



DEPARTMENT OF THE AIR FORCE
AIR FORCE RESEARCH LABORATORY
WRIGHT-PATTERSON AIR FORCE BASE OHIO 45433

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MEMORANDUM FOR SEE DISTRIBUTION LIST

FROM: AFRL/DP
1864 4th Street
Wright-Patterson AFB OH 45433

SUBJECT: Air Force Research Laboratory (AFRL) Guidance Memorandum to *AFRL Manual 36-104, Laboratory Personnel Demonstration Project, 6 October 2020*

1. This AFRL Guidance Memorandum immediately changes *AFRL Manual 36-104, Laboratory Personnel Demonstration Project, 6 October 2020*. Compliance with this Memorandum is mandatory. To the extent its directions are inconsistent with other Department of the Air Force publications, the information herein prevails, in accordance with Department of the Air Force Instruction (DAFI) 90-160, Publications and Forms Management and Department of the Air Force Manual (DAFMAN) 90-161, Publishing Processes and Procedures. This guidance is applicable to all AFRL organizations.
2. Section 9.13. of AFRL Manual 36-104, titled CCS Grievance Procedures, has been rewritten and retitled to clarify the content, process, procedures, and deciding levels for CCS-related grievances. The updated section 9.13. is attached to this Guidance Memorandum.
3. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Management System.
4. This Memorandum becomes void after one year has elapsed from the date of this Memorandum, or upon incorporation by interim change to, or rewrite of AFRL Manual 36-104, whichever is earlier.

SCOTT A. CAIN, Brigadier General, USAF
Commander
Air Force Research Laboratory

Attachment:
AFRLMAN 36-104, Section 9.13 CCS Final Contribution Assessment Grievance Procedures

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CCS Final Contribution Assessment Grievance Procedures

9.13. Contribution-Based Compensation System (CCS) Final Contribution Assessment Grievance Procedures. An employee may grieve their CCS final contribution assessment (AFRL Form 280), to include, but not limited to, the Overall Contribution Score (OCS), factor scores, and factor narratives. These procedures do not apply to grievances on the AFRL Form 279, Mid-Cycle Feedback. Supervisors are prohibited from discouraging or dissuading employees from filing a grievance (either formal or informal). Supervisors are also forbidden to retaliate, redress, or seek retribution, in any form, against an employee who chooses to grieve.

9.13.1. Bargaining Unit Negotiated Agreement Procedures. Grievances from bargaining unit employees (BUEs), whose Collective Bargaining Agreement includes performance/contribution rating grievances procedures, must be processed in accordance with the negotiated process for resolving CCS grievances, unless the negotiated agreement states that AFRLMAN 36-104 will be used. Labor Management Relations (LMR) specialists facilitate grievance processing for BUEs.

9.13.2. Non-Bargaining Unit Administrative Grievance System (AGS) Procedures (DoDI1400.25-V771_AFI 36-706, Administrative Grievance System). Administrative processes under the AGS will remain the same, except for areas that impact the Lab Demo assessment process. Employee Management Relations (EMR) specialists facilitate grievance processing for non-BUEs.

9.13.3. Alternative Dispute Resolution (ADR). ADR techniques should be utilized to the maximum extent possible with the consent of the grievant and deciding official or supervisor. ADR may be attempted at any stage of the grievance process to resolve a grievance; however, it is most successful when initiated early or when the dispute is raised. If ADR techniques (e.g., mediation, facilitation, fact-finding) are attempted, the timeframe for a response may be adjusted pending the outcome of ADR. If the mediation technique is employed, the deciding MoM must convene prior to the mediation to discuss the contributions being assessed and to determine the appropriate representative from the MoM to participate in mediation. The Deciding Official (or designated representative), employee, and mediator participate in the mediation. The Deciding Official (or designated representative) has the authority to represent the final decisions of the MoM, if one is required. Contact the directorate SPA office for the list of trained mediators for CCS in AFRL.

9.13.4. Informal and Formal Process. If a grievance involves CCS and non-CCS matters, management must follow these procedures for the CCS portion of the grievance. The grievance should include the specific issue(s) being grieved, and the specific remedy (or remedies) being requested.

9.13.4.1. Informal CCS Grievances. Employees may submit an informal grievance in writing to their first- or second-level supervisor. If the second-level supervisor is AFRL/CC, AFRL/CA is the designated representative to receive the informal grievance. The recipient of the informal grievance must notify EMR/LMR, SPA and the deciding official upon receipt of the grievance.

9.13.4.1.1. Determination Process. The deciding authority for informal grievances is the first-level MoM that determined the CCS score. The first-level MoM must convene with the first-level supervisor. The employee's grievance, as well as the supervisor's assessment of the employee, is discussed and a decision is determined by the MoM. The first-level MoM Chair is the designated deciding official for the informal grievance, after the appropriate MoM has been held. If a grievance decision results in an OCS change, it may impact the employee's basic salary and broadband level. Therefore, any grievance decision impacting scores that would result in a broadband move must be approved by the PPM.

A grievant can request for their informal grievance to be decided by the next level MoM, and in that instance, the deciding authority for the informal grievance is the second-level MoM. The second-level MoM must convene. The first-level MoM should convene prior to the second-level MoM meeting. The second-level MoM should consider the first-level MoM inputs, the supervisor's assessment of the employee, and the employee's grievance. In this situation, the second-level MoM Chair is the designated deciding official for the informal grievance, after the appropriate MoM has been held. If a grievance decision results in an OCS change, it may impact the employee's basic salary and broadband level. Therefore, any grievance decision impacting scores that would result in a broadband move must be approved by the PPM.

The deciding official for informal grievances from PPM direct reports, informal grievances regarding score(s) assigned at the PPM-level, and informal grievances regarding a broadband move only for those in the eligible zone, is the PPM. The PPM should consider the employee's grievance, the supervisor's assessment of the employee, and, if applicable, may even convene a MoM, prior to rendering the informal grievance decision.

Since an employee can request that their informal grievance be decided by the next-level, the deciding official for informal grievances from PPM direct reports, informal grievances regarding score(s) assigned at the PPM-level, and informal grievances regarding a broadband move only for those in the eligible zone, can be AFRL/CA. In this situation, AFRL/CA can consider information gathered by various options, to include fact-finder or lower-level MoM(s), prior to rendering the informal grievance decision.

In all situations, the resulting informal grievance decision, which may include changes to individual factor scores and/or other changes, is documented with assistance from EMR/LMR and provided in writing to the employee and SPA by the deciding official.

9.13.4.1.2. Timeline. The grievance period begins at the time the employee is provided his/her final AFRL Form 280. Employees have 15 calendar days from the receipt of the final AFRL Form 280 to file a grievance. The deciding official or MoM, whichever is applicable, 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 employee will be notified prior to the end of the resolution period, and given a proposed date of when a decision will be provided.

