standard Auth
RIF	356	Separation-RIF	Standard Auth

Table 12.2. Remarks Codes - RIF.

Situation	Remarks Code	Remark
If employee is downgraded due to RIF	Local	The pay plan (DR, DO, DU, DX) and broadband level (I, II, III, IV) of the position from which reduced is equivalent to GS-(grade)
If employee is separated due to RIF	Local	The pay plan (DR, DO, DU, DX) and broadband level (I, II, III, IV) of the position from which separated is equivalent to GS-(grade)
If employee is placed on lower level position due to RIF or priority placement rights	Local	Grade and pay retention entitlements do not apply to the laboratory personnel demonstration project. However, employees placed on lower level positions as a result of RIF or the DoD Priority Placement Program (PPP) are entitled to maintain their existing rate of basic pay.

12.7. Pay-Setting Provisions. The provisions of 5 CFR Part 536 (pay and grade retention) have been waived for Lab Demo, to include internal priority placement entitlements associated with pay and grade retention. However, Lab Demo employees moved to a lower broadband level through RIF procedures will have their pay set at their existing rate of pay, regardless of the broadband level assigned. Future compensation adjustments will be based upon the CCS assessment process and will be adjusted accordingly.

12.8. DoD PPP Entitlements. Employees scheduled for separation or reduction in broadband level due to RIF will be registered in the PPP Program A during the notice period. Upon separation, those employees will continue to be registered in Program A for 1 year after the date of separation. Because employees are registered in PPP using the GS grade-level equivalent and may be considered for placement in other agencies, a determination must be made as to their GS registration entitlements. Employees will be registered in PPP in the appropriate GS grade for the broadband level they are leaving. See paragraph **3.10.** for grade equivalencies.

WILLIAM N. MCCASLAND
Major General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES, FORMS, AND SUPPORTING INFORMATION***References*

- AFPD 36-1, *General Civilian Personnel Provisions and Authorities*, 7 March 1995
- AFPD 36-4, *Air Force Civilian Training, Education, and Development*, 12 February 2004
- AFPD 36-28, *Awards and Decorations Programs*, 1 August 1997
- AFI 36-507, *Mobilization of the Civilian Work Force*, 21 July 1994
- AFI 36-1004, *The Air Force Civilian Recognition Program*, 3 December 2009
- AFI 36-1203, *Administrative Grievance System*, 1 May 1996
- AFMAN 36-203, *Staffing Civilian Positions*, 12 December 2002
- AFMAN 37-123, *Management of Records*, 31 August 1994
- AFRLI 36-106, *Recruitment, Relocation, and Retention (RRR) Incentives*, 21 November 2008
- AFRLI 36-1004, *AFRL-Wide Civilian Quarterly Awards*, 14 September 2007
- AFRLI 36-2804, *Annual Awards Program*, 21 July 2009
- AFRLI 38-101, *Organization Change Request Policy*, 13 January 2010
- 5 Code of Federal Regulations (CFR) Part 351, *Reduction in Force*, 1 January 2011
- 5 CFR Part 432, *Performance Based Reduction in Grade and Removal Actions*, 1 January 2011
- 5 CFR Part 536, *Grade and Pay Retention*, 1 January 2011
- 5 CFR 771, *Agency Administrative Grievance System (AGS)*, 1 January 2011
- 29 CFR Part 1614, *Agency Program to Promote Equal Employment Opportunity*, 1 July 2011
- Federal Register Notice, Vol. 75, No. 167, dated August 30, 2010, *Science and Technology Reinvention Laboratory Personnel Management Demonstration Project, Department of the Air Force, Air Force Research Laboratory (AFRL)*, 1 July 2011
- Office of Personnel Management (OPM), *Introduction to the Classification Standards*, August, 2009

OPM, *Qualifications Standards Handbook for General Schedule Positions*, June 1998

Public Law 103-337, *National Defense Authorization Act for Fiscal Year 1995*, 5 October 1994

Sections 5753 and 5754 of Title 5, United States Code, 30 Oct 2004

Prescribed Forms

AFRL Form 28, *Volunteer Emeritus Corps Application*, September 2011

AFRL Form 278, *Statement of Duties and Experience*, September 2011

AFRL Form 279, *Contribution-based Compensation System (CCS) Feedback*, September 2011

AFRL Form 280, *Annual Contribution Evaluation Form*, September 2011

Adopted Forms

AF Form 860A, *Civilian Rating of Record*, 1 July 1999

AF Form 971, *Supervisor's Employee Brief*, 1 October 1986

SF 50, *Notification of Personnel Action (NPA)*, 1 July 1993

SF 52, *Request for Personnel Action (RPA)*, 1 July 1993

OGE 450, *Confidential Financial Disclosure Report*, June 2008

Abbreviations and Acronyms

Terms

Alpha - The total number of pay pool dollars available divided by the total number of dollars required to bring all employees up to the SPL. Indicates the proportion of each employee's positive Delta Y that can be bought back during the current cycle with available pay pool funds.

Alpha Delta Y - The name of the standard algorithm in C^2S^2 that converts OCS into pay adjustments. Derived from the fact that employees' positive Delta Y (dollars below the SPL) is multiplied by the pay pool's Alpha to compute their pay adjustment.

Automatic Attention Zone (AAZ) - The area above the upper rail of the SPL.

Band IV Bonus - When a Band IV employee's OCS indicates that he/she should receive a base pay increase that would place him/her over the GS-15/step 10 pay cap; he/she may receive the difference as a one-time lump-sum bonus payment.

Bargaining Unit - A group of employees recognized by the employer or group of employers, or designated by the Federal Labor Relations Authority as appropriate to be represented by a labor organization for purposes of collective bargaining. In the Federal sector, employees do not have to be dues paying members of a union in order to be represented by the union.

Broadband - The pay range for a position. The broadbands were initially derived by combining GS grades (see table below).

Broadband	DR	DO	DX	DU
I	7-11	7-11	1-4	1-4
II	12-13	12-13	5-7	5-6
III	14	14	8-10	7-8
IV	15	15	11-12	9-10

C²S² - Contribution-based Compensation System Software. The suite of software tools used to support and implement CCS, consisting of a web-based Oracle database, on-line Oracle applications for interacting with the database, and Excel applications (spreadsheets) for working off-line.

Career Appointment - Appointment to a permanent position in Lab Demo.

Career Path - There are four pay plans in Lab Demo, identified as career paths as follows: S&E (pay plan DR), Business Management and Professional (pay plan DO), Technician (pay plan DX), and Mission Support (pay plan DU). In Lab Demo, these pay plans replace GS/GM.

CCS Dead Zone - The period of time from 1 October each year until the start of the first pay period in the next calendar year. Gains, losses, promotions, and demotions occurring during this period require special handling in CCS.

CCS Factors - The following are the factors on which each employee's contribution to the laboratory's mission is assessed.

Problem Solving
 Communication
 Business Management (DO, DU, DX) / Technology Management (DR)
 Teamwork and Leadership

CCS Process Coordinator (CPC) - A designated individual in each pay pool responsible for advising and assisting the PPM, division chiefs, and first-level supervisors on the CCS process.

Change to Lower Grade - The change of an employee to a position with a lower broadband level. CCS-driven movement to a lower broadband is not considered a change to lower grade and is processed as a pay adjustment action.

Compensation - In the context of CCS, compensation only refers to basic pay and Band IV bonuses. Other forms of compensation, such as locality pay and awards, are not affected by CCS.

Contribution-based Compensation System (CCS) - Along with broadbanding, CCS is the centerpiece of AFRL's Lab Demo. It is an innovative system that measures each employee's overall contribution to the Lab's mission as the average of factor scores, and then determines the value of that overall contribution (i.e., the appropriate annual base pay for that level of contribution) from a SPL. Each employee's base pay is then adjusted toward the appropriate level each year, with the amount of adjustment determined by funding available in the pay pool.

Decimal Scores - Numeric scores ranging from 0.75 to 4.9 (with 0.0 and 5.9 available for exceptions) assigned to each employee's contribution on each of the factors. Decimal scores are assigned during the first-level MoM.

Delta OCS - The difference between an employees' actual OCS and their expected OCS, based on their current basic pay and the SPL.

Delta Y - The difference between an employee's existing basic pay and the basic pay that would place the employee on the SPL based on his/her new OCS.

Detail - The temporary assignment of an employee to a different position or different duties for a specified limited period of time, with the employee returning to his/her normal duties at the end of the assignment.

Discretionary "I" - A portion of the pay pool dollars set aside by the PPM for discretionary allocation. This money is not allocated via the algorithm in C²S².

DO - The pay plan designator for AFRL Lab Demo Business Management and Professional employees.

DR - The pay plan designator for AFRL Lab Demo Scientist and Engineer employees.

DU - The pay plan designator for AFRL Lab Demo Mission Support employees.

DX - The pay plan designator for AFRL Lab Demo Technician employees.

Employee Self-Assessments/Write-Ups - Written narratives describing an employee's contributions (typically, activities and his/her impacts) on each of the factors. Employees generally start the CCS assessment process by describing their own contributions. The employee's self-assessment is used by the first-level supervisor as a basis for the final written assessment.

Equitably Compensated - Placement on or above the lower rail and on or below the upper rail ("between the rails"), based on CCS scores.

Expected OCS - The OCS corresponding to an employee's basic pay. This is the level of contribution expected of the employee, given his/her pay.

General Cost of Labor (G) Increase - The government-wide annual civil service pay adjustment given to Federal agencies by congress and the administration each year to maintain competitive salaries with the private sector. The increase is split each year between basic pay and locality pay. The basic pay increase is automatically given to all Lab Demo employees who are on or below the upper rail. According to the Lab Demo Federal Register Notice, employees above the upper rail may receive all or part of the increase; however, current AFRL policy does not allow any “G” for employees in the AAZ. All employees automatically receive the government-wide increases in locality pay, depending on the area in which they live.

Inadequate Contribution - Placement in the AAZ (also known as being “above the upper rail”).

Incentive (I) Increase - The amount of money set aside by each pay pool for contribution-based pay increases, expressed as a percentage of the sum of annual basic pay rates for all Lab Demo employees in the pay pool as of 30 September each year. This pot of money replaces annual WGI, quality step increases, and promotions that would have occurred under the GS pay system. The AFRL Corporate Board sets the annual “I” percentage.

Job Category - All AFRL Lab Demo S&E employees are categorized into one of the following job categories.

- Supervisor or Manager
- Plans and Programs S&E
- Program Manager
- Support S&E
- Bench Level S&E
- Consultant

Meeting of Managers (MoM) - There are typically two levels of managers meetings in each pay pool, one exception would include branches with sections. Second-level supervisors (normally division chiefs) with all of their subordinate supervisors (normally branch chiefs) chair the first-level meetings. The purpose is to review the narrative comments and preliminary category scores for all non-supervisory employees in the division and to assign final decimal scores. This process is called “normalization” since it attempts to level the rating standards across supervisors. The second-level meeting is chaired by the PPM with his/her division chiefs in attendance. The purpose of this meeting is to review the narrative comments and preliminary category scores for all first-level supervisors in the pay pool and to assign final decimal scores. Final decimal scores for employees who report directly to the PPM (e.g., division chiefs) are entered directly by the PPM and are not reviewed at a managers meeting. Compensation adjustments may be discussed at the PPM MoM.

Mid-Cycle Feedback - Feedback on contribution during the first half of the rating cycle provided by first-level supervisors to all employees. This is typically done in April/May. This is not the same as the end-of-cycle feedback.

Notice of Personnel Action (NPA) - The NPA, or Standard Form 50, is completed by the civilian personnel office and is used to notify the employee and Payroll office of personnel actions processed, and to record the action in the employee's OPF.

Overall Contribution Score (OCS) - The average of an employee's factor scores.

Pay Out Algorithm - There are currently two algorithms typically used by PPMs. They are Alpha Delta Y and the Two-Step.

Pay Pool - A group of employees whose salaries are pooled for the purpose of determining contribution-based pay increases. Within AFRL, pay pools are established along organizational or functional lines with one for each TD/711 HPW, plus one for AFOSR, one for the 711th, and one for the HQs, which includes PK.

Pay Pool Manager (PPM) - An individual officially designated to manage the CCS process in a pay pool. Within AFRL, all PPMs are either senior military officers or senior executive service and are not included in Lab Demo.

Personnel Action - The process necessary to appoint, separate, or make other personnel changes. A personnel action is effected on a NPA, which replaced the SF 50.

Preference Eligible - Veterans, spouses, widows, or mothers who meet the definition of preference eligible in 5 USC 2108. Preference eligibles are entitled to have 5 or 10 points added to their earned score on a civil service examination. They are also accorded a higher retention standing in the event of a RIF. Preference does not apply, however, to in-service placement actions such as promotion.

Preliminary Assessments/Scores - Score ranges assigned to each factor by first-level supervisors. Rather than assigning an exact decimal score, first-level supervisors indicate a range of scores they think the employee's contribution plots within. These scores are refined into decimal scores in the MoM.

Presumptive Due to Circumstance - Employees who have been away from their normal duties for extended periods during the rating cycle (LTFT, active military duty, extended sick leave, LWOP, etc.), and are considered presumptive due to circumstance, do not receive factor scores or narrative comments. Instead, the employee's previous OCS can be recertified or the employee may be given the OCS corresponding to the intersection of the employee's pay and the SPL. Typically, if an employee is on the job for 90 days or more, they employee should be assessed. In all circumstances, if an employee is on the job for 6 months or more, they will be assessed.

Presumptive Due to Time - An employee who has been in Lab Demo for less than 90 days as of 30 September is presumed to be contributing at the appropriate level for his/her basic pay (i.e., at the intersection of the his/her pay and the SPL). These employees do not receive factor scores or narrative comments. They receive "G" and may receive discretionary "I."

Promotion - The term promotion is reserved for competitive placement of a qualified employee into a vacant position of a higher broadband.

Note: Seamless movement through the broadband levels within the same career path is determined through contribution and salary level. Resulting changes in broadband levels require re-accomplishment of an SDE to document the change in title and level, and are processed at the same time the CCS payout is processed. Such movement through the broadband levels is not considered a competitive promotion action.

Reassignment - The change of a qualified employee from one position to another without promotion or demotion.

Recruitment Incentive - A one-time payment to an employee who is newly appointed to a hard-to-fill position.

Reinstatement - Noncompetitive reemployment of a person formerly employed in the competitive service that had competitive status or was serving probation when separated. There is no time limit on the reinstatement eligibility of a preference eligible (veterans, spouses, widows, or mothers who meet the definition of preference eligible) or a person who completed the service requirement for career tenure. Non-preference eligible's that have not completed the service requirement for career tenure may be reinstated only within 3 years following the date of separation.

Relocation Incentive - A one-time payment to a current employee who relocates to take a hard-to-fill position.

Request for Personnel Action (RPA) - The RPA, or Standard Form 52, is used by operating officials or supervisors to request personnel actions.

Retention Incentive - The annual total dollar amount paid to an essential employee with unusually high qualifications or special skills in those cases where the agency determines that the employee would be likely to leave Federal employment if no allowance were paid.

Standard Pay Line (SPL) - The line that relates basic pay to contribution each year. Each career path has its own SPL. Further information and SPL equations can be found in the Federal Register Notice. SPLs are inflated each year by "G".

Statement of Duties and Experience (SDE) - A document establishing the duties, responsibilities, and experience required for an AFRL position. It replaces the Position Description.

Two-Step Algorithm - An alternative to the standard Alpha Delta Y algorithm in C²S². The Two-Step Algorithm is only available in an off-line compensation spreadsheet. It first moves all employees who are below the lower rail up to the lower rail. It then uses the Alpha Delta Y algorithm to allocate any remaining funds. This algorithm is primarily intended for pay pools that have had a large number of employees below the lower rail. It directs more money to these individuals to move them between the rails more quickly.

Attachment 2

SENIOR PERSONNEL ADVISOR (SPA) LAB DEMO RESPONSIBILITIES

A2.1. The SPA Works Human Resource Issues for the Directorate. The SPA needs to have an accurate and detailed understanding of all of the Lab Demo initiatives, both in philosophy and practice. It is highly recommended that the SPA and CCS Process Coordinators (CPC) keep each other informed and involved in all Lab Demo activities. The following activities define the role of the SPA under Lab Demo. The SPA works closely with the servicing civilian personnel office on personnel actions.