9.13.4.2. Formal CCS Grievances. Employees who disagree with the informal grievance decision, or employees who do not want to file an informal grievance, may submit a formal grievance in writing to the first- or second-level supervisor. The recipient of the formal grievance must notify EMR/LMR, SPA and the deciding official upon receipt of the grievance.

9.13.4.2.1. Determination Process. The deciding official for formal grievances must be one management level above the first-level MoM that determined the CCS score or that rendered the informal grievance decision.

The deciding authority for formal grievances is the second-level MoM. The second-level MoM must convene. The first-level MoM should convene prior to the second-level MoM meeting. (If a first-level MoM was held during the informal grievance process, then it does not need to be re- held.) The second-level MoM should consider the first-level MoM inputs, the supervisor's assessment of the employee, the employee's grievance, and the informal grievance decision (if applicable). The second-level MoM Chair is the designated deciding official for the formal grievance, after the appropriate MoM has been held. If a grievance decision results in an OCS change, it may impact the employee's basic salary and broadband level. Therefore, any grievance decision impacting scores that would result in a broadband move must be approved by the PPM.

The deciding official for formal grievances from PPM-direct reports, formal grievances regarding score(s) assigned at the PPM-level, and for formal grievances regarding a broadband movement only for those in the eligible zone, is AFRL/CA. In this situation, AFRL/CA can consider information gathered by various options, to include fact-finder or lower-level MoM(s), prior to rendering the formal grievance decision.

In the event that the deciding official for an informal grievance was AFRL/CA, the formal grievance deciding official is AFRL/CC or their designated official. In this situation, AFRL/CC (or designated official) can consider information gathered by various options, to include fact- finder or lower-level MoM(s), prior to rendering the formal grievance decision.

In all situations, the resulting formal grievance decision, which may include changes to individual factor scores and/or other areas of the assessment, is documented with assistance from EMR/LMR and provided in writing to the employee and SPA by the deciding official.

The formal grievance decision is final with no opportunity for further review.

9.13.4.2.2. Timeline. Employees have 15 calendar days from the receipt of the final AFRL Form 280, or from 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 formal grievance. The deciding official may extend time frames when warranted by special circumstances (e.g., when those involved are geographically dispersed). If an extension is used, a grievance decision must be issued no later than 90 calendar days from the filing, unless a fact- finder is utilized and then this time is increased to 120 calendar days from the filing.

9.13.5. Documentation. Once a decision is rendered, a copy of the letter informing the employee of the decision, including appropriate signatures, will be sent to AFRL/DPP by the SPA, along with supporting documentation and the grievance documentation checklist. This applies to all CCS grievances, regardless of the type and the decision outcome. If the decision rendered requires changes to the assessment, AFRL/DPP will make the appropriate changes in C2S2, contact Staffing for DCPDS updates (as needed), generate a new AFRL Form 280, and send it to the appropriate SPA.

**BY ORDER OF THE COMMANDER
AIR FORCE RESEARCH LABORATORY
(AFRL)**

**AIR FORCE RESEARCH LABORATORY
MANUAL 36-104**

6 OCTOBER 2020



Personnel

**LABORATORY PERSONNEL
DEMONSTRATION PROJECT**

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This manual implements Public Law (PL) 103-337, *National Defense Authorization Act (NDAA) for Fiscal Year 1995* and *Air Force Policy Directive (AFPD) 36-1, General Civilian Personnel Provisions and Authorities*, authorizing Science and Technology (S&T) Laboratory Personnel Demonstration (Lab Demo) Project to improve the quality of Department of Defense (DoD) Laboratories. The purpose of this manual is to ensure 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 Office of Primary Responsibility (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)/Government-2, Employee Performance File System Records, F036 SAF/AA A, Civilian Personnel Files (14 April 1999, 64 Federal Register (FR) 18406), OPM/Government-1, General Personnel Records (19 June 2006, 71 FR 35356), F036, AF PCQ, Personnel Data System (PDS) (11 June 1997, 62 FR 31793). Refer recommended changes and questions about this publication to the OPR, using AF Form 847, *Recommendation for Change of Publication*; route AF Form 847 through the appropriate functional chain of command. The AFRL Commander (AFRL/CC) is the waiver authority for all compliance items in this publication. Submit requests for waivers through the chain of command to the publications OPR. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction (AFI) 33-322, *Records Management and*

Information Governance Program, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

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Chapter 1

OVERVIEW, ROLES AND RESPONSIBILITIES

1.1. Overview. This instruction establishes guidance and procedures for AFRL Lab Demo. Lab Demo 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&E). In 2010, Lab Demo expanded to include non-bargaining unit General Schedule (GS) employees and has expanded to bargaining unit GS employees when 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 Lab 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 career path has four broadband levels.

1.1.2. Career Progression. Lab Demo offers the ability to advance seamlessly by increasing and sustaining contributions to the AFRL mission or by traditional means, such as a competitive promotion, etc.

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 based on an individual's contribution level to the mission which is reflected by the OCS. Individuals may be compensated for non-sustainable contribution utilizing CCS bonus, which includes cash and/or time off award.

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

1.2. Roles and Responsibilities.

1.2.1. AFRL Headquarters (HQ), Directorate of Personnel, Personnel Programs Division (AFRL/DPP). AFRL/DPP 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 DoD, AF, and OPM on Lab Demo activities and evaluation. AFRL/DPP will oversee the project evaluation activities.

1.2.1.2. Coordinating all Lab Demo-related activities, guidance, policies, and waivers with the AFRL Commander (AFRL/CC), technology directorates (TD), 711th Human Performance Wing (711 HPW), Systems Technology Office (STO), 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 AFRL/DPP 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, forms, and this publication, which specifies general laboratory-level policy, philosophy, guidance, and instruction. Forms will be provided at the DP site.

1.2.2. AFRL/CC and the AFRL Executive Director (AFRL/CA) have oversight over Lab Demo. They may delegate authorities and authorize waivers as needed, on a case-by-case basis, to any provision not requiring additional waivers to 5 United States Code (USC) or 5 Code of Federal Regulation (CFR) in AFRL Manual (AFRLMAN) 36-104. Requests for waivers to AFRL Manual 36-104 will be submitted to AFRL/CC or AFRL/CA, through AFRL/DPP. In addition, waivers will not be granted to Federal Register Notices (FRN).

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

1.2.3.1. Managing Lab Demo, to include leading the Meeting of Managers (MoM), and approving CCS for the pay pool, and for assisting AFRL/DPP in coordinating project evaluation and other related activities.

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

1.2.3.3. Generating any PPM-specific directives.

1.2.3.4. Appointing a Senior Personnel Advisor (SPA).

1.2.3.5. Appointing a CCS Process Coordinator (CPC).

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

1.2.4. SPAs. 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 Lab Demo-specific SPA responsibilities.

1.2.5. CPCs. The CPC is responsible for advising their organizations on CCS-related matters, facilitating training, and working with the SPA and AFRL/DPP 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.

1.2.6. AFRL Supervisors. Supervisors are responsible for administering all Lab Demo delegated authorities, as referenced in this Manual.

1.2.7. Lab Demo Personnel Support. The Wright-Patterson Air Force Base (WPAFB) Civilian Personnel office is the designated servicing personnel office for Lab Demo. They will provide advice, assistance, and support to AFRL/DPP, PPMs, SPAs, employees, and supervisors as needed to ensure the success of Lab Demo. At a minimum, the personnel support will include the following:

1.2.7.1. Be responsible for data entry, maintenance, and retrieval from the Official Personnel System of Record, as appropriate. The servicing civilian personnel office will ensure timely processing of requests for Standard Form (SF) 52, *Request for Personnel Action (RPA)*, SF-50, *Notification of Personnel Action (NPA)*, and other personnel-related forms associated with processing personnel actions.

1.2.7.2. Provide AFRL supervisors and SPAs with advice and recommendations, as requested.

1.2.7.3. Provide Employee Management Relations (EMR) support to include assisting AFRL supervisors in preparing Contribution Improvement Plans (CIP) and responding to grievances and appeals. Collaborate with CPC and/or SPA on all grievance and CIP packages.

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

1.2.8. Servicing Classification Section). Provide AFRL/DPP, AFRL supervisors, classification officials, and SPAs with advice and recommendations, as requested, on the appropriate determination and selection of data elements associated with position classification. Realignment actions are submitted via myPERS (a one-stop shop for civilian personnel support).

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. This delegated authority requires management to appropriately classify positions, abiding by OPM's classification standards as reflected in the processes described in depth in this chapter. Comparison to the GS grades was useful in deriving the initial 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** DR-Vs do not have a GS equivalent grade.

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. AFRL/CC has delegated classification authority to the second-level supervisor but not lower than division, department, or equivalent level. Classification authority for employees reporting directly to a PPM is exercised by AFRL/CA. The SDE is first coordinated through AFRL/DPP. If AFRL/CA is unavailable for an extended period of time, the AFRL Vice Commander (AFRL/CV) or AFRL/CC may exercise this authority. 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 (i.e., temporary promotion or detail) may sign Statements of Duties and Experience (SDE) 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. Acting PPMs are exempt from this provision. Official deputies may sign SDEs when the supervisor/approving official is unavailable. For positions reporting directly to the Airman Systems Directorate (711 HPW/RH) Director, classification authority resides with the 711 HPW. For employees reporting directly to the 711 HPW or STO PPM, classification authority resides with AFRL/CC, AFRL/CV, or AFRL/CA. If the supervisor, HR liaison, and the SPA cannot resolve a classification issue, AFRL/DPP should be contacted to provide guidance. AFRL/DPP will contact the servicing classification section for any additional guidance.

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 a career path and between broadband levels; however, sufficient detail is required to support the classification. Supervisors work with the 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) generated in instances when the occupational series, title, and major duties of a position are changed. When an employee leaves a position, there is no requirement to accomplish a new SDE unless the job specifics need updated or 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, title, and factors. The duties may be updated but the occupational series cannot change. The 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), and 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 an RPA. Pen-and-ink changes are permitted when the changes do not affect position classification or appear on a Standard Form 50 (SF-50). Supervisors should contact the SPA office for specific guidance.

2.3.3.1. **SDE Identification.** The SDE Identification Number and CPCN are 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. 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 AFRL/DPP. AFRL/DPP 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. The job specifics are a description of duties and experiences necessary to perform the job and must be consistent with the series and title chosen. For example, if duties describe work accomplished by a chemist, the series is a 1320 (Chemist). Additionally, if the work involves research as described in the Research Grade Evaluation Guide, the research duties will be described in the job specifics and included in the duty title (e.g., Research Chemist). Any special licensing, professional certification requirements, physical capability requirements, etc., must be clearly identified. Data elements such as supervisory level, drug testing, etc., generate automatic statements elsewhere on the SDE and therefore should not be described in the job specifics. The job-specific narrative is limited to 2,000 characters, including spaces.

2.3.3.3.1. XX01 Series Positions. If the position requires a combination of two or more disciplines, with neither being dominant, then XX01 series is assigned as determined by the job family (e.g., 0301, 0401, 0801, 1301). The different disciplines must be articulated in the job specifics and must be within the same job family (e.g., duties from both Computer Engineering [i.e., 0854] and Electronics Engineer [i.e., 0855]). Additionally, if there is no existing classification standard for a specific occupation (e.g., Systems Engineering), an XX01 series would also be appropriate.

2.3.3.3.2. Interdisciplinary Positions. If the duties of the position could be accomplished by two or more specific disciplines (e.g., Computer Engineering and Computer Science), then different SDEs are created to support each identified series (e.g., 0854 and 1550). The specific disciplines must be articulated in the job specifics on each SDE. The qualifications of the selected candidate will determine the final classification of the position.

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. 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 identify 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 **Tables 2.2 through 2.5**. 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. SPAs will contact AFRL/DPP when additional occupational series should be considered for inclusion in Lab Demo. AFRL/DPP will ensure occupational series are added to the appropriate career path.

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, classification under Lab Demo 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](#).

Table 2.2. Occupational Series within the Scientist and Engineer Career Path (DR Pay Plan) Included in Lab Demo).

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 Natural Resources & 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
0499	Biological Science Student Trainee		
0601	General Health Science	1310	Physics
0610	Nurse	1313	Geophysics
0644	Medical Technologist	1320	Chemistry
0662	Optometrist	1321	Metallurgy
0665	Speech Pathology & Audiology	1330	Astronomy & Space Science
0690	Industrial Hygiene	1340	Meteorology
0699	Medical & Health Student Trainee	1370	Cartography
		1399	Physical Science Student Trainee
0701	Veterinary Medical Science		
0801	General Engineering	1501	General Mathematics and Statistics
0803	Safety Engineering	1515	Operations Research
0804	Fire Protection Engineering	1520	Mathematics
0806	Materials Engineering	1529	Mathematical Statistics
0808	Architecture	1530	Statistics
0810	Civil Engineering	1550	Computer Science
0819	Environmental Engineering	1599	Mathematics & Statistics
0830	Mechanical Engineering		Student Trainee
0840	Nuclear Engineering		
0850	Electrical Engineering		
0854	Computer Engineering		
* Contact AFRL/DPP for approval to use this series			

Table 2.3. Occupational Series within the Business Management and Professional Career Path (DO Play Plan).