A2.2. Support Lab Demo Project Office Team. This includes responding to calls for data, assistance with the administration and operation of Lab Demo software tools (e.g., C²S²), and handling general requests for assistance from supervisors and managers. It also includes managing C²S² user access for all supervisors of Lab Demo employees within the directorate. The DD Form 2875, *System Authorization Access Request (SAAR)*, is used to document valid users. File copies of all SAARs should be forwarded to the Lab Demo Project Office. The Lab Demo Project Office will manage SPA and other support personnel C²S² accounts.

A2.3. Maintain C²S² Database. This includes everything involved in making sure that the information of the pay pool in the database matches reality. All Lab Demo employees and supervisors of Lab Demo employees in the pay pool should have a record in the database that includes proper broadband, job category, and salary, etc. Supervisory relationships should be maintained to match the organizational structure. When changes to the organization occur, they should be reflected in the database as well. Ensure Data Quality Assurance (DQA) issues are resolved each month and dead zone changes are appropriately documented.

A2.4. Support Directorate CCS Process Coordinator (CPC). Work with the CPC to ensure all AFRL Form 280s are properly prepared and disseminated to supervisors for them to use during CCS feedback to their employees.

A2.5. Manage SDE. Maintain records through SDE module within C²S². The SPA should maintain an SDE record for each position in his/her pay pool. SPAs should create a new SDE record when adding an authorization and delete the appropriate SDE record when cancelling an authorization. Four header fields should be set up when creating a new SDE record: Name, SSAN, SDE # (i.e., the CPCN), and Org Symbol. For vacant SDE records, these fields will contain place-holding data. The SPA is responsible for linking vacant SDE records to employees and unlinking encumbered SDE records as appropriate. The SPA may also assist local management in classification determinations as appropriate.

A2.6. Hiring. SPAs perform a number of tasks related to the hiring process. These include, but are not limited to, submitting RPA packages with SDE and a specialized experience statement attached. The SPA should also work with servicing civilian personnel office and DEU on any issues that may arise. Similarly, work with management on any Recruitment, Relocation, and Retention Incentive approvals, pay setting, and proper documentation maintenance, etc. When a

covered employee reports for duty, the SPA should ensure the employee receives information on Lab Demo. This should include a copy of the Federal Register and any amendments and all available reference/training material. The employee may be referred to the Lab Demo website to obtain this information. If a new employee is a supervisor of Lab Demo employees, then he/she must be coded to attend the mandatory courses.

A2.7. CIPs and MFRs. SPAs may assist local management in the preparation of Contribution Improvement Plans (CIP) and Memos for Record (MFR) documenting inadequate employee contributions. Guidance is available in the **CCS Chapter** on the nature and term of CIPs and MFRs as well as required follow-on actions.

A2.8. Process Adverse Actions. Help supervisors and managers process these actions in accordance with local personnel policy and this manual. Adverse actions include involuntary pay reductions and removals. The SPA should work closely with the servicing civilian personnel office on all adverse actions, as needed.

A2.9. Process Grievances. Work with management and the servicing civilian personnel office on processing grievances, as needed. A copy of the final grievance resolution, including decision letter and grievance checklist, must be sent to the Lab Demo Project Office. Grievances requiring HQ-level resolution must be sent through the Lab Demo Project Office within grievance timelines. Specific procedural guidance is outlined in the **CCS Chapter**. The employee's privacy and confidentiality must be maintained.

A2.10. Developmental Opportunities. Work with management to facilitate pursuit of developmental opportunities for Lab Demo employees. Specific procedural guidance is outlined in **Chapter 11**. Maintain proper documentation of DOP appointments.

A2.11. Voluntary Emeritus Corps. Work with local management to place candidates into this program. This includes processing of approvals in accordance with **Chapter 10**. Maintain proper documentation of VEC appointments.

A2.12. Administer Mid-cycle Feedback. Ensure that supervisors and managers have provided mid-cycle feedback to their employees and documented it in C²S² for all Lab Demo employees. This includes ensuring accuracy of supervisor hierarchies and dissemination of mid-cycle feedback memos to each supervisor.

A2.13. Counseling Employees. SPAs may counsel employees on Lab Demo matters as they relate to governing public law, operating policies, and local practices within the directorate.

A2.14. Participation in RIEs or IPTs. SPAs may occasionally be asked to assist (or lead) an RIE or Integrated Process Team (IPT) dealing with specific Lab Demo-related topics. These might involve Staffing, Administrative issues, CCS Process, etc., as the need arises. These IPTs typically run less than one year, meeting once a month on average, until the process/task has been completed.

A2.15. Employee Training/Orientation. Assure that new Lab Demo employees receive initial orientation on how Lab Demo (and particularly CCS) works. The exact nature of this duty will vary depending on the directorate. In some cases, the SPA will conduct the training/orientation personally. In others, the supervisor or CPC may conduct the training. The point of this duty is that the SPA ensures this training occurs in accordance with local directorate policies and procedures. Work with the Lab Demo Project Office to ensure most up-to-date information is utilized in training sessions.

Attachment 3**CCS PROCESS COORDINATOR (CPC) RESPONSIBILITIES**

A3.1. The following activities define the role of the CPC under Lab Demo. The CPC is an individual with direct CCS experience within the pay pool. The CPC is required to have an accurate and detailed understanding of C²S² and the CCS process in both philosophy and practice. It is highly recommended that the CPC and SPA keep each other informed and involved in all Lab Demo activities.

A3.2. Support Lab Demo Project Office Team. Work with the SPA and Lab Demo Project Office to help define improvements in the CCS process and C²S². CPCs may be asked to test new software changes or spreadsheets. They may also be asked to provide input on Lab Demo policies and guidance. It is recommended that they participate in annual Lab Demo conferences, along with the SPA. (These conferences provide a forum for the Lab Demo Project Office to disseminate news about Lab Demo and solicit feedback as to what worked well or needs to be improved in the CCS cycle.) CPCs should encourage and help the directorate to take ownership of the Lab Demo processes.

A3.3. Support Directorate SPA(s). Work with the SPA to insure all AFRL Form 280s are properly prepared and disseminated to supervisors for their use during CCS employee feedback.

A3.4. CCS Expert. Answer supervisors'/managers' CCS process questions. This may include advising on CCS feedback session discuss topics, explaining the detailed mechanics of the assessment, compensation setting/broadband movement logic, etc.

A3.5. Coach Supervisors on Mid-Cycle Feedback. Assist the SPA, where necessary, with the mid-cycle feedback process.

A3.6. CCS Training. Facilitate supervisor/manager CCS training within the pay pool. Ensure that new supervisors are trained on all aspects of CCS. Work with the Lab Demo Project Office to ensure most up-to-date information is used in training sessions.

A3.7. C²S² Training. Attend C²S² training provided by the Lab Demo Project Office and provide C²S² training to the directorate. Ensure supervisors, managers, and the pay pool manager are aware of the latest changes in C²S² (both online and offline components) and how to best use the tools. Ensure that new supervisors obtain thorough training on utilizing C²S².

A3.8. Support Training. CPCs may become directly involved in Lab Demo-related training of supervisors and managers within his/her directorate. While these tasks may be more typical for the SPA, many proactive directorates routinely involve the CPC in training exercises. Annual CCS training is the most notable example, but this duty could include training of the workforce on any Lab Demo-related issue.

A3.9. Meeting of Managers (MoMs). Help facilitate MoMs. (This is similar to the training duty, but more hands-on.) This could include such things as coordinating with the Lab Demo

Project Office to conduct mock MoMs as a training tool, and informing the managers of possible consequences of certain actions or decisions, etc. CPCs attend the second-level MoM to ensure all attendees understand the process and ramifications of their decisions.

A3.10. Assessment Approval. Work with mid- and upper-level management to ensure that CCS scores are properly finalized and approved prior to commencing compensation adjustment activities. Responsible for final quality control to ensure factor scores and factor write-ups are correct before finalizing scenario. Once finalized, scores should only be changed through the grievance process.

A3.11. Support Pay Pool Manager. Work one-on-one with the pay pool manager to assist with and advise on CCS process issues, particularly as they affect compensation adjustment and broadband movements. Facilitate use of C²S² compensation module for the pay pool manager. May be asked by pay pool manager to provide statistical analysis prior to finalizing compensation scenario.

Attachment 4**DESCRIPTORS SORTED BY CAREER PATH, BROADBAND LEVEL, AND FACTOR****A4.1. Scientists and Engineers Career Path (DR):****A4.1.1. Level I Descriptors.**

A4.1.1.1. Problem Solving Factor. Applies knowledge of science, technology, or processes to assigned tasks. Efforts are within the technology area or own organization. Analyzes and resolves routine to moderately-difficult problems within assigned area, often under the guidance of senior personnel. Develops limited variations to established methods and/or techniques. Uses judgment in selecting, interpreting, and adapting known scientific principles. Considers existing approaches and researches novel alternatives. Efficiently provides solutions that resolve assigned problems with some oversight/assistance from senior personnel. Completed work is reviewed for soundness, appropriateness, and conformity. Capability is recognized within own organization.

A4.1.1.2. Communication Factor. Prepares information to use within own organization and technical area. Exchanges information with other functional areas or external contacts. Documents routine information in a clear and timely manner. Effectively utilizes communications tools to contribute to reports, documents, presentations, etc. Presents routine information in a clear and timely manner. Actively listens and responds appropriately. Develops speaking skills for basic briefings and effectively adjusts to the audience with guidance. Provides reports, documents, and presentations to senior personnel for review. Makes necessary revisions per guidance from senior personnel.

A4.1.1.3. Technology Management Factor. Interacts within technical area on routine issues to communicate information and coordinate actions within area of assigned responsibility. Conducts duties in support of technical goals within own organization. Participates in technology area planning within own organization. Contributes technical ideas to proposal preparation and new technology development. Efficiently performs tasks utilizing available resources, including one's own time, to successfully accomplish assigned work. Provides inputs to risk management and process improvements. Contributes within own organization to the development and transition of technology solutions. Seeks out and uses relevant outside technologies to support own technical and functional activities.

A4.1.1.4. Teamwork and Leadership Factor. Performs work within a team that improves capability of a technology area or organization. Coordinates actions and gains understanding of other areas sufficiently to make appropriate recommendations. As team member, makes positive contributions in assigned areas to meet team goals. Shares relevant knowledge and information with others. Develops positive working relationships with peers and superiors alike. Maintains currency in area of expertise. Actively seeks guidance/opportunities to improve/expand skills. Receives close guidance from others. Performs duties in a professional, responsive, and cooperative manner in accordance with established policies and procedures.

A4.1.2. Level II Descriptors.

A4.1.2.1. Problem Solving Factor. Develops or modifies new methods, approaches, or scientific knowledge to solve challenges. Efforts involve multiple technology areas or organizations. Applies knowledge of science and technology (S&T) to analyze and resolve multifaceted issues/problems with minimal guidance. Develops comprehensive modifications to established methods and/or techniques. Uses judgment and originality in developing innovative approaches to define and resolve highly complex situations. Approaches to solving problems require initiative and resourcefulness in interpreting and applying scientific principles that are applicable but may be conflicting or not clearly understood. Consults appropriately to develop objectives, priorities, and deadlines. Plans and carries out work that is well aligned with organizational goals. Completed work is generally accepted upon review. Expertise is recognized internally and externally by academia, industry, or government peers.

A4.1.2.2. Communication Factor. Provides information to peers, senior technical leaders, and/or managers within and beyond own organization to influence decisions or recommend solutions. Exchanges information with established internal/external networks. Documents complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Authors reports, documents, and presentations pertaining to area(s) of expertise. Presents complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Actively listens to others' questions, ideas, and concerns and considers diverse viewpoints. Demonstrates effective speaking skills for advanced briefings, tailoring presentations to facilitate understanding. Reviews own communication products prior to submittal to peers, senior technical leaders, managers, and/or external contacts, resulting in minimal revision. May assist with the communications of others.

A4.1.2.3. Technology Management Factor. Collaborates with technical area stakeholders to develop strategies for effective execution within a particular technology area. Executes activities within and beyond own organization that

ensure the technology mission. Recognizes opportunities and formulates plans within own organization. Generates key ideas and contributes technically to proposal preparation and marketing to establish new business opportunities. Identifies and advocates for resources necessary to support and contribute to mission requirements. Demonstrates knowledge of corporate processes by effective application of resources. Actively manages cost, schedule, and resource risks seeking timely remedies. Engages others in using resources more efficiently and suggests innovative ideas to optimize available resources. Implements the development and transition/transfer of technology solutions, within or beyond own organization, based upon awareness of customer requirements. Evaluates and incorporates appropriate outside technology to support research and development.

A4.1.2.4. Teamwork and Leadership Factor. Performs work as a key team member or leads others to improve capability of a technology area or organization. Integrates efforts or works across disciplines. Provides consultation on complex issues. As lead or key team member, makes significant contributions to meet team goals in support of the organizational goals. Works collaboratively with others in a dynamic environment, demonstrating respect for other people and alternative viewpoints. Recognizes when others need assistance and provides support. Assists in the development and training of internal/external team members. Works to develop/improve self in order to more effectively accomplish team goals. May recommend selection of team members. Receives general guidance in terms of established policies, objectives, and decisions from others. Discusses novel concepts and significant departures from previous practices with supervisor or team leader.

A4.1.3. Level III Descriptors.

A4.1.3.1. Problem Solving Factor. Performs duties across a broad range of activities that require substantial depth of analysis and expertise. Implements or recommends decisions which impact S&T. Applies and expands knowledge of S&T to resolve critical, multifaceted problems and/or develops new theories or methods. Adapts to tasks involving changes or competing requirements. Uses judgment and ingenuity in making decisions/developing technologies for areas with substantial uncertainty in methodology, interpretation, and/or evaluation. Approaches to solving problems require interpretation, deviation from traditional methods, or research of trends and patterns to develop new methods, scientific knowledge, or organizational principles. Actively engages organizational planning activities. Defines and leads work efforts that are focused on organizational priorities. Results of work are considered authoritative. Expertise is recognized at the national level across the laboratory, service, DoD agencies, industry, and/or academia.

A4.1.3.2. Communication Factor. Communicates complex technical, programmatic, and/or management information across multiple organizational

levels to drive decisions by senior leaders. Collaborates with broad functional and technical areas. Leads documentation of diverse and highly complex information, concepts, and ideas in a highly responsive and effective manner. Authors and enables authoritative reports, documents, and presentations pertaining to multiple areas of expertise. Leads presentation of diverse and highly complex information, concepts, and ideas in a highly responsive and effective manner. Seeks opinions and ideas from others and carefully considers and incorporates diverse viewpoints. Demonstrates expert speaking skills and adaptability for critical briefings. Produces required forms of communication with minimal guidance from others. Reviews communications of others for appropriate and accurate content.

A4.1.3.3. Technology Management Factor. Leads technology partners in highly complex technical areas to develop strategies for research and development programs. Leads development and execution at a broad level in the laboratory to advance the technology mission. Leads/contributes significantly to program definition and/or planning. Pursues near-term business opportunities by exploiting internal and/or external resources. Identifies and develops mission relevant solutions while leveraging collaborations across the laboratory. Monitors evolution of cost, schedule, and resource risk. Anticipates changes in resource requirements and develops and advocates solutions in advance. Leads others in using resources more efficiently and implements innovative ideas to stretch limited resources. Leads development and transition/transfer activities based upon extensive customer interactions and appropriate partnerships. Develops technology solutions by exploiting external technology to enhance research and development.

A4.1.3.4. Teamwork and Leadership Factor. Leads critical aspects of team or technology area with focused accountability for quality and effectiveness. Integrates efforts across disciplines. Sought out for consultation on complex issues that affect internal/external organizations and/or relationships. Effectively seeks out and capitalizes on opportunities for collaboration to achieve significant results that support organizational goals. Is sought out for consultation and leadership roles. Seeks out opportunities to share knowledge with others. Volunteers to lead or serve on cross-functional/integrated teams. Leads and supports the development and training of subordinates and/or internal/external team members. Actively seeks out mentoring opportunities. Proactively develops/improves self in order to more effectively accomplish organizational goals. Recommends selection and/or selects team members. Receives only broad policy/guidance. Provides guidance/direction to others. May participate in position and performance management.