0018	Safety & Occupational Health Mgmt	1060	Photography
0028	Environmental Protection Specialist	1071	Audiovisual Production
0030	Sports Specialist	1082	Writing and Editing
0080	Security Administration	1083	Technical Writing and Editing
0099	General Student Trainee	1084	Visual Information
0101	Social Science	1101	General Business & Industry
0110	Economist	1102	Contracting
0130	Foreign Affairs	1106	Procurement Clerical & Technician
0131	International Relations	1150	Industrial Specialist
0170	History	1152	Production Control
		1170	Realty
0201	Human Resources Management	1199	Business & Industry Student
0301	Misc Administration & Program	1222	Patent Attorney
0343	Management & Program Analysis	1410	Librarian
0346	Logistics Management	1412	Technical Information Services
0391	Telecommunications	1601	Equipment, Facilities, & Svcs
0399	Administrative & Office Support Student Trainee	1640	Facility Operations Services
		1654	Printing Services
0501	Financial Administration & Program	1670	Equipment Services Training
0505	Financial Management	1701	General Education and Training
0510	Accounting	1712	Training Instruction
0560	Budget Analysis	1730	Education Research
0599	Financial Management Student Trainee	1740	Education Services
0669	Medical Records Administration Health System Specialist	1750	Instructional Systems
0671		1910	Quality Assurance
0905		2001	General Supply
0950	General Attorney	2003	Supply Program Management
	Paralegal Specialist	2010	Inventory Management
1008		2130	Traffic Management
1020	Interior Design	2150	Transportation Operations
1035	Illustrating	2210	Information Technology Mgmt
1040	Public Affairs	2299	Information Technology Student Trainee
	Language Specialist		

Table 2.4. Occupational Series within the Technician Career Path (DX Pay Plan).

0181	Psychology Aid & Technician	0802	Engineering Technical
		0809	Construction Control Technical
0404	Biological Science Technician	0856	Electronics Technical
0640	Health Aid and Technician	0895	Industrial Engineering Technician
0642	Nuclear Medicine Technician		
0645	Medical Technician	1311	Physical Science Technician
0646	Pathology Technician	1316	Hydrologic Technician Meteorological Technician
0647	Diagnostic Radiologic Technologist	1341	Cartographic Technician
0648	Therapeutic Radiologic Technologist	1371	Geodetic Technician
0649	Medical Instrument Technician	1374	
0651	Respiratory Therapist		Mathematics Technician
0698	Environmental Health Technician	1521	

Table 2.5. Occupational Series within the Mission Support Career Path (DU Pay Plan).

0083	PoliceSecurity Guard	0681	Dental Assistant
0085	Security Clerical & Assistant General	0699	Medical & Health Student Trainee
0086	Student Trainee		
0099	Recreation Aid and Assistant	0899	Engineering & Architecture Student
0189	Social Science Student Trainee		Trainee
0199		0963	Legal Instruments Examining
	Miscellaneous Clerk & Assistant Mail &	0986	Legal Assistant
	File		
0303	Secretary	1101	General Business & Industry
0305		1105	Purchasing
0318	Office Automation Clerical &	1106	Procurement Clerical & Technician
	Assistance		
0326	Computer Clerk & Assistant	1152	Production Control
	Management & Program Clerical &	1199	Business & Industry Student Trainee
	Assistance		Physical Science Student Trainee
0335			
0344	Administrative & Office Support	1399	Library Technician
	Student Trainee		
0399		1411	Mathematics & Statistics Student
	Biological Science Student Trainee		Trainee
		1599	Equipment, Facilities, & Services
	Financial Clerical & Technician		Assistance
0499	Accounting Technician	1603	Education & Training Technician
	Voucher Examining		
0503	Budget Clerical & Assistance Financial	1702	General Supply
0525	Management Student Trainee		Supply Clerical & Technician
0540		2001	Transportation Clerk & Assistant
0561	Medical Records Technician Medical	2005	
	Support Assistance		Freight Rate
0599		2102	Information Technology Student
			Trainee
0675		2131	
0679		2299	

2.3.3.7. Supervisory Level. Supervisors assign the supervisory level of the position according to the definitions below. In most instances, supervisory designation and duties of deputies should be a mirror image of the supervisor; in the event of the supervisor's absence, the deputy will act as the official supervisor. In some cases, it might be appropriate for the supervisor and deputy to be classified in different career paths (e.g., DR and DO); however, in no situations should the supervision of the workforce be divided between the supervisor and deputy. In addition, typically DOs do not supervise DRs; however, there may be situations where a DO would provide administrative supervision, while the next level DR supervisor provides technical oversight. In these situations, approval must be granted by AFRL/DP. Provide AFRL/DP with an organizational chart, SDE and justification via email. A statement is added to the SDE such as the following: "Incumbent receives administrative supervision from the supervisor and technical guidance from the next level technical supervisor." 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 team leader, and all other positions.

2.3.3.7.1. 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.

2.3.3.7.2. 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 appropriate level meeting of managers (MoM), providing effective feedback, as well as classifying positions/providing classification input. 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.

2.3.3.7.3. 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 PPM is a Code 3. Employees placed on Code 3 are subject to the one-year supervisory and managerial probationary period.

2.3.3.7.4. Code 4 - Two available options as follows

2.3.3.7.4.1. Supervisor (CSRA). Exercises full supervisory authority but for less than 25 percent of the time and typically supervises fewer than three 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. **NOTE: AFRL/DPP must review the SDE prior to final classification to ensure proper position management.**

2.3.3.7.4.2. 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 (OJT) to new employees. Reviews work of individual team members to ensure 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 three days; eight 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. Refer to General Schedule Leader Grade Evaluation Guide for further information.

2.3.3.7.5. 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.

2.3.3.7.6. Codes 6 and 7 are not used.

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

2.3.3.8. Position Title. The position title must correspond to the duties described in the job specifics. OPM classification standards and guidance are used for the identification of proper series and occupational titles of positions, to include parenthetical titles. Typically, supervisors make the determination of the appropriate title when a series ending in 01 is selected. For example, 0301 Miscellaneous Administration and Program series does not have prescribed titles; therefore, a title must be created and be descriptive of the work performed, e.g., Human Resources Analyst. Other series may require parenthetical descriptions, such as series 0318, Secretary (Office Automation). If “research” is included in the title, the job specifics must predominantly describe research duties and the functional classification code must also be “research” (see [paragraph 2.3.3.10](#)). Title prefixes are used for S&E (DR) positions only and are automatically populated in C2S2 based on the selected supervisory level and broadband level of the position (see [Table 2.3](#)). Refer to OPM Classification guidance for appropriate position titles (e.g., “Lead,” “Supervisor,” “Research,” etc.).

Table 2.6. 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.)

2.3.3.9. 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, Test and Evaluation (T&E), development, etc.). The functional classification categories, definitions, and codes for S&Es are found in [Attachment 5](#).

2.3.3.10. 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.

2.3.3.11. Bargaining Unit Status (BUS) Codes. The appropriate BUS code for the position will be assigned based on the following definitions and 5 U.S.C. 7112. Contact your local Labor Relations Specialist for guidance.

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

2.3.3.11.2. Code 5956 - Federal Police Officers of Hawaii and Affiliates (FPOHA). Applicable for non-supervisory employees, with the position title of “Police Officer” and occupational series 0083, at Maui, Hawaii.

2.3.3.11.3. Code 2489 – AFGE Local 2612 for employees located at Rome, NY.

2.3.3.11.4. Code 7777 - Eligible/Not Covered. Describes positions not covered by a bargaining unit that would be eligible if a bargaining unit were organized to represent them.

2.3.3.11.5. Code 8888 - Ineligible. All positions excluded from bargaining unit representation by statute, (e.g., positions with a supervisory code of 1 through 5, positions engaged in intelligence, counterintelligence or national security work must be excluded from the bargaining unit, and confidential employees as defined in the statute).

2.3.3.11.6. 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.

2.3.3.12. Duty Title. This field provides 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 for positions within Lab Demo.

2.3.3.13. 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. SPA office should consult with supervisors to identify appropriate code.

2.3.3.14. Position Sensitivity. Each civilian position within the AF is categorized as either special-sensitive, critical-sensitive, noncritical-sensitive or nonsensitive. The following constitutes most of the criteria by which a supervisor designates position sensitivity. For additional information reference DoDM 5200.02_AFMAN 16-1405, *Air Force Personnel Security Program*.

2.3.3.14.1. Special Sensitive. These positions are ones with potential for inestimable damage to the national security or for inestimable adverse impact to the efficiency of the Department or the Military Departments. This includes: Positions requiring eligibility for access to Sensitive Compartmented Information (SCI); Positions requiring eligibility for access to unique or uniquely productive intelligence-related special-sensitive information or involvement in Special Access Programs (SAP); or any other civilian position the DoD Component head determines to be a higher level than critical-sensitive due to special requirements that complement E.O. 12968 and E.O. 10450.

2.3.3.14.2. Critical Sensitive. These are positions that have the potential to cause exceptionally grave damage to the national security including, but not limited to: access to top secret or DOE "Q" level classified 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; National Security policy-making or policy-determining positions; investigative duties, including handling of Counterintelligence (CI) investigations or background investigations, 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 DoD Component head.

2.3.3.14.3. Noncritical-Sensitive. These are positions that have the potential to cause significant or serious damage to the national security. This may include positions that meet one or more of the following conditions: have access to secret or confidential, or DOE "L" level information; not requiring eligibility for access to classified information, but having the potential to cause significant or serious damage to the national security; access to automated systems that contain military active duty, guard, or reservists' Personal Identifiable Information (PII) or information pertaining to Service members that is otherwise protected from disclosure by DoD 5400.11-R, *DoD Privacy Program*, where such access has the potential to cause series damage to national security.

2.3.3.14.4. Nonsensitive. All positions not designated as Special-sensitive, Critical-sensitive, and Noncritical-sensitive.

2.3.3.15. 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 the official personnel system of record.

2.3.3.16. FLSA. The FLSA status selection must be in accordance with Title 5 CFR, Part 551, *Pay Administration Under the Fair Labor Standards*, 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 2.7**. 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 range of grades in the broadband, under Title 5 CFR, Part 551 criteria. When in doubt, SPAs should contact the servicing Employee Management Relations (EMR) specialist to determine whether the specific position is FLSA exempt or not.

Table 2.7. 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

2.3.3.17. 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 36-129, *Civilian Personnel Management and Administration*). If applicable, the position will be identified as emergency essential in coordination with the SPA office.

2.3.3.18. Mission Essential. A position that is needed to ensure the continued operation of mission essential functions of an activity, as defined in AFI 36-129, *Civilian Personnel Management and Administration*. This decision is based on the type of work and supporting activities necessary to ensure organization or facility continuity of operations and/or completion of tasks that are considered essential to the mission. A designated mission essential position could also be coded E-E, NCE, or Key, or may just be mission essential. If applicable, the position will be identified as mission essential in coordination with the SPA office.

2.3.3.19. 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. All key positions are identified during the base-level planning process and are designated as such in the manpower data system and the official personnel system of record. If applicable, the position will be identified as a key position in coordination with the SPA office.

2.3.3.20. 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*, or OGE Form 278, *Executive Branch Personnel Public Financial Disclosure*, completed annually for DR-Vs as applicable. Supervisors identify those positions required to submit this report in conjunction with their servicing Staff Judge Advocate.

2.3.3.21. Career Field Management. Only certain Lab Demo positions are covered by career field management, but coding of the career field identification (ID) and centrally managed position type is required for all positions. Career field management guidance can be found on the myPers website.

2.3.3.22. 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. The official personnel system of record will allow for the level to remain blank.

2.3.3.23. Documentation Requirements. All SDEs must be signed and contain a legible signature block. Digital signatures are preferred. First-level supervisors (or higher in the supervisory chain) certify and sign the SDE and provide classification recommendations to the classification authority. The SPA office is the official repository of classification documents. The original SDE and all supporting documentation (e.g., supplemental information produced from SDE software, position duties, etc.) will be maintained in the SPA office. Management maintains a copy of each employee's SDE in the appropriate Supervisor's Employee Work Folder, 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. Position Builds in the official personnel system of record. The SPA office analysts and/or the servicing classification section are responsible for building, maintaining and deleting positions in the official personnel system of record. AFRL/DPP provides training and assistance, as appropriate.

2.5. 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.

2.5.1. 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 AFRL/DPP or 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.

2.5.2. Formal Appeal. Formal appeals should be forwarded to AFRL/CC through AFRL/DPP, via the SPA office. An employee retains the right for further appeal to DoD or OPM. Appeals adjudicated by OPM are final.

2.5.2.1. 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.

2.5.2.1.1. Appellant and Appellant Representative ID. 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.

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

2.5.2.1.3. 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.

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

2.5.2.1.5. 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.

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

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

2.5.2.1.8. 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.

2.5.2.1.9. Official Personnel Action. A copy of the appellant's latest SF-50, must be included.

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

2.5.2.1.11. Technical Rationale. The appellant must identify the reasons he/she believes 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.

2.5.2.1.12. 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.

2.5.2.1.13. 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.

2.5.2.1.14. 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.

2.5.2.1.15. 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.

2.5.2.1.16. 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. Lab Demo positions will be filled in accordance with (IAW) AF, Air Force Materiel Command (AFMC) and AFRL applicable guidance and instructions. As applicable, AFMAN 36-203, *Staffing Civilian Positions*, will be utilized. Management has been delegated authority to set pay and offer incentives, which bears a significant level of responsibility. Refer to **Chapter 7** for further guidance on pay setting. When in doubt, contact the SPA office or AFRL/DPP. Movement between adjacent broadband levels within the same career path due to the CCS assessment is addressed in **Chapter 9**.