A4.1.4. Level IV Descriptors.

A4.1.4.1. Problem Solving Factor. Defines, leads, and manages an overall technology area which includes multidisciplinary S&T and/or non-S&T aspects.

Makes critical decisions which significantly impact S&T. Applies considerable judgment to resolve critical, multifaceted problems spanning multiple disciplines. Expertly accomplishes tasks or resolves issues involving significant uncertainties, changes, or competing requirements. Using broadly stated organizational goals fosters a culture which rewards ingenuity and generates/implements innovative ideas for developing new technologies. Develops innovative approaches which significantly expand the scientific knowledge base and/or the overall effectiveness of the organization. Sets objectives and plans, designs, and directs work to meet evolving organizational goals. Agency provides only broadly defined missions and functions. Leadership is recognized at the national/international level across various laboratories, services, DoD, industry and/or academia.

A4.1.4.2. Communication Factor. Communicates with a wide range of peers/organizations across multiple levels inside and outside the laboratory to influence major technical, programmatic, and/or management activities. Builds collaborative relationships across broad functional and technical areas and engages with leaders at the national and/or international level. Promotes a culture of excellence in synthesizing and documenting diverse and highly complex information, concepts, and ideas. Authors and directs authoritative reports, documents, and presentations integrating multiple disciplines. Develops strategies to improve presentations of diverse and highly complex information, concepts, and ideas. Fosters an atmosphere of respect for others at all levels and promotes expression of alternative viewpoints. Displays mastery of speaking skills and delivers compelling, authoritative briefings. Establishes guidance and oversight requirements for communication in his/her organizational or technical area. Responsible and accountable for overall development of reports, documents, and presentations of self and others within area of responsibility.

A4.1.4.3. Technology Management Factor. Integrates wide-ranging activities at a national/international level, involving multiple technical areas, to develop strategic technology solutions. Directs program/process formulation and implementation to achieve the mission goals at the laboratory/multi-agency level. Leads requirements generation, strategic planning, and prioritization. Creates business opportunities based upon market awareness and exploitation of internal and/or external resources. Identifies, proposes, and develops diverse and timely mission relevant solutions while leveraging national/international collaborations. Manages and defends the resources needed to achieve organizational goals and expertly guides the implementation of these resources in a dynamic environment. Leads, promotes, and enables process improvements to maximize resource utilization. Leads world class research and development programs based upon anticipating customer requirements and leveraging national/international activities. Develops innovative solutions that exploit emerging technology and fosters an environment of technology exploitation.

A4.1.4.4. Teamwork and Leadership Factor. Leads/manages all aspects of subordinate/team efforts with complete accountability for mission and program success. Utilizes situational awareness to promote competitive positioning of the organization. Has broad and substantial impact on organizational decisions affecting internal/external organizations and/or relationships. Cultivates and sustains a professional environment of cooperation, cohesion, and teamwork. Formulates short- and long-term teaming/collaboration strategies across organizations/disciplines. Establishes team charters. Builds coalitions to establish integrated approaches that meet overall organizational mission requirements. Mentors and develops future organizational leaders and personnel through evaluations/feedback. Fosters a culture that encourages and rewards mentoring and development. Proactively develops/improves self in order to more effectively accomplish agency goals. Identifies and addresses skill deficiencies and selects team members. Works within the framework of agency policies, mission objectives, and time and funding limitations with minimal oversight. Establishes policy and/or provides guidance/direction to others. Responsible for position and performance management.

A4.2. Business Management and Professional Career Path (DO):

A4.2.1. Level I Descriptors.

A4.2.1.1. Problem Solving Factor. Applies knowledge of business management or a professional field to perform duties supporting and/or improving the efficiency and productivity of the organization. Analyzes and resolves difficult but routine problems within assigned area of responsibility, sometimes under the guidance of a senior specialist. Includes minor adaptation to established methods and techniques. Plans and carries out work based on established guidelines and supervisor's stated priorities and deadlines. Completed work is evaluated for soundness, appropriateness, and conformity to policy and requirements. Uses judgment in selecting, interpreting, and adapting guidelines that are readily available.

A4.2.1.2. Communication Factor. Factual information and material is normally presented to individuals within immediate office or within own organization, but may involve external contacts. Communicates routine information in a clear and timely manner. Develops formal written communication often with supervisory review and revision. Actively listens and appropriately responds to questions and concerns from others. Uses tone that respects others' ideas, comments, and questions. With guidance, effectively adjusts communications to the audience's level of understanding. Has speaking skills required to deliver basic briefings.

A4.2.1.3. Business Management Factor. Interacts with customers on routine issues to communicate information and coordinate actions within area of assigned responsibility. Conducts duties in support of business goals of the

organization. Provides timely, flexible, and responsive products and/or services to customers under guidance of senior specialist or supervisor. Contributes ideas for improvement of established services based on knowledge of a variety of business management or professional programs and systems and an understanding of customer needs. Demonstrates knowledge of available resources and the process for acquiring the resources needed to accomplish assigned work. Makes effective use of available resources including one's own time.

A4.2.1.4. Teamwork and Leadership Factor. Makes positive contributions to all aspects of the overall team's responsibilities. Pursues opportunities for training and professional growth. Actively participates in team training activities. Performs work that affects the accuracy, reliability, or acceptability of broader projects and programs. Coordinates joint actions and gains understanding of other areas sufficient to make appropriate recommendations. Works flexibly with others to accomplish team goals. Treats others fairly and professionally. Shares relevant knowledge and information with others. May participate as a member of cross-functional teams. May select or recommend selection of staff or team members.

A4.2.2. Level II Descriptors.

A4.2.2.1. Problem Solving Factor. Develops new methods, criteria, policies, or precedents for business management or a professional field. Modifies or adapts established methods and approaches to complex issues that affect a wide range of organizational activities. May administer one or more complex programs within a functional area. Applies substantial knowledge of business management or a professional field to analyze and resolve highly complex issues and problems. Includes refinement of methods or development of new ones. Consults with supervisor to develop deadlines, priorities, and objectives. Plans and carries out work, effectively resolving most conflicts that arise. Keeps supervisor informed of potentially controversial issues. Completed work is reviewed primarily for meeting requirements and producing expected results. Uses initiative and resourcefulness in interpreting and applying policies, precedents, and guidelines that are applicable but may be conflicting or stated only in general terms. Uses considerable judgment and originality in developing innovative approaches to define and resolve highly complex situations.

A4.2.2.2. Communication Factor. Communicates important concepts to influence decisions or recommend solutions with specialists and management officials in own organization. Occasionally communicates with individuals at higher levels and in other organizations. Communicates moderately complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication typically requires minimal revision. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that

considers diverse viewpoints and appropriately responds to questions or requests. Effectively adjusts communications to facilitate understanding. Tailors presentations and briefings to meet an audience's needs and level of understanding.

A4.2.2.3. Business Management Factor. Works with customers to define/anticipate problems and develop strategies for effective resolution within a particular program area. Supports execution of activities that advance the business-related goals of the organization. Develops innovative or useful suggestions for designing and adapting customer-focused products and/or services. Displays flexibility in responding to changing customer needs. Contributes key ideas and/or strategies to develop, implement, and promote new/improved programs or services applicable to business management or a professional field. Identifies and advocates for resources necessary to support and contribute to mission requirements. Maximizes use of available resources.

A4.2.2.4. Teamwork and Leadership Factor. Contributes as lead or key member of the team performing the substantive analytical or professional duties in support of the organizational mission. Effectively carries out integrated advisory and program work. Leads/mentors/provides oversight to specialists at same or lower level. Regularly consulted by management officials on complex issues due to depth and breadth of expertise. Works collaboratively and flexibly with others to accomplish team goals. Treats others fairly and professionally. Shares relevant knowledge and information with others. Recognizes when others need assistance and provides support. May participate as a member of cross-functional/integrated teams. Selects or recommends selection of staff or team members. Supports development and training of subordinates. Participates in mentoring and position/performance management.

A4.2.3. Level III Descriptors.

A4.2.3.1. Problem Solving Factor. Performs duties across a broad range of activities that require substantial depth of analysis and organizational problem solving skills. Implements or recommends decisions which significantly impact agency policies/programs. Resolves critical problems or develops new theories for work products or services which affect the work of other experts, the development of major aspects of business management programs or missions, or impacts a large number of people. Assignments involve continual program changes or conflicting requirements. Supervisor outlines general objectives. Independently plans and carries out the work. Complex issues are resolved without reference to supervisor except for matters of a policy nature. Results are considered technically authoritative and are normally accepted without significant change. Uses judgment and ingenuity in making decisions in major areas of uncertainty in methodology, interpretation, and/or evaluation. Guidelines require interpretation, deviation from traditional methods, or

research of trends and patterns to develop new methods, criteria, or propose new policies.

A4.2.3.2. Communication Factor. Influences consensus among management officials within AFRL, AF, and in other agencies and organizations to accept ideas and implement recommendations designed to improve effectiveness of major programs and policies. Communicates complex information, concepts, and ideas in an accurate, clear, concise, well-organized, and timely manner. Written communication typically accepted without revision. Seeks opinions and ideas from others as appropriate. Actively listens to others' questions, ideas, and concerns. Uses tone that respects and carefully considers diverse viewpoints, responding appropriately. Clearly communicates complex information, concepts, and ideas through briefings and presentations to a wide range of audiences.

A4.2.3.3. Business Management Factor. Works jointly with customers to identify highly complex, sensitive, or controversial problems and develop strategies for effective resolution. Contributes to refinement of the business-related goals of the organization. Establishes successful working relationships with customers to address and resolve highly complex and/or controversial issues. Anticipates customer needs in order to avoid potential problems resulting in improved customer satisfaction. Develops effective plans and strategies for highly complex programs or services involving broad business management or a professional field. Successfully carries out and maintains such programs/services at a high level of customer awareness and satisfaction. Anticipates changes in workload requirements and advocates for resources in advance of when they are needed. Actively assists others in using resources more efficiently and suggests innovative ideas to stretch limited resources.

A4.2.3.4. Teamwork and Leadership Factor. Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals. Sought out for consultation and leadership roles. Guides the critical aspects of programmatic and business management efforts of individuals and/or teams with focus on accountability, quality, and effectiveness. Has impact on business recommendations that affect both internal and external relationships. Leads and provides oversight to effectively manage integrated advisory and program services. Regularly consulted by management officials on highly complex issues. Seeks out opportunities to share knowledge with others. Volunteers to lead or serve on cross-functional/integrated teams. Selects or recommends selection of staff, team members, and/or subordinate supervisors. Initiates development and training of subordinates. Participates in mentoring, motivation, coaching, instruction, and position/performance management.

A4.2.4. Level IV Descriptors.

A4.2.4.1. Problem Solving Factor. Defines, leads, and manages an overall business management or professional program area which includes a full range of complex functional areas. Makes critical decisions which significantly change, interpret, or develop important agency policies/programs. Applies considerable judgment and ingenuity to interpret existing guidelines and develop policies and procedures for broadly based projects/programs. Independently plans, designs, and carries out programs, projects, studies, etc., such that overall program objectives are met. Supervisor provides only broadly defined missions and functions. Results of work are considered technically authoritative and are almost always accepted without change. Guidelines are broadly stated and non-specific. Generates/implements innovative ideas for increasing overall effectiveness of the organization.

A4.2.4.2. Communication Factor. Interacts with high-ranking officials to include AF level and other agencies and departments to influence major program policies and/or defend controversial decisions. May also communicate with leaders at the local, state, and/or national levels for similar purposes. Tailors style to communicate critical information effectively to diverse audiences at different levels. Accurately communicates complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication is accepted without revision. Receptive to alternative viewpoints. Clearly communicates complex information and ideas to a range of audiences. Shows respect for others and responds appropriately to people at all levels. Delivers compelling policy level briefings.

A4.2.4.3. Business Management Factor. Interacts at senior management levels to negotiate and resolve conflicts concerning activity-wide policies and programs. Resolutions are communicated across the organization/agency. Contributes to the definition and improvement of processes that affect the business goals of the organization. Fosters successful working relationships with high-level officials both inside and outside the organization that help achieve overall mission goals. Develops innovative and useful approaches for improving or expanding products and/or services, resulting in highly valued services that improve overall customer satisfaction. Generates strategic plans and objectives to develop, implement, and promote broadly-based programs and services to meet organizational needs. Ensures overall effectiveness and customer-oriented focus of managed programs, processes, and services. Identifies, acquires, defends, and manages the resources needed to achieve organizational goals.

A4.2.4.4. Teamwork and Leadership Factor. Formulates short- and long-term strategies across subordinate units to achieve significant results in support of the organization's goals and long-term vision. Leads and manages all aspects of subordinate/team efforts with complete accountability for mission and program success. Utilizes situational awareness to promote competitive positioning of the organization. Builds coalitions to establish integrated approaches to meet overall organizational mission requirements. Sets and maintains a tone of cooperation, cohesion, and teamwork. Champions respect and value for others. Selects or recommends selection of staff, team members, and subordinate supervisors. Initiates development and training of subordinates. Directs or recommends mentoring and position/performance management. Develops future team leaders and supervisors.

A4.3. Technician Career Path (DX):

A4.3.1. Level I Descriptors.

A4.3.1.1. Problem Solving Factor. Applies basic knowledge to perform well-defined work activities with guidance. Performs specific procedures which are typically a segment of a project of broader scope. Work products affect the accuracy, reliability, or acceptability of further procedures, processes, or services. Performs duties that involve related and established steps, processes, or methods. Operates and adjusts varied equipment and instrumentation to perform standardized tests or operations involved in testing, data analysis, and presentation. Executes routine assignments without explicit instructions if standard work methods can be used. Resolves recurring routine problems with little supervision. Uses judgment in locating and selecting the most appropriate procedures, making minor deviations to adapt the guidelines to specific cases.

A4.3.1.2. Communication Factor. Acquires or exchanges information with individuals on same team or within own organization for routine and recurring issues. May involve limited external contacts. Communicates routine information in a clear and timely manner. Written communication may require some revision. Actively listens and appropriately responds to questions and concerns from others. Uses tone that respects others' ideas, comments, and questions. With guidance, effectively adjusts communications to facilitate understanding.

A4.3.1.3. Business Management Factor. Interacts with customers to communicate information and coordinate routine actions within area of assigned responsibility. Conducts duties in support of business goals of the organization. Provides timely, flexible, and responsive products and/or services to customers under guidance of senior technician or supervisor. Contributes ideas for improvement of products and services to project lead/supervisor based on an understanding of customer needs. Efficiently utilizes available resources, including one's own time, to successfully accomplish assigned work.

A4.3.1.4. Teamwork and Leadership Factor. Makes positive contributions to specific aspects of the team's responsibilities. Actively takes initiative to expand knowledge and assume more responsibilities. Pursues opportunities for training and professional growth. Actively participates in team training activities. Provides work product that is a complete project of relatively conventional and limited scope or a portion of a larger project. Work requires a limited degree of coordination and integration of diverse phases carried out by others. Personal interactions foster cooperation and teamwork. Works effectively with others to accomplish tasks. Treats others respectfully and professionally. Provides information and assistance to others as needed. Attempts to handle minor work-related disagreements in a positive manner.

A4.3.2. Level II Descriptors.

A4.3.2.1. Problem Solving Factor. Plans and conducts work which is a complete project of relatively limited scope or a portion of a large and more diverse project. Work affects the operation of systems, equipment, testing operations, research conclusions, or similar activities. Applies practical knowledge of different but established technical methods, principles, and practices within a narrow area to design, plan, and carry out projects. Assignments require study, analysis, and consideration and selection of several possible courses of action. Supervisor outlines overall requirements, providing general instructions regarding objectives, time limitations, and priorities. Plans and carries out successive steps and handles problems in accordance with accepted practices or instructions. Completed work is evaluated for technical soundness, appropriateness, and conformity. Applies knowledge and experience to a broad range of assignments. Seeks novel solutions where appropriate. Adapts previous plans/techniques to fit new situations.