3.2. Qualification Determinations. A candidate's basic eligibility will be determined using OPM's "General Schedule Qualification Standards." The requirements for time-in-grade do not apply for positions covered by the Lab Demo system. Selective placement factors may be established IAW the qualification standards 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.

3.2.1. Scientist and Engineer (DR) and Business Management and Professional (DO). Refer to qualification standards for educational requirements and/or experience, as applicable. One year of specialized experience at GS-05 meets the minimum qualification requirement for broadband level I. One year of specialized experience at broadband level I or GS-11 meets the minimum qualification requirement for broadband level II. One year of specialized experience at broadband level II or GS-13 meets the minimum qualification requirement for broadband level III. One year of specialized experience at broadband level III or GS-14 meets the minimum qualification requirement for broadband level IV. The required one year of specialized experience may be gained from qualifying private sector service, military service, another qualifying pay plan, or the Lab Demo personnel system, separately or combined.

3.2.2. Technician (DX). Refer to qualification standards for educational requirements and/or experience, as applicable. No experience or education is required to meet the minimum qualification requirement for broadband level I. One year of specialized experience at broadband level I or GS-04 meets the minimum qualification requirement for broadband level II. One year of specialized experience at broadband level II or GS-07 meets the minimum qualification requirement for broadband level III. One year of specialized experience at broadband level III or GS-10 meets the minimum qualification requirement for broadband level IV. The required one year of specialized experience may be gained from qualifying private sector service, military service, another qualifying pay plan, or the Lab Demo personnel system, separately or combined.

3.2.3. Mission Support (DU). Refer to qualification standards for educational requirements and/or experience as applicable. No experience or education is required to meet the minimum qualification requirement for broadband level I. One year of specialized experience at broadband level I or GS-04 meets the minimum qualification requirement for broadband level II. One year of specialized experience at broadband level II or GS-06 meets the minimum qualification requirement for broadband level III. One year of specialized experience at broadband level III or GS-08 meets the minimum qualification requirement for broadband level IV. The required one year of specialized experience may be gained from qualifying private sector service, military service another qualifying pay plan, or the Lab Demo personnel system, separately or combined.

3.3. Clearing Priorities.

3.3.1. Interagency Career Transition Assistance Plan (ICTAP) and Local Priorities. All positions except those filled through Science and Technology Reinvention Laboratory (STRL) direct hire authorities are subject to clearing local priorities and ICTAP, in accordance with existing procedures.

3.3.2. Priority Placement Program (PPP). All positions are subject to clearing the DoD PPP, unless otherwise exempted under existing PPP procedures. All vacant positions will be requisitioned at the highest GS equivalent grade within the broadband.

3.4. Hiring for Lab Demo. Follow applicable Air Force, AFMC, and AFRL guidance in conjunction with this guidance to fill positions.

3.4.1. 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 DoD, AF or as limited as a directorate.

3.4.2. Interviews. Interviews are subject to management's discretion and/or any higher headquarters guidance. The 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 section.

3.4.3. Selection. Rating and ranking criteria are used at the discretion of the selecting official. If no formal ranking procedures (i.e., Direct Hire Authority (DHA) name requests) are used, the selecting official must document the source of and pertinent information on the candidates considered (sufficient detail to meet litigation needs), and the candidates' names, and 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. The directorate/Wing SPA should be contacted for guidance on specific documentation requirements.

3.4.4. Career Field Information. Employees will receive central Permanent Change of Station (PCS) funds if selected for a career program covered position and receive consideration for training and development opportunities offered by the career program.

3.4.4.1. Non-S&E Career Field Management. Follow the AF Civilian Career Program Management guidelines for use of career field management to fill positions. Competencies and tasks may be obtained from USA Staffing or will be developed by the selecting official/subject matter expert (SME). The Specialized Experience Statement (SES) will be developed by the selecting official/SME, in coordination with the SPA and the staffer.

3.4.4.2. S&E Career Field Management. The S&E Career Field Team (SECFT) 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.

3.4.4.3. S&E Career Field Management Fill Waiver. Covered positions will be filled by the servicing civilian personnel office using locally developed specialized experience statements and assessments. Managers may also recruit from other appropriate sources to meet mission and equal opportunity objectives (e.g., DHA).

3.5. Nature of Action and Legal Authority Codes. Nature of Action Codes (NOAC), Legal Authority Codes (LAC), and Remark Codes in the OPM Operating Manual, *Guide to Processing Personnel Actions*, will be used for standard Title 5 authorities not waived or modified. The Lab Demo LAC Z2U/PL 103-337 will be entered as either the only or the second primary LAC for personnel actions which is authorized by a DEMO provision. However, when an LAC, such as ZLM, calls for “Other citation (Law, Executive Order, or Regulation),” the appropriate PL will be used to fill in the blank if the action is described in an FRN or authorized by law to the STRLs.

3.6. Internal Actions.

3.6.1. Temporary Promotions. Managers may temporarily promote a qualified employee to positions within Lab Demo 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 temporarily 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 to provide documentation and justification for placement of individuals using non-competitive authorities sufficient for a third-party review. See [Chapter 9](#) for handling CCS during temporary promotion.

3.6.2. Details. Employees may be detailed to positions within Lab Demo 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 RPA is only required for a detail to a supervisory position; all nonsupervisory details will be documented on the employee’s resume. 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. See [Chapter 9](#) for handling CCS during details.

3.7. Internal 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	FROM ANOTHER PAY SYSTEM OR DEMO TO DEMO
Promotion	Placement in a broadband level which does not include the employee's current grade.	Placement in a broadband level in which the lowest equivalent grade is higher than any equivalent grade in the broadband level from which the employee is being moved.
Change to Lower Broadband 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 lowest 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 current GS grade is included in the broadband.	Placement in a broadband level in which any of the equivalent grades are included in the broadband level from which the employee is being moved.

3.8. External Hiring and Appointment Authorities. Management may utilize a number of hiring authorities, to include Delegated Examining Unit (DEU), DHAs, and Expedited Hiring Authority (EHA) as applicable. Lab Demo has a DHA for S&E Professionals with Bachelor's and Advanced Degrees, DHA for STEM Students, and DHA for veteran technicians. Statutes and regulations covering veterans' preference will be observed for all hiring authorities.

3.8.1. DEU. Packages submitted for DEU processing must include a Request for Personnel Action (RPA), SDE, Competencies/Tasks, specialized experience statement, and other required documentation. The 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 (e.g., Luevano Consent Decree).

3.8.2. Elimination of Rule of Three and No Rating or Ranking. Under existing Title 5 CFR 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. Rating and ranking are required only when the number of qualified candidates exceeds 15 or there is a mix of preference and non-preference applicants. Otherwise, all eligible applicants are referred to the selecting official.

3.8.3. Direct Hiring Authorities. AFRL has been legislatively provided various DHA to include: 1) advanced degree; 2) bachelor’s degree; 3) veteran technicians; and 4) STEM students. The advanced and bachelor degree authority allows appointment of qualified candidates possessing an advanced degree (directly related to the duties of the position being filled) or bachelor’s degree from an accredited college, to scientific and engineering positions. The veteran technicians authority allows appointments of qualified veterans to technician positions (GS and Lab Demo). The student authority allows appointment (GS and Lab Demo) and noncompetitive conversion to the competitive service. Applicants may be appointed without regard to the provisions of subchapter 1 of Title 5 U.S.C., Chapter 33, *Examination, Selection and Placement*, other than sections 3303, 3321, 3328 of such title. These authorities allow management to fill positions with qualified candidates much faster than other authorities. SPAs should work with AFRL/DPP to utilize these authorities.

3.8.4. Documentation of RPA.

Table 3.3. DHA Advanced Degree (DEMO).

	Code	Nature of Action/Legal Authority
NOAC		Appropriate NOAC (i.e., 100/108)
Legal Authority	Z2U	PL 103-337
Legal Authority	Z5C	Direct Hire Auth (STRL-Advanced Degree), Sec 1108, PL 110-417, Duncan Hunter NDAA for Fiscal Year 2008

Table 3.4. DHA Bachelor’s Degree (DEMO).

	Code	Nature of Action / Legal Authority
NOAC		Appropriate NOAC (i.e., 100/108)
Legal Authority	Z2U	PL 103-337
Legal Authority	Z5C	Direct Hire Auth (STRL-Bachelor Degree), Sec 1107(a)(1), PL 113-66, NDAA for Fiscal Year 2014

Table 3.5. DHA Veteran Technician (GS)

	Code	Nature of Action / Legal Authority
NOAC		Appropriate NOAC (i.e., 100/108)
Legal Authority	Z5C	Direct Hire Auth (STRL-Veterans), Sec 1107(a)(2), PL 113-66

Table 3.6. DHA Veteran Technician (DEMO).

	Code	Nature of Action / Legal Authority
NOAC		Appropriate NOAC (i.e., 100/108)
Legal Authority	Z2U	PL 103-337
Legal Authority	Z5C	Direct Hire Auth (STRL-Veterans), Sec 1107(a)(2), PL 113-66,

3.9. External Appointment Types and Tenure Group Designation. The career-conditional appointment authority is not used under Lab Demo. Regular career appointments, temporary appointments, excepted appointments, modified term appointments and flexible length and renewable term technical appointments are utilized as described below.

3.9.1. Career Appointments. Career appointments are permanent appointments in the competitive service and are typically the most common appointment. Tenure Group 2 will be used for these appointments. See [Chapter 8](#) for conversion to Tenure Group 1.

3.9.2. Temporary Appointments. Temporary appointments are expected to last for up to one year, may be extended up to four years, and do not give the employee competitive status. Tenure Group 0 will be used for these appointments.

3.9.3. Excepted Appointments. Depending on the authority used, Excepted Appointments may be utilized in Lab Demo to fill special jobs or to fill any job in unusual or special circumstances (e.g., Veterans' Recruitment Appointment). Tenure Group 1 will be used for permanent Excepted Appointments, Tenure Group 2 will be used for temporary Excepted Appointments, and Tenure Group 3 will include employees on an indefinite appointment.

3.9.4. Term Appointments.

3.9.4.1. Modified Term Appointments. This appointment type is used to fill positions for a period of more than one year but not more than five years, when the position requirement is non-enduring and/or an employee's services are not permanent, and can be extended one additional year, for a total of six years, if approved by the AFRL Commander/Executive Director or PPM. Announcements must state the appointment is a modified term. Tenure Group 3 will be used for these appointments.

3.9.4.1.1. Conversion to Career Appointments. 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 a modified term position under competitive procedures, with the original announcement specifically stating the individual(s) selected for the modified term position(s) may be eligible for conversion to a career appointment at a later date; 2) served a minimum of one year of continuous service in a modified term position; and 3) have a current Delta greater than -0.3 (Delta OCS is the current OCS minus the expected OCS). Time spent on a modified term appointment will be counted toward completion of probationary period.

3.9.4.1.1.1. Remark in Block 45: *** ZZZ Remark -- You have been appointed to a Modified Term Appointment under competitive procedures and may be converted to a career appointment at a later date.

3.9.4.2. Flexible Length and Renewable Term Technical Appointments. This appointment type is used to appoint individuals who are not currently DoD civilian employees into any scientific, technical, engineering, and mathematic positions, including technicians, for a period of more than one year but not more than six years. This appointment can be used when a position requirement is non-enduring and/or an employee's services are not permanent. Announcements must state the appointment is a Flexible Length and Renewable Term Technical Appointment. The appointment may be extended, without limit, in six-year increments with approval. Announcements, if utilized, will state the opportunity for extension of the appointment. Tenure Group 3 will be used for these appointments.

3.9.4.2.1. Remarks in Block 45: *** ZZZ Remark -- A copy of this SF-50 will be notification that this appointment is designated as a "status" appointment for the purposes of eligibility for applying for positions in the federal service in accordance with section 1109(b)(1)(B) of the NDAA for FY 2016. *** ZZZ Remark -- You have been appointed to a Flexible Length and Renewable Term Technical Appointment under competitive procedures and may be converted to a career appointment at a later date.

3.9.4.2.2. Conversion to Career Appointment. Employees hired under the flexible length and renewable term technical appointment authority may be eligible for conversion to career appointments. To be converted, the employee must: 1) have been selected for a flexible length and renewable term technical appointment under competitive procedures, with the original announcement specifically stating that the individual(s) selected for the position(s) may be eligible for conversion to career appointment at a later date; 2) served a minimum of one year of continuous service in a flexible length and renewable term technical appointment; and 3) have a current Delta OCS greater than -0.3 (Delta OCS is the current OCS minus the expected OCS). Time spent on this appointment will be counted toward completion of probationary period.

Table 3.7. Term Lab Demo Appointment.

	Code	Nature of Action/Legal Authority
NOAC	108	Term Appointment
LAC	Z2U	PL 103-337
LAC	Hiring Authority	(i.e., DHA)
LAC	ZLM	PL 114.92, NDAA for FY 2016

Table 3.8. DEMO Extension.

	Code	Nature of Action/Legal Authority
NOAC	765	Extension of Term Appointment
LAC	Z2U	PL 103-337
LAC	Hiring Authority	(i.e., DHA)
LAC	ZLM	PL 114.92

Table 3.9. GS Appointment.