A4.3.2.2. Communication Factor. Communicates with co-workers and management officials in own organization in order to plan and coordinate work, communicate important technical concepts and requirements, or recommend solutions. Also, communicates with various individuals at higher levels and in other organizations. Communicates information in a clear, concise, well-organized, and timely manner. Written communication typically requires minimal revision. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints. Tailors communications to ensure an effective level of understanding. Clearly responds to questions or requests, following up when appropriate.

A4.3.2.3. Business Management Factor. Works with customers to define/anticipate problems and develop strategies for effective resolution within technical areas. Supports execution of activities that advance the business-related goals of the organization. Develops innovative or useful suggestions for designing and adapting customer-focused products and/or services. Displays flexibility in responding to changing customer needs. Contributes key ideas and/or strategies to develop, implement, and apply new/improved methods and procedures applicable to technical areas. Anticipates, identifies, and advocates for resources necessary to support and contribute to mission requirements. Maximizes use of available resources.

A4.3.2.4. Teamwork and Leadership Factor. Makes positive contributions to multiple aspects of the team's responsibilities. Shares knowledge and experience with team members. Provides a work product that is a complete conventional project or a portion of a larger, more diverse project. Projects require coordination of several independent parts, each requiring independent analysis and solution. Works collaboratively and flexibly with others to accomplish team goals. Treats others respectfully and professionally. Shares relevant knowledge and information with others. Effectively contributes as a participating member on other teams. Supports development and training of subordinates and/or co-workers. Participates in mentoring and position/performance management.

A4.3.3. Level III Descriptors.

A4.3.3.1. Problem Solving Factor. Establishes criteria, formulates projects, assesses program effectiveness, and investigates a variety of unusual conditions or problems in areas which affect a wide range of major activities. Identifies areas for investigation or improvement. Work affects the design of systems, equipment, testing operations, research conclusions, or similar activities. Applies considerable knowledge of a wide range of technical methods, principles, and practices to design, plan, and carry out complex projects. Assignments are frequently complicated by many operations which equipment or systems must perform, and many variables that must be considered. Precedents are sometimes absent or obscure. Handles conflicting issues. Supervisor outlines general requirements and objectives. Analyzes problems and develops approaches/work plans. Requires little to no technical advice or guidance. Technical decisions and recommendations are normally accepted by higher authority. Applies extensive knowledge to unusual or highly difficult assignments. Reviews, analyzes, and integrates work performed by others along with adaptations from changes in technology as they relate to the possible impact on projects, systems, or processes

A4.3.3.2. Communication Factor. Communicates with employees and management officials both within own organization and in organizations outside the agency to resolve problems, accept ideas, and implement recommendations designed to improve effectiveness of operating systems, programs, equipment, or services. Communicates complex information in a clear, concise, well-organized, and timely manner. Written communication is typically accepted without revision. Seeks opinions and ideas from others as appropriate. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints, responding appropriately. Communicates complex information, concepts, and ideas through briefings or presentations to audiences in a manner that facilitates understanding. Clearly responds to questions or requests with follow-up when appropriate.

A4.3.3.3. Business Management Factor. Works with customers to identify highly complex or controversial problems and develop strategies for effective resolution. Contributes to refinement of the business-related goals of the organization. Establishes successful working relationships with customers to address and resolve highly complex and/or controversial issues. Anticipates customer needs in order to avoid potential problems resulting in improved customer satisfaction. Develops effective plans and strategies for highly complex products or services involving a broad technical area. Successfully carries out and maintains services at a high level of customer awareness and satisfaction. Anticipates changes in workload requirements and advocates for resources in advance of when they are needed. Actively assists others in using resources more efficiently and suggests innovative ideas to stretch limited resources.

A4.3.3.4. Teamwork and Leadership Factor. Is sought out for consultation and serves as a mentor to other team members. Seeks out opportunities to share experience and lessons learned with other team members, both internal and external to own organization. Manages highly difficult assignments in functional areas. Acts as a spokesperson authorizing important modifications which conform to broad policy. Coordinates assignments with subject matter experts in other areas. Reviews, analyzes, and integrates work performed by other groups or individuals outside the organization. Builds effective partnerships across units. Volunteers and actively serves in leadership roles on integrated teams. Regularly consulted by others on significant issues. Deals with challenging conflicts in a manner that motivates and encourages cooperation. Develops options to resolve disagreements that may require resolution at a higher level. Provides recommendations for creation of teams. Develops and identifies new training needs for the professional growth of team members. Provides mentoring and position/performance management.

A4.3.4. Level IV Descriptors.

A4.3.4.1. Problem Solving Factor. Provides expert advisory services and leadership for broad and complex programs, systems, and processes that advance the state of the art. Plans, organizes, and/or directs extensive development efforts associated with the latest advancements in technology. Projects are multi-disciplinary and are greatly affected by advances in technology. Projects are also characterized by highly complex problems for which precedents are lacking. Uses judgment and ingenuity to convert objectives into programs or policies. Adjusts broad activities to align with changing program needs. Supervisor outlines only broad policy and operational objectives/requirements. Technical supervision is limited to reviewing broad hypotheses and overall approach. Interpretations are generally accepted as technically authoritative. Creates new techniques, establishing criteria and/or developing new information. Approach is not easily determined and novel approaches or considerable modification of existing techniques is required. May contribute to or publish technical papers on modification of existing theories or technology.

A4.3.4.2. Communication Factor. Interacts with individuals or groups in various agencies and departments to influence and/or defend controversial decisions. Tailors style to communicate critical information effectively to diverse audiences at different levels. Communicates complex information in a clear, concise, well-organized, and timely manner. Written communication is accepted without revision. Prepares and delivers briefings to communicate complex information and ideas to a range of audiences in a manner that facilitates understanding. Receptive to alternative or dissenting viewpoints. Shows respect for others and responds appropriately to people at all levels.

A4.3.4.3. Business Management Factor. Interacts at senior management levels to negotiate and resolve conflicts affecting a wide-range of activities. Contributes to the definition and improvement of processes that affect the business goals of the organization. Fosters successful working relationships with high-level officials both inside and outside the organization that help achieve overall mission goals. Develops innovative and useful approaches for evaluating and improving operations, equipment, and/or activities resulting in highly valued services that improve overall customer satisfaction. Stays apprised of current technologies and methods to develop techniques for new or modified work methods, approaches, or procedure for substantive functions and services to meet organizational and customer needs. Ensures overall effectiveness and customer-oriented focus of managed programs, processes, and services. Plans and allocates resources to accomplish multiple customer needs simultaneously across the organization. Develops and implements innovative approaches to attain goals and minimize resource expenditures.

A4.3.4.4. Teamwork and Leadership Factor. Recognized as a prominent contributor to key technical fields as a leader of a productive team directly contributing to the organization's mission. Considered a leader in the conception and formulation of innovative concepts and ideas. Serves as an expert in own field and is regularly sought out for consultation and/or takes leadership on important committees dealing with significant technical issues. Responsible for ensuring team composition is sufficient to meet program objectives. Contributes to achieving organizational goals by building flexible and effective partnerships. Successfully resolves sensitive conflicts. Actively works to ensure the continuous transfer of knowledge and skills throughout the work unit by serving as a technical resource and initiating or overseeing the development of formal knowledge sharing systems. Selects or recommends selection of staff and/or team members. Develops and identifies new training needs for the professional growth of subordinates. Directs and provides mentoring and position/performance management. May formally supervise at team-level.

A4.4. Mission Support Career Path (DU):

A4.4.1. Level I Descriptors.

A4.4.1.1. Problem Solving Factor. Performs clerical/assistant/support work involving the application of a body of standardized rules, procedures, or operations to resolve a variety of standard, recurring requirements. Work affects the quality and timeliness of products or services within the immediate office. Applies standard rules, procedures, or operations to accomplish repetitive tasks and resolve routine matters. Carries out recurring and routine work following supervisor's direction regarding work to be done, priorities, and specific procedures/guidelines to be followed. Completed work is reviewed for accuracy, timeliness, and adherence to instructions. Uses judgment in selecting and applying guidelines which are readily available.

A4.4.1.2. Communication Factor. Communicates with individuals primarily in own organization in order to exchange information and present findings. Communicates routine information in a clear and timely manner. Written communication may require some revision. Clearly communicates status of assigned tasks. Actively listens and appropriately responds to questions and concerns from others. Uses tone that respects others' ideas, comments, and questions.

A4.4.1.3. Business Management Factor. Interacts with customers on routine issues to communicate information and clarify instructions for tasking within area of assigned responsibility. Conducts administrative duties in support of business goals of the organization. Provides timely, flexible, and responsive products and/or services to customers under guidance of senior team member or supervisor. Suggests ideas for improvement of products and services based on

an understanding of customer needs. Efficiently utilizes available resources to successfully accomplish assigned work. Appropriately prioritizes work; manages own time.

A4.4.1.4. Teamwork and Leadership Factor. Contributes to specific aspects of the team's responsibilities. Pursues opportunities for training and professional growth. Actively participates in team training activities. Provides work product or service of limited scope that requires a minimal degree of coordination and integration of work carried out by others. Personal attitude/conduct fosters cooperation and teamwork needed to accomplish tasks. Treats others fairly and professionally. Provides information and assistance to others as requested/needed. Attempts to handle minor work-related disagreements in a positive manner.

A4.4.2. Level II Descriptors.

A4.4.2.1. Problem Solving Factor. Applies well-developed knowledge and skills to effectively perform a full range of moderately complex clerical/assistant/support work. Work affects the quality and timeliness of products or services within the organization. Applies standard rules, procedures, or operations to accomplish a variety of tasks and resolve moderately complex matters. Supervisor defines objectives, priorities, and deadlines. Independently plans and carries out steps required to complete assignments. Resolves recurring problems/deviations without assistance. Completed work is reviewed for accuracy, timeliness, and compliance with established methods/procedures/guidelines. Takes initiative to identify, locate, and appropriately apply guidelines and procedures.

A4.4.2.2. Communication Factor. Communicates with co-workers and management officials in own organization in order to plan and coordinate work, communicate important concepts and requirements, or recommend solutions. Also, communicates with counterparts at various levels both inside and outside the organization. Communicates information in a clear, concise, well-organized, and timely manner. Written communication typically requires minimal revision. Actively listens and appropriately responds to questions and concerns from others. Shows respect for others' ideas, comments, and questions. With guidance, effectively adjusts communications to facilitate understanding.

A4.4.2.3. Business Management Factor. Effectively interacts with customers to understand their needs, answer questions, and provide routine information about products and/or services. Supports execution of activities that advance the business-related goals of the organization. Takes initiative to develop innovative ideas for adapting customer-focused products and/or services. Displays flexibility in responding to changing customer needs. Develops effective plans and strategies for improving the effectiveness of important

products or services for an identified mission support area. Successfully provides services with a high level of customer satisfaction. Identifies and advocates for resources necessary to support and contribute to mission requirements.

A4.4.2.4. Teamwork and Leadership Factor. Contributes as a member of the team performing substantive clerical/assistant/support duties in support of the organizational mission. Assists in the development and training of individuals or team members. Participates in mentoring and assists with team management. Effectively carries out important mission support work. Leads/mentors/provides oversight to employees at same or lower level. Regularly assists specialists/managers on support issues due to depth of knowledge and breadth of expertise. Works flexibly with others to accomplish team goals. Treats others fairly and professionally. Seeks opportunities to share relevant knowledge and information with others. May participate as a member on other teams.

A4.4.3. Level III Descriptors.

A4.4.3.1. Problem Solving Factor. Performs clerical/assistant/support work involving application of an extensive body of rules, procedures, and operations to resolve a wide variety of complex organizational support activities. Work may occasionally have influence beyond immediate organization. Work has a direct impact on the effectiveness and efficiency of the work products and services of specialists within the organization. Applies considerable knowledge of the rules, procedures, and operations to accomplish a variety of tasks within the assigned area of responsibility. Applies guidelines and techniques to resolve complex problems involving related, procedural processes. Supervisor defines overall objectives, priorities, and deadlines. Works independently, resolving difficult problems that may arise. Completed work is reviewed for accuracy and compliance with established methods/procedures. Selects, interprets, and applies guidelines which are available but not completely applicable or have gaps in specificity. Uses considerable judgment by applying modified or new guidelines to resolve unique problems. May assist in the development of new guidelines for administrative procedures.

A4.4.3.2. Communication Factor. Routine contacts are with co-workers, managers in organizations for which services are performed, and staff at higher echelons to coordinate work, communicate important concepts and requirements, or recommend solutions. May also interact with individuals in other agencies, departments, or public office. Communicates moderately complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication typically accepted without revision. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints and clearly responds to

questions or requests, following up to ensure understanding. Tailors communications to ensure an effective level of understanding.

A4.4.3.3. Business Management Factor. Serves as a central POC to provide authoritative explanations of requirements, regulations, and procedures, and to effectively resolve problems or disagreements affecting assigned areas. Contributes to refinement of the business-related goals of the organization. Establishes successful working relationships with customers to address and resolve complex and/or controversial mission support issues. Anticipates customer needs in order to avoid potential problems resulting in improved customer satisfaction. Develops and implements effective plans and strategies for improving important products or services involving a broad mission support area. Successfully provides services with a high level of customer awareness and satisfaction. Anticipates changes in workload requirements and advocates for resources in advance of when they are needed. Actively assists others in using resources more efficiently and suggests innovative ideas to stretch limited resources.

A4.4.3.4. Teamwork and Leadership Factor. Effectively seeks out and capitalizes on opportunities to assist specialists/managers in achieving significant results that support organizational goals. Is sought out for consultation. Accomplishes and/or guides the critical aspects of mission support efforts with focus on accountability, quality, and effectiveness. Assists in development of guidelines and processes that affect mission performance. Leads and/or provides oversight for integrated mission support services. Regularly consulted by others on significant issues. Seeks out opportunities to share knowledge with others. Volunteers to lead or serve on cross-functional/integrated teams. May recommend selection of staff or team members. Initiates development and training of subordinates. Participates in mentoring and position/performance management. Develops others through mentoring, coaching, and instruction.

A4.4.4. Level IV Descriptors.

A4.4.4.1. Problem Solving Factor. Applies expert-level knowledge and skills to effectively perform a wide-range of highly complex organizational support activities. Work often has influence beyond immediate organization. Work has a direct and significant impact on the effectiveness and efficiency of the work products and services of specialists and management officials within the organization. Typically leads other mission support personnel in defining and carrying out overall organizational support objectives. Develops guidelines, techniques, procedures, and/or operations for the most complex and difficult problems within the subject matter area for the organization. Operates with a great deal of independence. Plans and carries out assignments such that overall program objectives are met. Recommendations are generally accepted as technically authoritative. Work is evaluated only for conformance with broad

objectives and is almost always accepted without change. Applies considerable judgment and ingenuity to interpret existing policies/procedures and develop new guidelines and techniques that have a direct impact on specific programs/services within the organization.

A4.4.4.2. Communication Factor. Routine contacts are with co-workers, managers in organizations for which services are performed, and staff at higher echelons to coordinate work, communicate important concepts and requirements, or recommend solutions. May also interact with high-ranking individuals in other agencies, departments, or public office. Tailors style to communicate critical information effectively to diverse audiences at different levels. Communicates complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication is accepted without revision. Seeks opinions and ideas from others as appropriate. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints, responding appropriately. Communicates complex information, concepts, and ideas through briefings or presentations to a range of audiences in a manner that facilitates understanding.

A4.4.4.3. Business Management Factor. Interacts at senior management levels to negotiate and resolve conflicts affecting a wide-range of mission support activities. Assists in the definition and improvement of processes that affect the business goals of the organization. Fosters successful working relationships with high-level officials both inside and outside the organization that help achieve overall mission goals. Establishes innovative and useful approaches for evaluating and improving mission support operations, processes, and/or activities resulting in highly valued services that improve overall customer satisfaction. Takes initiative to develop and implement techniques for new or modified methods, approaches, or procedures for substantive mission support functions and services to meet organizational and customer needs. Ensures overall effectiveness and customer-oriented focus of managed programs, processes, and services. Identifies, acquires, defends, and manages the resources needed to accomplish duties directly supporting organizational goals. Balances competing resource requirements to ensure alignment with mission objectives.

A4.4.4.4. Teamwork and Leadership Factor. Recognized as a significant contributor within a key mission support area by serving as a leader of a productive team or a leader in the conception and formulation of relevant concepts and ideas. Serves as an expert in own field and is regularly sought out for consultation and/or takes leadership on important committees dealing with significant mission support issues. Contributes to achieving organizational goals by building flexible and effective partnerships. Manages the most sensitive conflicts in a positive manner. Actively works to foster collaboration by serving as a leadership resource. Selects or recommends selection of staff, team members, and subordinate supervisors. Formal supervisors in this broadband conduct performance evaluation/rating of subordinates. Initiates development and training of subordinates. Directs or recommends mentoring and position/performance management. Develops others through motivation, mentoring, coaching, and instruction.

Attachment 5

FUNCTIONAL CLASSIFICATION CATEGORIES

Category Name	Code	Description
Research	011	Systematic, critical, intensive investigation directed toward the development of new or fuller scientific knowledge of the subject studied. It may be with or without reference to a specific application. The work involves theoretical, taxonomic, and experimental investigations or simulation of experiments and conditions to: determine the nature, magnitude, and interrelationships of natural and social phenomena and processes; create or develop theoretical or experimental means of investigating such phenomena or processes; and develop the principles, criteria, methods, and a body of data of general applicability for use by others. Excluded from this category is work concerned primarily with the administrative and monitoring of research contracts and research grants.
Research Contract and Grant Administration	012	The administration and monitoring of research contracts and research grants.
Development	013	Systematic application of scientific knowledge directed toward the creation of new or substantially improved equipment, materials, instrumentation, devices, and systems mathematical models, processes, techniques, and procedures which will perform a useful function or be suitable for a particular duty. The work involves such activities as: establishing requirements for technical objectives and characteristics; devising and evaluating concepts for design approaches: criteria, parameters, characteristics, and interrelationships; experimenting, investigating, and testing to produce new data, mathematical models, or methods to test concepts, formulate design criteria, and measure and predict natural and social phenomena and performance; designing and developing prototypes, breadboards, and engineering models including the direction of their fabrication as required; developing standards and test plans to assure reliability; and managing specific developments being executed in-house or under contract. Development, like research, advances the state of art, but it is further characterized by the creation of specific end-items in the form of equipment or equipment systems ("hardware" development) and methodologies, mathematical models, procedures and techniques ("software" development).
T&E	014	The testing of equipment, materials, devices, components, systems and methodologies under controlled conditions and the systematic evaluation of test data to determine the degree of compliance of the test item with predetermined criteria and requirements. This work is characterized by the development and application of test plans to be carried out in-house or under contract or grant utilizing one or more of the following kinds of tests: physical measurement techniques; controlled laboratory, shop, and field (demonstration) trials; and simulated environmental techniques. This category includes: development testing to determine the suitability of the test items for use in its environment; production and post-production testing to determine operational readiness; testing in regulatory programs to determine compliance with laws, regulations and standards; and testing in the social sciences using demonstration or experimental and control groups to determine the effectiveness of new methodologies

		or practices.
Design	021	The planning, synthesis, and portrayals for purposes of fabrication or construction of structures, equipment, materials, facilities, devices, and processes which will perform a useful function or be suitable for a certain duty. The work involves such activities as: investigating, analyzing, and determining needs and design considerations; planning, synthesizing, and proportioning the structure or mechanism so that the result is achieved with safety and economy; preparing design criteria, detailed designs, specifications, cost estimates, and operating instructions; and reviewing and evaluating design proposals and designs prepared by others including the management of architectural and engineering contracts. For present purposes, design in a R&D organization is the application of the known state of the art in the form of standard guidelines and references to prepare the detailed working plans and data required for fabrication, assembly, and production.
Construction	022	The original erection, repair, and improvement of structures that provide shelter for people and activities, support transportation systems, and control natural resources. The work involves surveillance and control of construction operations carried out in-house or under Federal grants, contracts, or loans through such activities as: conducting site surveys; reviewing and interpreting project plans and specifications; making cost analyses and estimates; layering out and scheduling operations; investigating materials, methods, and construction problems; negotiating with utilities, contractors, and agencies involved; and inspecting work in progress and completed work and final acceptance of completed work.
Production	023	The fabrication and manufacture of structures, equipment, materials, machines and devices. The work involves surveillance and control of production operations carried out in-house or under contract through such activities as: planning, directing, controlling, inspecting, and evaluating production processes, equipment, and facilities; refining designs to adapt them to production facilities and processes; and devising, applying, and monitoring procedures to measure and assure quality.
Installation, Operations, and Maintenance	024	The installing, assembling, integrating, and assuring of the proper technical operation and functioning of systems, facilities, machinery, and equipment. The work involves such activities as: analyzing operating and environmental conditions in order to provide design inputs and feedbacks and modifying designs as necessary to adapt them to actual environments; developing and determining logistic requirements, documentation, technical plans, procedures, controls and instructions; equipping, supplying, and commissioning facilities; analyzing performance and cost data and developing actual performance and cost data requirements; integrating equipment installation and operating schedules; managing on-site operating facility such as a power plant, test range, mission control center, irrigation station, data acquisition station, or flight control station; and managing installation, operations, or maintenance contracts.
Data Collection, Processing, and Analysis	031	This category includes the collection, processing, and analysis of general purpose scientific data describing natural and social phenomena. General and purpose scientific data include newly gathered statistics, observations, instrument readings, measurements, specimens, and other facts obtained from such activities as statistical and field surveys, exploration, laboratory analyses, photogrammetry,

		and compilations of operating records for use by others. The work involves such activities as: determining data needs and data processing requirements; planning, directing, and evaluating collection activities performed in-house or under contract; designing overall processing plans and systems to handle, control, operate, manipulate, reduce, store, check, and retrieve data; analyzing raw and processed data for validity and subject-matter interpretation; providing analytic services such as chemical analyses; forecasting and projecting data and conditions; and summarizing and presenting data for general use. Excluded from this category are collection and analysis of data only for R&D projects and internal operating or administrative purposes such as policy formulation and planning.
Scientific and Technical Information	032	The processing and dissemination of published and unpublished technical documents and information on work in progress and completed work to facilitate information and their use. The work involves developing and implementing information systems through such activities as: providing for the selection, acquisition, compilation, exchange, and storage of scientific and technical information; cataloging, abstracting, and indexing information for retrieval and dissemination; providing reference, literature search and bibliographic services for information users; interpreting, evaluating, and briefing on the significance and relevance of information; disseminating information through briefings, technical publications, and other communications media; and classifying and declassifying technical information where use must be controlled in the national interest.
Standards and Specifications	041	The preparation and determination of mandatory and/or voluntary standards or specifications including rules, regulations, and codes. These standards are for purposes of: government regulation and the assuring of the acceptability, quality, and/or standardization of products, materials, and parts as required for design, production, purchasing, logistics, and documentation. The work involves the development of performance criteria, test and inspection methods, and data for the application of the standards to technological products and services.
Regulatory Enforcement and Licensing	042	The application and enforcement of laws, rules, regulations, orders, and governmental agreements through inspection, investigation, surveillance, licensing, certification, and similar activities. The work includes such activities as: licensing power plants and radio stations; enforcing plant or animal disease eradication programs; examining applications for patents; inspecting operations for compliance with requirements; approving utility rates and services; investigating aircraft accidents; allocating radio frequencies; and determining compliance with engineering aspects of Federal tax laws.
Natural Resource Operations	051	The development and utilization of Federally-owned and trust lands and natural resources for the operations purposes of bringing current use into balance with natural processes of renewal to assure sustained yields to meet present and future public needs. Natural resources include land, air, and water and their related products or uses, such as soil, minerals, forage, wildlife's power, and recreation. The work involves implementing programs and projects to inventory, classify, utilize, improve, conserve, regulate, protect, sell, lease, exchange, or market natural resources. Resource operations as defined here are concerned with managing and conserving the land and resources in a specified geographic area.

Clinical Practice, Counseling, and Ancillary Medical Services	081	The provision of direct clinical and related services to patients and clients including examining, testing, diagnosis, treatment, therapy, casework, counseling, disability evaluation, and related patient care.
Planning	091	The study and projection of present and future needs and the formulation of alternative policies and ways of meeting these needs for the utilization of: land, natural, social, industrial, material and manpower resources; physical facilities; and social and economic services and programs. The work involves: gathering, compiling, analyzing, and evaluating data; projecting needs and establishing goals; developing single or alternative plans, policies, programs, and recommendations and measures of their economic, social, and political costs, benefits, and feasibility; and reevaluating progress to assure that plan objectives are realized in putting the plans into effect. This category includes physical, economic, and social planning for land population centers and missions, policy, and program planning.
Management	092	The direction and control of S&E programs in any one or combination of functions in a line or staff capacity with responsibilities that have a direct and substantial effect on the organizations and programs managed. The work involves decisions, actions, and recommendations that establish the basic content and character of the programs directed in terms of program objectives and priorities, program initiation and content, funding, and allocation of organizational resources. This category is not intended to cover those primarily engaged in the supervision or monitoring of work carried out through contracts and grants or in contracts and grants administration. Such positions are to be coded to the appropriate function.
Teaching and Training	093	The teaching of scientific and technical subjects: the education and training of scientific and technical personnel in-house and through programs consisting of fellowships, traineeships, and training grants; and the development of curricula and training materials and aids.
Technical Assistance and Consulting	094	The provision of scientific and technical expert assistance, consultation, and advice to other scientific personnel; foreign governments; government agencies at the Federal, state, or local level; private industry; organized groups, and individuals. The work involves advising upon and promoting application of the results of research and specialized program knowledge.
Other (Not Elsewhere Classified)	099	This category is to be used for: positions with highly specialized activities which are not classified or covered in any of the categories; positions of such generalized nature that a primary function cannot be identified; and trainee positions for which functional assignments have not been made.

Attachment 6

**LABORATORY DEMONSTRATION QUALIFICATION STANDARD
FOR SCHEDULE B, STUDENT EDUCATIONAL EMPLOYMENT PROGRAMS**

A6.1. Supervisors may hire students into the STEP and or the SCEP as long as the student meets the basic requirements described below. Students hired into the DU/DX career path may progress to band II. Once the student completes all requirements he/she may be converted to the DO or DR career path, as appropriate.

A6.2. Student with no previous related education or experience may qualify as described below. The required education must be either: a) related to the field in which student will receive on the job training; or b) applicable under the qualification standard for the occupational series. Selective factors may be used to identify special requirements, e.g., specific courses, needed to perform the work of individual positions.

Table 6.1. Requirements for Initial Appointment.

CAREER PATH	BROADBAND	LEVEL OF EDUCATION
DU/DX	I	Enrollment in a high school diploma program.
DU/DX	II	Completion of 4 academic years of post-high school study leading to a bachelor's degree or completion of 4 academic years of pre-professional study.
DO / DR	I	Completion of 1 academic year of graduate level education, bachelor's degree with Superior Academic Achievement as provided in the "General Policies and Instructions" for <i>Qualifications Standards Operating Manual</i> , or 5 academic years of pre-professional study.

A6.3. Special Provisions for Students with Previous Related Education or Experience. For both initial appointment to and concurrent with conversion from a student educational employment program position, the applicant's previous education and/or experience should be evaluated using the qualification standard for the target position to determine whether it is creditable. If any portion of the education or experience meets the requirements in the qualification standard for the target position, then both initial appointment and conversion may be made at the highest broadband level for which the applicant is qualified and eligible.

A6.4. Conversion/Promotion Requirements During STEP/SCEP Appointment. Students may be converted/promoted to a higher broadband position based on their Federal Government student work experience, as follows: To DU/DX-II: a) Completion of 3 academic years of study leading to a bachelor's (or higher) degree and one period of DU/DX-I student work experience; or b) completion of 2 ½ academic years of study leading to a bachelor's (or higher) degree and 6 months (at least 960 hours) of DU/DX-I student work experience. Student educational employment program positions in the DO/DR career path occupation that follows a two-grade interval pattern: To DO/DR-I: a) Completion of 4 academic years of study (or all the requirements) for a bachelor's degree and completion of one period of DU-II student work experience, or b) completion of 4 academic years of pre-professional study and completion of one period of DU-II student work experience.

A6.5. Explanation of Terms. An academic year of undergraduate education is defined as 30 semester hours, 45 quarter hours, or the equivalent in an accredited college or university, or approximately 36 weeks for at least 20 classroom hours per week in an accredited business, technical, or secretarial school. See the "General Policies and Instructions" for the Qualification Standards Operating Manual for the definition of a full year of graduate education. Pre-professional study is study in fields that require a post-baccalaureate degree at the entry level, e.g., veterinary medicine, social worker. For purposes of this standard, a period of student work experience is the equivalent of 2 months (320 hours) of work experience.

A6.6. SCEP Conversion Upon Completion of Program. SCEP students may be converted noncompetitively to a career appointment within 120 days following completion of their educational and work experience requirements. Noncompetitive conversion in another Federal agency may be recommended provided that all parties agree that the appointment is in the best interest of the Government. AF Schedule B students may be promoted non-competitively using this standard immediately prior to conversion. When converting students, the following conditions must be met:

A6.6.1. Students must meet the qualification standard for the position, including any minimum educational, licensing, or certification requirements; however, students who are converted at the same band as their final student band need not meet any length of experience requirements for that band level.

A6.6.2. The position must be to an occupation related to the student's academic training and career-related work experience, and;

A6.6.3. Students must meet all the program requirements in 5 CFR 213.3202.

Table A6.2. Requirements for Conversion upon Completion of SCEP Appointment.

From Career Path	From BB	To Career Path	To BB	Requirements
DU	II	DR/DO	I	Completion of 4 academic years of study (or all the requirements) for a bachelor's degree and completion of one period of DU-II student work experience, or completion of 4 academic years of pre-professional study and completion of one period of DU-II student work experience.

A6.7. Test Requirements. A written test is not required for Schedule B student educational employment program positions at the time of initial appointment or upon conversion.

Attachment 7

LAB DEMO PAY SETTING WORKSHEET

Required on all pay setting actions, except WGI buy-in equivalent.
Sections may be omitted if they do not apply.

1. Type of Personnel Action:
 New Hire Reassignment Temporary Promotion Conversion of Appointment
 Bonus Promotion Change to Lower Band Co-op Relocation Incentive
 Accelerated Pay for Entry Level

SECTION A – CANDIDATE INFORMATION

2. Name:	3. Current Organization or Employer:
4. Current Title:	5. Current PP/Band or Grade/Step:
6. Current Basic Salary: \$	7. Current Total Salary: \$
8. Current OCS/Delta OCS or Performance Score, if applicable:	
9. Education Level and/or Degree(s):	
10. Number of years of Relevant Experience:	

SECTION B – POSITION INFORMATION

11. Organization/Office Symbol:	
12. Position Title:	13. Position PP/Series/Band:
14. Basic Salary Range of Position (e.g. List the Basic Salary Range of DR-I): \$	
15. Specialized Experience Required – Mandatory for New Hire:	

SECTION C – SALARY AND/OR DEMO BONUS INFORMATION

(PER AFRLM 36-104, CHAPTER 5, PARAGRAPH 5.2. & 5.3.)

This Section Does Not Apply

16a. Recommended Basic Salary: \$	
16b. Is this an Increase: Y <input type="checkbox"/> N <input type="checkbox"/>	16c. If "Yes", Recommended Increase Amount: \$
17a. Recommend Demo Bonus: Y <input type="checkbox"/> N <input type="checkbox"/>	17b. Recommended Bonus Amount: \$
18. Resulting Expected OCS Based on Basic Salary Increase (Do Not Include Bonus Amount):	
19a. Were Other Incentives/Bonuses Granted: Y <input type="checkbox"/> N <input type="checkbox"/>	

19c. If "No", Rationale for Not Considering/Granting Other Incentives/Bonuses:

**SECTION D – RELOCATION INCENTIVES FOR CO-OP/INTERNSHIP
PROGRAM STUDENTS**

(PER AFRLM 36-104, CHAPTER 5, PARAGRAPH 5.7.)

This Section Does Not Apply

20. Student's Permanent Address (Home of Record):

21. Relocation Expenses:

\$

22. Average Housing Expenses for Local Area:

\$

23. Temporary Housing Expenses:

\$

24. Other Expenses (Specify):

\$

25. Total Expenses (Attach Receipts):

\$

26. Allowable Expenses (Amount to Student):

\$

SECTION E – ACCELERATED COMPENSATION (DR & DO CAREER PATHS)

(PER AFRLM 36-104, CHAPTER 5, PARAGRAPH 5.9.)

This Section Does Not Apply

27. Date of Last Accelerated Compensation Adjustment, if applicable:

28. Date Out-of-Cycle MoM Convened (Attach MoM Justification and Decision):

29. Expected OCS, Based on Current Basic Salary:

30. Estimated OCS, Based on MoM Decision:

31. Estimated Delta Y: \$

32. 50% of Estimated Delta Y: \$

33. Basic Salary Increase Amount: \$

**SECTION F – TERMINATION OF TEMP PROMOTION WHEN A CCS PAY
ADJUSTMENT HAS OCCURRED**

(PER AFRLM 36-104, CHAPTER 5, PARAGRAPH 5.10.)

This Section Does Not Apply

34. Date of Temporary Promotion:

35. Date Temporary Action Ends:

36. Date Out-of-Cycle MoM Convened (Prior to Termination of Temporary Promotion):

37a. Expected OCS, Based on MoM Decision:

37b. New Basic Salary: \$

SECTION G – JUSTIFICATION**This block is required to be completed.**

38. Please provide all information used to determine the initial pay, salary increase, or demo bonus. Include candidate qualifications/experience, academic qualifications, relevant training/certification, comparable salaries/experience within directorate technical/functional area, local labor market conditions, etc., as applicable (reference AFRLM 36-104, Chapter 5, Pay Setting Criteria).

SECTION H – REQUIRED SIGNATURES

39. Typed Name/Signature Block of Recommending Official (Supervisor):

40a. Recommending Official Signature:

40b. Date:

41. Typed Name of Senior Personnel Advisor (SPA):

42a. SPA Signature:

42b. Date:

43. Recommended Alternative Basic Salary: \$ _____ or Returned for Basic Salary Revision:

44. Reason for Return or Alternative Basic Salary:

45. Approved: Y N

46. Typed Name/Signature Block of Approving Official:

47a. Approving Official Signature:

47b. Date:

48. Remarks/Notes:

SUBMIT COMPLETED WORKSHEET, WITH APPLICABLE DOCUMENTATION, TO THE DIRECTORATE SPA OFFICE. SPA OFFICE: ENSURE A COPY IS FORWARDED TO AFRL/DPL.

Attachment 8

DESCRIPTORS SORTED BY CAREER PATH, FACTOR, AND BROADBAND LEVEL

SCIENTISTS AND ENGINEERS CAREER PATH, PAY PLAN DR

KEY ELEMENTS	DR PROBLEM SOLVING FACTOR			
	DR-I	DR-II	DR-III	DR-IV
Scope/ Depth/ Breadth	Applies knowledge of science, technology, or processes to assigned tasks. Efforts are within the technology area or own organization.	Develops or modifies new methods, approaches, or scientific knowledge to solve challenges. Efforts involve multiple technology areas or organizations.	Performs duties across a broad range of activities that require substantial depth of analysis and expertise. Implements or recommends decisions which impact science or technology.	Defines, leads, and manages an overall technology area which includes multidisciplinary S&T and/or non-S&T aspects. Makes critical decisions which significantly impact science or technology.
Complexity	Analyzes and resolves routine to moderately-difficult problems within assigned area, often under the guidance of senior personnel. Develops limited variations to established methods and/or techniques.	Applies knowledge of science/technology to analyze and resolve multifaceted issues/problems with minimal guidance. Develops comprehensive modifications to established methods and/or techniques.	Applies and expands knowledge of science/technology to resolve critical, multifaceted problems and/or develops new theories or methods. Adapts to tasks involving changes or competing requirements.	Applies considerable judgment to resolve critical, multifaceted problems spanning multiple disciplines. Expertly accomplishes tasks or resolves issues involving significant uncertainties, changes, or competing requirements.
Creativity	Uses judgment in selecting, interpreting, and adapting known scientific principles. Considers existing approaches and researches novel alternatives.	Uses judgment and originality in developing innovative approaches to define and resolve highly complex situations. Approaches to solving problems require initiative and resourcefulness in interpreting and applying scientific principles that are applicable but may be conflicting or not clearly understood.	Uses judgment and ingenuity in making decisions/developing technologies for areas with substantial uncertainty in methodology, interpretation, and/or evaluation. Approaches to solving problems require interpretation, deviation from traditional methods, or research of trends and patterns to develop new methods, scientific knowledge, or organizational principles.	Using broadly stated organizational goals fosters a culture which rewards ingenuity and generates/implements innovative ideas for developing new technologies. Develops innovative approaches which significantly expand the scientific knowledge base and/or the overall effectiveness of the organization.
Relevance and Recognition	Efficiently provides solutions that resolve assigned problems with some oversight/assistance from senior personnel. Completed work is reviewed for soundness, appropriateness, and conformity. Capability is recognized within own organization.	Consults appropriately to develop objectives, priorities, and deadlines. Plans and carries out work that is well aligned with organizational goals. Completed work is generally accepted upon review. Expertise is recognized internally and externally by academia, industry, or government peers.	Actively engages organizational planning activities. Defines and leads work efforts that are focused on organizational priorities. Results of work are considered authoritative. Expertise is recognized at the national level across the laboratory, service, DoD agencies, industry, and/or academia.	Sets objectives and plans, designs, and directs work to meet evolving organizational goals. Agency provides only broadly defined missions and functions. Leadership is recognized at the national/international level across various laboratories, services, DoD, industry and/or academia.

KEY ELEMENTS	DR COMMUNICATION FACTOR			
	DR-I	DR-II	DR-III	DR-IV
Level/ Breadth	Prepares information to use within own organization and technical area. Exchanges information with other functional areas or external contacts.	Provides information to peers, senior technical leaders, and/or managers within and beyond own organization to influence decisions or recommend solutions. Exchanges information with established internal/external networks.	Communicates complex technical, programmatic, and/or management information across multiple organizational levels to drive decisions by senior leaders. Collaborates with broad functional and technical areas.	Communicates with a wide range of peers/organizations across multiple levels inside and outside the laboratory to influence major technical, programmatic, and/or management activities. Builds collaborative relationships across broad functional and technical areas and engages with leaders at the national and/or international level.
Written	Documents routine information in a clear and timely manner. Effectively utilizes communications tools to contribute to reports, documents, presentations, etc.	Documents complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Authors reports, documents, and presentations pertaining to area(s) of expertise.	Leads documentation of diverse and highly complex information, concepts, and ideas in a highly responsive and effective manner. Authors and enables authoritative reports, documents, and presentations pertaining to multiple areas of expertise.	Promotes a culture of excellence in synthesizing and documenting diverse and highly complex information, concepts, and ideas. Authors and directs authoritative reports, documents, and presentations integrating multiple disciplines.
Oral	Presents routine information in a clear and timely manner. Actively listens and responds appropriately. Develops speaking skills for basic briefings and effectively adjusts to the audience with guidance.	Presents complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Actively listens to others' questions, ideas, and concerns and considers diverse viewpoints. Demonstrates effective speaking skills for advanced briefings, tailoring presentations to facilitate understanding.	Leads presentation of diverse and highly complex information, concepts, and ideas in a highly responsive and effective manner. Seeks opinions and ideas from others and carefully considers and incorporates diverse viewpoints. Demonstrates expert speaking skills and adaptability for critical briefings.	Develops strategies to improve presentations of diverse and highly complex information, concepts, and ideas. Fosters an atmosphere of respect for others at all levels and promotes expression of alternative viewpoints. Displays mastery of speaking skills and delivers compelling, authoritative briefings.
Review/ Oversight	Provides reports, documents, and presentations to senior personnel for review. Makes necessary revisions per guidance from senior personnel.	Reviews own communication products prior to submittal to peers, senior technical leaders, managers, and/or external contacts, resulting in minimal revision. May assist with the communications of others.	Produces required forms of communication with minimal guidance from others. Reviews communications of others for appropriate and accurate content.	Establishes guidance and oversight requirements for communication in his/her organizational or technical area. Responsible and accountable for overall development of reports, documents, and presentations of self and others within area of responsibility.

KEY ELEMENTS	DR TECHNOLOGY MANAGEMENT FACTOR			
	DR-I	DR-II	DR-III	DR-IV
Level/Scope/Complexity	Interacts within technical area on routine issues to communicate information and coordinate actions within area of assigned responsibility. Conducts duties in support of technical goals within own organization.	Collaborates with technical area stakeholders to develop strategies for effective execution within a particular technology area. Executes activities within and beyond own organization that ensure the technology mission.	Leads technology partners in highly complex technical areas to develop strategies for research and development programs. Leads development and execution at a broad level in the laboratory to advance the technology mission.	Integrates wide-ranging activities at a national/international level, involving multiple technical areas, to develop strategic technology solutions. Directs program/process formulation and implementation to achieve the mission goals at the laboratory/multi-agency level.
Opportunities/Entrepreneurism/Planning	Participates in technology area planning within own organization. Contributes technical ideas to proposal preparation and new technology development.	Recognizes opportunities and formulates plans within own organization. Generates key ideas and contributes technically to proposal preparation and marketing to establish new business opportunities. Identifies and advocates for resources necessary to support and contribute to mission requirements.	Leads/contributes significantly to program definition and/or planning. Pursues near-term business opportunities by exploiting internal and/or external resources. Identifies and develops mission relevant solutions while leveraging collaborations across the laboratory.	Leads requirements generation, strategic planning, and prioritization. Creates business opportunities based upon market awareness and exploitation of internal and/or external resources. Identifies, proposes and develops diverse and timely mission relevant solutions while leveraging national/international collaborations.
Resource Stewardship	Efficiently performs tasks utilizing available resources, including one's own time, to successfully accomplish assigned work. Provides inputs to risk management and process improvements.	Demonstrates knowledge of corporate processes by effective application of resources. Actively manages cost, schedule, and resource risks, seeking timely remedies. Engages others in using resources more efficiently and suggests innovative ideas to optimize available resources.	Monitors evolution of cost, schedule, and resource risk. Anticipates changes in resource requirements and develops and advocates solutions in advance. Leads others in using resources more efficiently and implements innovative ideas to stretch limited resources.	Manages and defends the resources needed to achieve organizational goals and expertly guides the implementation of these resources in a dynamic environment. Leads, promotes, and enables process improvements to maximize resource utilization.
Technology Exploitation/Transition	Contributes within own organization to the development and transition of technology solutions. Seeks out and uses relevant outside technologies to support own technical and functional activities.	Implements the development and transition/transfer of technology solutions, within or beyond own organization, based upon awareness of customer requirements. Evaluates and incorporates appropriate outside technology to support research and development.	Leads development and transition/transfer activities based upon extensive customer interactions and appropriate partnerships. Develops technology solutions by exploiting external technology to enhance research and development.	Leads world class research and development programs based upon anticipating customer requirements and leveraging national/international activities. Develops innovative solutions that exploit emerging technology and fosters an environment of technology exploitation.

KEY ELEMENTS	DR TEAMWORK AND LEADERSHIP FACTOR			
	DR-I	DR-II	DR-III	DR-IV
Level/Scope/Breadth of Influence	Performs work within a team that improves capability of a technology area or organization. Coordinates actions and gains understanding of other areas sufficiently to make appropriate recommendations.	Performs work as a key team member or leads others to improve capability of a technology area or organization. Integrates efforts or works across disciplines. Provides consultation on complex issues.	Leads critical aspects of team or technology area with focused accountability for quality and effectiveness. Integrates efforts across disciplines. Sought out for consultation on complex issues that affect internal/external organizations and/or relationships.	Leads/manages all aspects of subordinate/team efforts with complete accountability for mission and program success. Utilizes situational awareness to promote competitive positioning of the organization. Has broad and substantial impact on organizational decisions affecting internal/external organizations and/or relationships.
Teaming and Collaboration	As team member, makes positive contributions in assigned areas to meet team goals. Shares relevant knowledge and information with others. Develops positive working relationships with peers and superiors alike.	As lead or key team member, makes significant contributions to meet team goals in support of the organizational goals. Works collaboratively with others in a dynamic environment, demonstrating respect for other people and alternative viewpoints. Recognizes when others need assistance and provides support.	Effectively seeks out and capitalizes on opportunities for collaboration to achieve significant results that support organizational goals. Is sought out for consultation and leadership roles. Seeks out opportunities to share knowledge with others. Volunteers to lead or serve on cross-functional/integrated teams.	Cultivates and sustains a professional environment of cooperation, cohesion and teamwork. Formulates short- and long-term teaming/collaboration strategies across organizations/disciplines. Establishes team charters. Builds coalitions to establish integrated approaches that meet overall organizational mission requirements.
Mentoring and Development	Maintains currency in area of expertise. Actively seeks guidance/opportunities to improve/expand skills.	Assists in the development and training of internal/external team members. Works to develop/improve self in order to more effectively accomplish team goals. May recommend selection of team members.	Leads and supports the development and training of subordinates and/or internal/external team members. Actively seeks out mentoring opportunities. Proactively develops/improves self in order to more effectively accomplish organizational goals. Recommends selection and/or selects team members.	Mentors and develops future organizational leaders and personnel through evaluations/feedback. Fosters a culture that encourages and rewards mentoring and development. Proactively develops/improves self in order to more effectively accomplish agency goals. Identifies and addresses skill deficiencies and selects team members.
Oversight Required/ Provided	Receives close guidance from others. Performs duties in a professional, responsive, and cooperative manner in accordance with established policies and procedures.	Receives general guidance in terms of established policies, objectives, and decisions from others. Discusses novel concepts and significant departures from previous practices with supervisor or team leader.	Receives only broad policy/guidance. Provides guidance/direction to others. May participate in position and performance management.	Works within the framework of agency policies, mission objectives, and time and funding limitations with minimal oversight. Establishes policy and/or provides guidance/direction to others. Responsible for position and performance management.

BUSINESS MANAGEMENT AND PROFESSIONAL CAREER PATH, PAY PLAN DO

KEY ELEMENTS	DO PROBLEM SOLVING FACTOR			
	DO-I	DO-II	DO-III	DO-IV
Scope/Impact	Applies knowledge of business management or a professional field to perform duties supporting and/or improving the efficiency and productivity of the organization.	Develops new methods, criteria, policies, or precedents for business management or a professional field. Modifies or adapts established methods and approaches to complex issues that affect a wide range of organizational activities. May administer one or more complex programs within a functional area.	Performs duties across a broad range of activities that require substantial depth of analysis and organizational problem solving skills. Implements or recommends decisions which significantly impact agency policies/programs.	Defines, leads, and manages an overall business management or professional program area which includes a full range of complex functional areas. Makes critical decisions which significantly change, interpret, or develop important agency policies/programs.
Complexity	Analyzes and resolves difficult but routine problems within assigned area of responsibility, sometimes under the guidance of a senior specialist. Includes minor adaptation to established methods and techniques.	Applies substantial knowledge of business management or a professional field to analyze and resolve highly complex issues and problems. Includes refinement of methods or development of new ones.	Resolves critical problems or develops new theories for work products or services which affect the work of other experts, the development of major aspects of business management programs or missions, or impacts a large number of people. Assignments involve continual program changes or conflicting requirements.	Applies considerable judgment and ingenuity to interpret existing guidelines and develop policies and procedures for broadly based projects/programs.
Independence	Plans and carries out work based on established guidelines and supervisor's stated priorities and deadlines. Completed work is evaluated for soundness, appropriateness, and conformity to policy and requirements.	Consults with supervisor to develop deadlines, priorities, and objectives. Plans and carries out work, effectively resolving most conflicts that arise. Keeps supervisor informed of potentially controversial issues. Completed work is reviewed primarily for meeting requirements and producing expected results.	Supervisor outlines general objectives. Independently plans and carries out the work. Complex issues are resolved without reference to supervisor except for matters of a policy nature. Results are considered technically authoritative and are normally accepted without significant change.	Independently plans, designs, and carries out programs, projects, studies, etc., such that overall program objectives are met. Supervisor provides only broadly defined missions and functions. Results of work are considered technically authoritative and are almost always accepted without change.
Creativity	Uses judgment in selecting, interpreting, and adapting guidelines that are readily available.	Uses initiative and resourcefulness in interpreting and applying policies, precedents, and guidelines that are applicable but may be conflicting or stated only in general terms. Uses considerable judgment and originality in developing innovative approaches to define and resolve highly complex situations.	Uses judgment and ingenuity in making decisions in major areas of uncertainty in methodology, interpretation and/or evaluation. Guidelines require interpretation, deviation from traditional methods, or research of trends and patterns to develop new methods, criteria, or propose new policies.	Guidelines are broadly stated and non-specific. Generates/implements innovative ideas for increasing overall effectiveness of the organization.

KEY ELEMENTS	DO COMMUNICATION FACTOR			
	DO-I	DO-II	DO-III	DO-IV
Level of Influence	Factual information and material is normally presented to individuals within immediate office or within own organization, but may involve external contacts.	Communicates important concepts to influence decisions or recommend solutions with specialists and management officials in own organization. Occasionally communicates with individuals at higher levels and in other organizations.	Influences consensus among management officials within AFRL, AF, and in other agencies and organizations to accept ideas and implement recommendations designed to improve effectiveness of major programs and policies.	Interacts with high-ranking officials to include AF level, other agencies, and departments to influence major program policies and/or defend controversial decisions. May also communicate with leaders at the local, state, and/or national levels for similar purposes.
Written	Communicates routine information in a clear and timely manner. Develops formal written communication often with supervisory review and revision.	Communicates moderately complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication typically requires minimal revision.	Communicates complex information, concepts, and ideas in an accurate, clear, concise, well-organized, and timely manner. Written communication typically accepted without revision.	Tailors style to communicate critical information effectively to diverse audiences at different levels. Accurately communicates complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication is accepted without revision.
Oral	Actively listens and appropriately responds to questions and concerns from others. Uses tone that respects others' ideas, comments, and questions. With guidance, effectively adjusts communications to the audience's level of understanding. Has speaking skills required to deliver basic briefings.	Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints and appropriately responds to questions or requests. Effectively adjusts communications to facilitate understanding. Tailors presentations and briefings to meet an audience's needs and level of understanding.	Seeks opinions and ideas from others as appropriate. Actively listens to others' questions, ideas, and concerns. Uses tone that respects and carefully considers diverse viewpoints, responding appropriately. Clearly communicates complex information, concepts, and ideas through briefings and presentations to a wide range of audiences.	Receptive to alternative viewpoints. Clearly communicates complex information and ideas to a range of audiences. Shows respect for others and responds appropriately to people at all levels. Delivers compelling policy level briefings.

KEY ELEMENTS	DO BUSINESS MANAGEMENT FACTOR			
	DO-I	DO-II	DO-III	DO-IV
Level and Purpose	Interacts with customers on routine issues to communicate information and coordinate actions within area of assigned responsibility. Conducts duties in support of business goals of the organization.	Works with customers to define/anticipate problems and develop strategies for effective resolution within a particular program area. Supports execution of activities that advance the business-related goals of the organization.	Works jointly with customers to identify highly complex, sensitive, or controversial problems and develop strategies for effective resolution. Contributes to refinement of the business-related goals of the organization.	Interacts at senior management levels to negotiate and resolve conflicts concerning activity-wide policies and programs. Resolutions are communicated across the organization/agency. Contributes to the definition and improvement of processes that affect the business goals of the organization.
Customer Relations	Provides timely, flexible, and responsive products and/or services to customers under guidance of senior specialist or supervisor.	Develops innovative or useful suggestions for designing and adapting customer-focused products and/or services. Displays flexibility in responding to changing customer needs.	Establishes successful working relationships with customers to address and resolve highly complex and/or controversial issues. Anticipates customer needs in order to avoid potential problems resulting in improved customer satisfaction.	Fosters successful working relationships with high-level officials both inside and outside the organization that help achieve overall mission goals. Develops innovative and useful approaches for improving or expanding products and/or services, resulting in highly valued services that improve overall customer satisfaction.
Effectiveness	Contributes ideas for improvement of established services based on knowledge of a variety of business management or professional programs and systems, and an understanding of customer needs.	Contributes key ideas and/or strategies to develop, implement, and promote new/improved programs or services applicable to business management or a professional field.	Develops effective plans and strategies for highly complex programs or services involving broad business management or a professional field. Successfully carries out and maintains such programs/services at a high level of customer awareness and satisfaction.	Generates strategic plans and objectives to develop, implement, and promote broadly-based programs and services to meet organizational needs. Ensures overall effectiveness and customer-oriented focus of managed programs, processes, and services.
Resource Management	Demonstrates knowledge of available resources and the process for acquiring the resources needed to accomplish assigned work. Makes effective use of available resources including one's own time.	Identifies and advocates for resources necessary to support and contribute to mission requirements. Maximizes use of available resources.	Anticipates changes in workload requirements and advocates for resources in advance of when they are needed. Actively assists others in using resources more efficiently and suggests innovative ideas to stretch limited resources.	Identifies, acquires, defends, and manages the resources needed to achieve organizational goals.

KEY ELEMENTS	DO TEAMWORK AND LEADERSHIP FACTOR			
	DO-I	DO-II	DO-III	DO-IV
Team Role	Makes positive contributions to all aspects of the overall team's responsibilities. Pursues opportunities for training and professional growth. Actively participates in team training activities.	Contributes as lead or key member of the team performing the substantive analytical or professional duties in support of the organizational mission.	Effectively seeks out and capitalizes on opportunities for the work unit to achieve significant results that support organizational goals. Is sought out for consultation and leadership roles.	Formulates short- and long-term strategies across subordinate units to achieve significant results in support of the organization's goals and long-term vision.
Breadth of Influence	Performs work that affects the accuracy, reliability, or acceptability of broader projects and programs. Coordinates joint actions and gains understanding of other areas sufficient to make appropriate recommendations.	Effectively carries out integrated advisory and program work. Leads/mentors/provides oversight to specialists at same or lower level. Regularly consulted by management officials on complex issues due to depth and breadth of expertise.	Guides the critical aspects of programmatic and business management efforts of individuals and/or teams with focus on accountability, quality, and effectiveness. Has impact on business recommendations that affect both internal and external relationships.	Leads and manages all aspects of subordinate/team efforts with complete accountability for mission and program success. Utilizes situational awareness to promote competitive positioning of the organization.
Cooperation	Works flexibly with others to accomplish team goals. Treats others fairly and professionally. Shares relevant knowledge and information with others. May participate as a member of cross-functional teams.	Works collaboratively and flexibly with others to accomplish team goals. Treats others fairly and professionally. Shares relevant knowledge and information with others. Recognizes when others need assistance and provides support. May participate as a member of cross-functional/integrated teams.	Leads and provides oversight to effectively manage integrated advisory and program services. Regularly consulted by management officials on highly complex issues. Seeks out opportunities to share knowledge with others. Volunteers to lead or serve on cross-functional/integrated teams.	Builds coalitions to establish integrated approaches to meet overall organizational mission requirements. Sets and maintains a tone of cooperation, cohesion, and teamwork. Champions respect and value for others.
Supervision and Subordinate Development	May select or recommend selection of staff or team members.	Selects or recommends selection of staff or team members. Supports development and training of subordinates. Participates in mentoring and position/performance management.	Selects or recommends selection of staff, team members, and/or subordinate supervisors. Initiates development and training of subordinates. Participates in mentoring, motivation, coaching, instruction, and position/performance management.	Selects or recommends selection of staff, team members, and subordinate supervisors. Initiates development and training of subordinates. Directs or recommends mentoring and position/performance management. Develops future team leaders and supervisors.

TECHNICIAN CAREER PATH, PAY PLAN DX

KEY ELEMENTS	DX PROBLEM SOLVING FACTOR			
	DX-I	DX-II	DX-III	DX-IV
Scope/Impact	Applies basic knowledge to perform well-defined work activities with guidance. Performs specific procedures which are typically a segment of a project of broader scope. Work products affect the accuracy, reliability, or acceptability of further procedures, processes, or services.	Plans and conducts work which is a complete project of relatively limited scope or a portion of a large and more diverse project. Work affects the operation of systems, equipment, testing operations, research conclusions, or similar activities.	Establishes criteria, formulates projects, assesses program effectiveness, and investigates a variety of unusual conditions or problems in areas which affect a wide range of major activities. Identifies areas for investigation or improvement. Work affects the design of systems, equipment, testing operations, research conclusions, or similar activities.	Provides expert advisory services and leadership for broad and complex programs, systems, and processes that advance the state of the art. Plans, organizes, and/or directs extensive development efforts associated with the latest advancements in technology.
Complexity	Performs duties that involve related and established steps, processes or methods. Operates and adjusts varied equipment and instrumentation to perform standardized tests or operations involved in testing, data analysis, and presentation.	Applies practical knowledge of different but established technical methods, principles, and practices within a narrow area to design, plan, and carry out projects. Assignments require study, analysis, and consideration and selection of several possible courses of action.	Applies considerable knowledge of a wide range of technical methods, principles, and practices to design, plan, and carry out complex projects. Assignments are frequently complicated by many operations which equipment or systems must perform, and many variables that must be considered. Precedents are sometimes absent or obscure. Handles conflicting issues.	Projects are multi-disciplinary and are greatly affected by advances in technology. Projects are also characterized by highly complex problems for which precedents are lacking. Uses judgment and ingenuity to convert objectives into programs or policies. Adjusts broad activities to align with changing program needs.
Independence	Executes routine assignments without explicit instructions if standard work methods can be used. Resolves recurring routine problems with little supervision.	Supervisor outlines overall requirements, providing general instructions regarding objectives, time limitations, and priorities. Plans and carries out successive steps and handles problems in accordance with accepted practices or instructions. Completed work is evaluated for technical soundness, appropriateness, and conformity.	Supervisor outlines general requirements and objectives. Analyzes problems and develops approaches/work plans. Requires little to no technical advice or guidance. Technical decisions and recommendations are normally accepted by higher authority.	Supervisor outlines only broad policy and operational objectives/requirements. Technical supervision is limited to reviewing broad hypotheses and overall approach. Interpretations are generally accepted as technically authoritative.
Creativity	Uses judgment in locating and selecting the most appropriate procedures, making minor deviations to adapt the guidelines to specific cases.	Applies knowledge and experience to a broad range of assignments. Seeks novel solutions where appropriate. Adapts previous plans/techniques to fit new situations.	Applies extensive knowledge to unusual or highly difficult assignments. Reviews, analyzes, and integrates work performed by others along with adaptations from changes in technology as they relate to the possible impact on projects, systems or processes.	Creates new techniques, establishing criteria and/or developing new information. Approach is not easily determined and novel approaches or considerable modification of existing techniques is required. May contribute to or publish technical papers on modification of existing theories or technology.

KEY ELEMENTS	DX COMMUNICATION FACTOR			
	DX-I	DX-II	DX-III	DX-IV
Level of Influence	Acquires or exchanges information with individuals on same team or within own organization for routine and recurring issues. May involve limited external contacts.	Communicates with co-workers and management officials in own organization in order to plan and coordinate work, communicate important technical concepts and requirements or recommend solutions. Also, communicates with various individuals at higher levels and in other organizations.	Communicates with employees and management officials both within own organization and in organizations outside the agency to resolve problems, accept ideas, and implement recommendations designed to improve effectiveness of operating systems, programs, equipment, or services.	Interacts with individuals or groups in various agencies and departments to influence and/or defend controversial decisions.
Written	Communicates routine information in a clear and timely manner. Written communication may require some revision.	Communicates information in a clear, concise, well-organized, and timely manner. Written communication typically requires minimal revision.	Communicates complex information in a clear, concise, well-organized, and timely manner. Written communication is typically accepted without revision.	Tailors style to communicate critical information effectively to diverse audiences at different levels. Communicates complex information in a clear, concise, well-organized, and timely manner. Written communication is accepted without revision.
Oral	Actively listens and appropriately responds to questions and concerns from others. Uses tone that respects others' ideas, comments, and questions. With guidance, effectively adjusts communications to facilitate understanding.	Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints. Tailors communications to ensure an effective level of understanding. Clearly responds to questions or requests, following up when appropriate.	Seeks opinions and ideas from others as appropriate. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints, responding appropriately. Communicates complex information, concepts, and ideas through briefings or presentations to audiences in a manner that facilitates understanding. Clearly responds to questions or requests with follow up when appropriate.	Prepares and delivers briefings to communicate complex information and ideas to a range of audiences in a manner that facilitates understanding. Receptive to alternative or dissenting viewpoints. Shows respect for others and responds appropriately to people at all levels.

KEY ELEMENTS	DX BUSINESS MANAGEMENT FACTOR			
	DX-I	DX-II	DX-III	DX-IV
Level and Purpose	Interacts with customers to communicate information and coordinate routine actions within area of assigned responsibility. Conducts duties in support of business goals of the organization.	Works with customers to define/anticipate problems and develop strategies for effective resolution within technical areas. Supports execution of activities that advance the business-related goals of the organization.	Works with customers to identify highly complex or controversial problems and develop strategies for effective resolution. Contributes to refinement of the business-related goals of the organization.	Interacts at senior management levels to negotiate and resolve conflicts affecting a wide-range of activities. Contributes to the definition and improvement of processes that affect the business goals of the organization.
Customer Relations	Provides timely, flexible, and responsive products, and/or services to customers under guidance of senior technician or supervisor.	Develops innovative or useful suggestions for designing and adapting customer-focused products and/or services. Displays flexibility in responding to changing customer needs.	Establishes successful working relationships with customers to address and resolve highly complex and/or controversial issues. Anticipates customer needs in order to avoid potential problems resulting in improved customer satisfaction.	Fosters successful working relationships with high-level officials both inside and outside the organization that help achieve overall mission goals. Develops innovative and useful approaches for evaluating and improving operations, equipment, and/or activities resulting in highly valued services that improve overall customer satisfaction.
Effectiveness	Contributes ideas for improvement of products and services to project lead/supervisor based on an understanding of customer needs.	Contributes key ideas and/or strategies to develop, implement, and apply new/improved methods and procedures applicable to technical areas.	Develops effective plans and strategies for highly complex products or services involving a broad technical area. Successfully carries out and maintains services at a high level of customer awareness and satisfaction.	Stays appraised of current technologies and methods to develop techniques for new or modified work methods, approaches, or procedures, for substantive functions and services to meet organizational and customer needs. Ensures overall effectiveness and customer-oriented focus of managed programs, processes, and services.
Resource Management	Efficiently utilizes available resources, including one's own time, to successfully accomplish assigned work.	Anticipates, identifies, and advocates for resources necessary to support and contribute to mission requirements. Maximizes use of available resources.	Anticipates changes in workload requirements and advocates for resources in advance of when they are needed. Actively assists others in using resources more efficiently and suggests innovative ideas to stretch limited resources.	Plans and allocates resources to accomplish multiple customer needs simultaneously across the organization. Develops and implements innovative approaches to attain goals and minimize resource expenditures.

KEY ELEMENTS	DX TEAMWORK AND LEADERSHIP FACTOR			
	DX-I	DX-II	DX-III	DX-IV
Team Role	Makes positive contributions to specific aspects of the team's responsibilities. Actively takes initiative to expand knowledge and assume more responsibilities. Pursues opportunities for training and professional growth. Actively participates in team training activities.	Makes positive contributions to multiple aspects of the team's responsibilities. Shares knowledge and experience with team members.	Is sought out for consultation and serves as a mentor to other team members. Seeks out opportunities to share experience and lessons learned with other team members, both internal and external to own organization.	Recognized as a prominent contributor to key technical fields as a leader of a productive team directly contributing to the organization's mission. Considered a leader in the conception and formulation of innovative concepts and ideas.
Breadth of Influence	Provides work product that is a complete project of relatively conventional and limited scope or a portion of a larger project. Work requires a limited degree of coordination and integration of diverse phases carried out by others.	Provides work product that is a complete conventional project, or a portion of a larger, more diverse project. Projects require coordination of several independent parts, each requiring independent analysis and solution.	Manages highly difficult assignments in functional areas. Acts as a spokesperson authorizing important modifications which conform to broad policy. Coordinates assignments with subject matter experts in other areas. Reviews, analyzes, and integrates work performed by other groups or individuals outside the organization.	Serves as an expert in own field and is regularly sought out for consultation and/or takes leadership on important committees dealing with significant technical issues. Responsible for ensuring team composition is sufficient to meet program objectives.
Cooperation	Personal interactions foster cooperation and teamwork. Works effectively with others to accomplish tasks. Treats others respectfully and professionally. Provides information and assistance to others as needed. Attempts to handle minor work-related disagreements in a positive manner.	Works collaboratively and flexibly with others to accomplish team goals. Treats others respectfully and professionally. Shares relevant knowledge and information with others. Effectively contributes as a participating member on other teams.	Builds effective partnerships across units. Volunteers and actively serves in leadership roles on integrated teams. Regularly consulted by others on significant issues. Deals with challenging conflicts in a manner that motivates and encourages cooperation. Develops options to resolve disagreements that may require resolution at a higher level.	Contributes to achieving organizational goals by building flexible and effective partnerships. Successfully resolves sensitive conflicts. Actively works to ensure the continuous transfer of knowledge and skills throughout the work unit by serving as a technical resource and initiating or overseeing the development of formal knowledge sharing systems.
Supervision and Subordinate Development	N/A	Supports development and training of subordinates and/or co-workers. Participates in mentoring and position / performance management.	Provides recommendations for creation of teams. Develops and identifies new training needs for the professional growth of team members. Provides mentoring and position/performance management.	Selects or recommends selection of staff and/or team members. Develops and identifies new training needs for the professional growth of subordinates. Directs and provides mentoring and position/performance management. May formally supervise at team-level.

MISSION SUPPORT CAREER PATH, PAY PLAN DU

KEY ELEMENTS	DU PROBLEM SOLVING FACTOR			
	DU-I	DU-II	DU-III	DU-IV
Scope/Impact	Performs clerical/assistant/support work involving the application of a body of standardized rules, procedures, or operations to resolve a variety of standard, recurring requirements. Work affects the quality and timeliness of products or services within the immediate office.	Applies well-developed knowledge and skills to effectively perform a full range of moderately complex clerical/assistant/support work. Work affects the quality and timeliness of products or services within the organization.	Performs clerical/assistant/support work involving application of an extensive body of rules, procedures, and operations to resolve a wide variety of complex organizational support activities. Work may occasionally have influence beyond immediate organization. Work has a direct impact on the effectiveness and efficiency of the work products and services of specialists within the organization.	Applies expert-level knowledge and skills to effectively perform a wide-range of highly complex organizational support activities. Work often has influence beyond immediate organization. Work has a direct and significant impact on the effectiveness and efficiency of the work products and services of specialists and management officials within the organization. Typically leads other mission support personnel in defining and carrying out overall organizational support objectives.
Complexity	Applies standard rules, procedures, or operations to accomplish repetitive tasks and resolve routine matters.	Applies standard rules, procedures, or operations to accomplish a variety of tasks and resolve moderately complex matters.	Applies considerable knowledge of the rules, procedures, and operations to accomplish a variety of tasks within the assigned area of responsibility. Applies guidelines and techniques to resolve complex problems involving related, procedural processes.	Develops guidelines, techniques, procedures, and/or operations for the most complex and difficult problems within the subject matter area for the organization.
Independence	Carries out recurring and routine work, following supervisor's direction regarding work to be done, priorities, and specific procedures/guidelines to be followed. Completed work is reviewed for accuracy, timeliness, and adherence to instructions.	Supervisor defines objectives, priorities, and deadlines. Independently plans and carries out steps required to complete assignments. Resolves recurring problems/deviations without assistance. Completed work is reviewed for accuracy, timeliness, and compliance with established methods/procedures/guidelines.	Supervisor defines overall objectives, priorities, and deadlines. Works independently, resolving difficult problems that may arise. Completed work is reviewed for accuracy and compliance with established methods/procedures.	Operates with a great deal of independence. Plans and carries out assignments such that overall program objectives are met. Recommendations are generally accepted as technically authoritative. Work is evaluated only for conformance with broad objectives and is almost always accepted without change.
Creativity	Uses judgment in selecting and applying guidelines which are readily available.	Takes initiative to identify, locate, and appropriately apply guidelines and procedures.	Selects, interprets, and applies guidelines which are available but not completely applicable or have gaps in specificity. Uses considerable judgment by applying modified or new guidelines to resolve unique problems. May assist in the development of new guidelines for administrative procedures.	Applies considerable judgment and ingenuity to interpret existing policies/procedures and develop new guidelines and techniques that have a direct impact on specific programs/services within the organization.

KEY ELEMENTS	DU COMMUNICATION FACTOR			
	DU-I	DU-II	DU-III	DU-IV
Level of Influence	Communicates with individuals primarily in own organization in order to exchange information and present findings.	Communicates with co-workers and management officials in own organization in order to plan and coordinate work, communicate important concepts and requirements, or recommend solutions. Also, communicates with counterparts at various levels both inside and outside the organization.	Routine contacts are with co-workers, managers in organizations for which services are performed, and staff at higher echelons to coordinate work, communicate important concepts and requirements, or recommend solutions. May also interact with individuals in other agencies/departments or public office.	Routine contacts are with co-workers, managers in organizations for which services are performed, and staff at higher echelons to coordinate work, communicate important concepts and requirements, or recommend solutions. May also interact with high-ranking individuals in other agencies, departments, or public office.
Written	Communicates routine information in a clear and timely manner. Written communication may require some revision.	Communicates information in a clear, concise, well-organized, and timely manner. Written communication typically requires minimal revision.	Communicates moderately complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication typically accepted without revision.	Tailors style to communicate critical information effectively to diverse audiences at different levels. Communicates complex information, concepts, and ideas in a clear, concise, well-organized, and timely manner. Written communication is accepted without revision.
Oral	Clearly communicates status of assigned tasks. Actively listens and appropriately responds to questions and concerns from others. Uses tone that respects others' ideas, comments, and questions.	Actively listens and appropriately responds to questions and concerns from others. Shows respect for others' ideas, comments, and questions. With guidance, effectively adjusts communications to facilitate understanding.	Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints and clearly responds to questions or requests, following up to ensure understanding. Tailors communications to ensure an effective level of understanding.	Seeks opinions and ideas from others as appropriate. Actively listens to others' questions, ideas, and concerns. Uses respectful tone that considers diverse viewpoints, responding appropriately. Communicates complex information, concepts, and ideas through briefings or presentations to a range of audiences in a manner that facilitates understanding.

KEY ELEMENTS	DU BUSINESS MANAGEMENT FACTOR			
	DU-I	DU-II	DU-III	DU-IV
Level and Purpose	Interacts with customers on routine issues to communicate information and clarify instructions for tasking within area of assigned responsibility. Conducts administrative duties in support of business goals of the organization.	Effectively interacts with customers to understand their needs, answer questions, and provide routine information about products and/or services. Supports execution of activities that advance the business-related goals of the organization.	Serves as a central POC to provide authoritative explanations of requirements, regulations, and procedures, and to effectively resolve problems or disagreements affecting assigned areas. Contributes to refinement of the business-related goals of the organization.	Interacts at senior management levels to negotiate and resolve conflicts affecting a wide-range of mission support activities. Assists in the definition and improvement of processes that affect the business goals of the organization.
Customer Relations	Provides timely, flexible, and responsive products and/or services to customers under guidance of senior team member or supervisor.	Takes initiative to develop innovative ideas for adapting customer-focused products and/or services. Displays flexibility in responding to changing customer needs.	Establishes successful working relationships with customers to address and resolve complex and/or controversial mission support issues. Anticipates customer needs in order to avoid potential problems resulting in improved customer satisfaction.	Fosters successful working relationships with high-level officials both inside and outside the organization that help achieve overall mission goals. Establishes innovative and useful approaches for evaluating and improving mission support operations, processes, and/or activities resulting in highly valued services that improve overall customer satisfaction.
Effectiveness	Suggests ideas for improvement of products and services based on an understanding of customer needs.	Develops effective plans and strategies for improving the effectiveness of important products or services for an identified mission support area. Successfully provides services with a high level of customer satisfaction.	Develops and implements effective plans and strategies for improving important products or services involving a broad mission support area. Successfully provides services with a high level of customer awareness and satisfaction.	Takes initiative to develop and implement techniques for new or modified methods, approaches, or procedures for substantive mission support functions and services to meet organizational and customer needs. Ensures overall effectiveness and customer-oriented focus of managed programs, processes, and services.
Resource Management	Efficiently utilizes available resources to successfully accomplish assigned work. Appropriately prioritizes work; manages own time.	Identifies and advocates for resources necessary to support and contribute to mission requirements.	Anticipates changes in workload requirements and advocates for resources in advance of when they are needed. Actively assists others in using resources more efficiently and suggests innovative ideas to stretch limited resources.	Identifies, acquires, defends, and manages the resources needed to accomplish duties directly supporting organizational goals. Balances competing resource requirements to ensure alignment with mission objectives.

KEY ELEMENTS	DU TEAMWORK AND LEADERSHIP FACTOR			
	DU-I	DU-II	DU-III	DU-IV
Team Role	Contributes to specific aspects of the team's responsibilities. Pursues opportunities for training and professional growth. Actively participates in team training activities.	Contributes as a member of the team performing substantive clerical/assistant/support duties in support of the organizational mission. Assists in the development and training of individuals or team members. Participates in mentoring and assists with team management.	Effectively seeks out and capitalizes on opportunities to assist specialists/managers in achieving significant results that support organizational goals. Is sought out for consultation.	Recognized as a significant contributor within a key mission support area by serving as a leader of a productive team or a leader in the conception and formulation of relevant concepts and ideas.
Breadth of Influence	Provides work product or service of limited scope that requires a minimal degree of coordination and integration of work carried out by others.	Effectively carries out important mission support work. Leads/mentors/provides oversight to employees at same or lower level. Regularly assists specialists/managers on support issues due to depth of knowledge and breadth of expertise.	Accomplishes and/or guides the critical aspects of mission support efforts with focus on accountability, quality, and effectiveness. Assists in development of guidelines and processes that affect mission performance.	Serves as an expert in own field and is regularly sought out for consultation and/or takes leadership on important committees dealing with significant mission support issues.
Cooperation	Personal attitude/conduct fosters cooperation and teamwork needed to accomplish tasks. Treats others fairly and professionally. Provides information and assistance to others as requested/needed. Attempts to handle minor work-related disagreements in a positive manner.	Works flexibly with others to accomplish team goals. Treats others fairly and professionally. Seeks opportunities to share relevant knowledge and information with others. May participate as a member on other teams.	Leads and/or provides oversight for integrated mission support services. Regularly consulted by others on significant issues. Seeks out opportunities to share knowledge with others. Volunteers to lead or serve on cross-functional/integrated teams.	Contributes to achieving organizational goals by building flexible and effective partnerships. Manages the most sensitive conflicts in a positive manner. Actively works to foster collaboration by serving as a leadership resource.
Supervision and Subordinate Development	N/A	N/A	May recommend selection of staff or team members. Initiates development and training of subordinates. Participates in mentoring and position/performance management. Develops others through mentoring, coaching, and instruction.	Selects or recommends selection of staff, team members, and subordinate supervisors. Formal supervisors in this broadband conduct performance evaluation/rating of subordinates. Initiates development and training of subordinates. Directs or recommends mentoring and position/performance management. Develops others through motivation, mentoring, coaching, and instruction.

Attachment 9

CCS GRIEVANCE DOCUMENTATION CHECKLIST

GRIEVANT NAME:		OFFICE SYMBOL:		CCS CYCLE:
DOCUMENT CHANGES:	FROM:	TO:	NO CHANGE:	
Overall Score:			<input type="checkbox"/>	
Delta OCS:			<input type="checkbox"/>	
Basic Salary:	\$	\$	<input type="checkbox"/>	
“G” Increase:	\$	\$	<input type="checkbox"/>	
“I” Increase:	\$	\$	<input type="checkbox"/>	
Bonus:	\$	\$	<input type="checkbox"/>	
Broadband Movement:			<input type="checkbox"/>	
FACTOR SCORES				
Problem Solving:			<input type="checkbox"/>	
Communication:			<input type="checkbox"/>	
Business or Technology Mgmt:			<input type="checkbox"/>	
Teamwork and Leadership:			<input type="checkbox"/>	

- Revised AFRL Form 280 Parts I and II attached.
- Copy of original AFRL Form 280 Parts I and II attached.
- Final decision signed by grievance approving official, outlining results of grievance attached.
- Checklist and attachments submitted to the Lab Demo Project Office.
- If DCPDS change required, Request for Personnel Action information completed and forwarded to the servicing civilian personnel office.
- Once all documentation has been submitted to the Lab Demo Project Office and to the servicing civilian personnel office, verified DPCDS has been updated (to include salary, OCS, etc.), before closing the grievance file.

Attachment 10**AFRL EXPANDED DEVELOPMENTAL OPPORTUNITIES PROGRAM (DOP)
CONTINUED SERVICE AGREEMENT (CSA)**

1. I AGREE that upon completion of the AFRL Expanded DOP assignment, I will work for the United States Air Force (AF) in accordance with the AFRL CSA policy (see AFRL Manual 36-104, **Personnel Development and Recognition Chapter**). I understand that if I voluntarily enter a period of non-pay status during the period of service obligation (e.g., LWOP to accompany a spouse moving to a new duty location), the period of obligated service may be extended by length of time in a non-pay status.
2. If I voluntarily leave the AF before completing the period of service shown in item 7 below, I AGREE to reimburse the AF for any tuition, travel, per diem, books, materials, fees, administrative overhead costs, and other related expenses (*INCLUDING SALARY*) paid in connection with this DOP assignment as shown in item 8 below. However, the amount of the reimbursement will be reduced on a pro-rated basis for the percentage of completion of the obligated service. (For example, if the cost of the developmental opportunity is \$3,000 and I complete two-thirds of the obligated service, I will reimburse the AF \$1,000 instead of the original \$3,000.)
3. I FURTHER AGREE that if I voluntarily leave the AF to enter the service of another Federal agency or other organization in any branch of the government before completing the period of service agreed to in item 7 below, I will give my supervisory chain of command written notice of at least 10 workdays, during which time a determination concerning reimbursement will be made. If I fail to give this advance notice, I AGREE to pay the amount of my salary and additional expenses (Title 5 USC 4109(a)) incurred by the government in this DOP assignment.
4. I understand that any amounts which may be due to the AF as a result of any failure on my part to meet the terms of this agreement may be withheld from any monies owed me by the government, or may be recovered by such other methods as are approved by law.
5. I FURTHER AGREE to obtain approval from my supervisory chain of command on any proposed changes in my approved developmental assignment involving schedule changes, need to terminate assignment early, and increased costs. If I fail to complete this developmental opportunity, I AGREE to reimburse the AF for expenses as listed in item 8 below.
6. I acknowledge that this agreement does not in any way commit the government to continue my employment. I understand that if there is a transfer of my service obligation to another Federal agency or other organization in any branch of the government, the agreements in 1, 2, and 3 of this section will remain in effect until I have completed my obligated service with that other agency or organization.
7. Period of obligation service is from _____ to _____ beginning on or about _____.
8. Projected costs are:

- a. Salary:
- b. Tuition:
- c. Books and materials:
- d. Fees:
- e. Other related costs and administrative overhead:
- f. Travel:
- g. Per Diem:
- h. Total:

9. Developmental opportunity description:

10. Location of developmental opportunity facility:

11. Projected dates of attendance:

12. Employee's signature:

13. Date: _____

14. Developmental facility representative signature:

15. Date: _____

DISTRIBUTION:

Original--AF Form 971, *Supervisor's Employee Brief*

Copy--Electronic OPF and DCPDS input (via servicing CPF staffer)

Copy--Training file (SPA office)

Copy--Employee