	Code	Nature of Action/Legal Authority
NOAC	108	Term Appointment
LAC	Hiring Authority	(i.e., DHA)
LAC	ZLM	PL 114.92

Table 3.10. GS Extension.

	Code	Nature of Action/Legal Authority
NOAC	765	Extension of Term Appointment
LAC	Hiring Authority	(i.e., DHA)
LAC	ZLM	PL 114.92

3.9.4.3. Term Promotions. Employees hired on a Flexible Length Term can be promoted to another Flexible Term position provided they meet the qualifications eligibility requirements for the higher level.

3.9.4.4. Expiration Date. Term appointments expire upon the not-to-exceed date unless extended or the position is converted to permanent.

3.10. Probationary/Trial Period Requirements. Reference [Chapter 8](#) for S&E extended probationary/trial period requirements. Probationary/trial periods for non-S&E career paths remain unchanged.

3.11. Documenting Personnel Actions. In conjunction with OPM's *Guide to Processing Personnel Actions*, the information in [Table 3.11](#) 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 3.12](#)

Table 3.11. Process Instructions for Personnel Actions - Staffing.

Type of Action/ Appointment	NOA Code	Nature Of Action	Authority Code
Regular Career Appointment	100	Career Appt	*Z2U/PL 103-337
Modified Term Appointment	108	Term Appt NTE	*Z2U/PL 103-337
Flexible Length and Renewable Technical Term Appointment	108	Term Appt NTE	*Z2U/PL 103-337 PL 114.92
Temporary Appointment	115	Temporary Appointment NTE	*Z2U/PL 103-337
Transfer	130	Transfer	*Z2U/PL 103-337
Reinstatement	140	Reins Career	*Z2U/PL 103-337
Excepted Appointment	170	Excepted Appointment	*Z2U/PL 103-337
Conv to Career Appointment	500	Conv to Career Appt	*Z2U/PL 103-337
Conv to Contingent Appointment	508	Conv to Term Appt NTE	*Z2U/PL 103-337
Conv to Temporary Appointment	515	Conv to Temporary Appt NTE	*Z2U/PL 103-337
Conv to Reinstatement	540	Conv to Reinstatement Career	*Z2U/PL 103-337
Conv to Excepted Appointment	570	Conv to Excepted Appt	*Z2U/PL 103-337
Promotion			
Permanent (into Lab Demo)	702	Promotion	*Z2U/PL 103-337
Temporary (into Lab Demo)	703	Promotion NTE	*Z2U/PL 103-337
Permanent (within Lab Demo)	702	Promotion	Standard Auth
Temporary (within Lab 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
Incentive			
Recruitment	815	Recruitment Incentive	Standard Auth
Relocation	816	Relocation Incentive	Standard Auth
Retention	827	Retention Incentive	Standard Auth
Reassignment			
Permanent (into Lab Demo)	721	Reassignment	Z2U/Standard Auth

Permanent (within Lab Demo)	721	Reassignment	Standard Auth
Demo Bonus	991	One-time Payment	Z2U/Standard Auth
*On all applicable actions, use of dual 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 detail actions where candidates were identified, rated, and ranked through traditional methods, the standard authority will be used.			

Table 3.12. Remarks Codes - Hiring.

Situation	Remarks Code	Remarks
Employee has completed required probationary period prior to entering Lab Demo	E04	Initial probationary period completed.
Employee is serving a two-year probationary period upon entering Lab Demo (DO, DU, DX)	ZZZ	Appointment is subject to completion of two-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 (DR)	9A1	Appointment is subject to completion of three-year initial probationary period beginning (date).
Employee will be subject to the trial period required by his/her appointing authority	ZZZ	Appointment is subject to completion of _____ year trial period beginning (date).

3.12. Determination of NOA for Employees Leaving Lab Demo. If a Lab Demo employee moves to a position in another pay banded system where the equivalency is unknown, or moves to a GS position, the following procedures will typically be used to convert the employee's broadband level and adjusted pay to a GS-equivalent grade. The equivalent GS grade and rate must be determined before movement out of Lab Demo in order to determine the appropriate personnel action (e.g., promotion, reassignment, etc.). The rate is not considered a step; therefore, if the converted rate is between two steps, apply pay setting rules to the rate before determining step. Once the GS-equivalent grade is determined, the pay setting rules of the gaining personnel system apply.

3.12.1. Single-Grade Band. An employee in a broadband level corresponding to a single GS grade is assigned that grade as the GS-equivalent grade.

3.12.2. Multiple-Grade Band. An employee in a broadband corresponding to two or more grades is entitled to at least the minimum grade of the band but not higher than the highest grade of the band. Comparison of the adjusted demo salary to Step 4 (utilizing the GS pay table including locality) of each subsequent grade is made to determine GS-equivalent grade. Applicable pay setting rules are applied to the salary. For example, in the case of a promotion, the equivalent of two steps is added to the salary. If the new salary falls between two steps, the employee is placed on the higher step.

Chapter 4

SCIENTIFIC, TECHNOLOGY, ENGINEERING, AND MATHEMATICS (STEM) STUDENT EMPLOYMENT PROGRAM (SSEP)

4.1. STEM SSEP. Qualified candidates appointed to the SSEP will be enrolled or accepted for enrollment in a program of undergraduate or graduate instruction leading to a bachelor's or advanced degree in a STEM course of study at an institution of higher education and includes students enrolled in a two-year program designed specifically for transfer to a four-year institution. Students may be appointed to a temporary or a flexible length term appointment. Eligibility criteria for student appointment and good academic standing must continue to be met during the SSEP appointment. A Participant Agreement is required.

4.1.1. SSEP Temporary Appointments. Temporary appointments may be made for up to one year and may be extended. Students may not be promoted but may be converted to a new appointment at a higher grade/band level provided all qualification requirements are met. See [Attachment 6](#).

Table 4.1. Temporary Appointment Not to Exceed (NTE).

	Code	Nature of Action / Legal Authority
NOAC	115	Appointment NTE (date < 1 year)
Legal Authority	Z2U	PL 103-337 (if demo student)
Legal Authority	Z5C	DHA (STRL-Student), section 1105(1)(a)(3), PL 113-291, <i>Carl Levin & Howard P. "Buck" McKeon NDAA for Fiscal Year 2015</i>

Table 4.2. Extension of Temporary Appointment NTE – if Extending Temporary Appointment on Same Position.

	Code	Nature of Action / Legal Authority
NOAC	760	Ext of Appointment NTE (date < 1 year)
Legal Authority	Z2U	PL 103-337 (if demo student)
Legal Authority	Z5C	DHA (STRL-Student), section 1105(1)(a)(3), PL 113-291

Table 4.3. Conversion to Temporary Appointment NTE – New Temporary Appointment to a Different Position.

	Code	Nature of Action / Legal Authority
NOAC	515	Conversion to Appointment NTE (date < 1 year)
Legal Authority	Z2U	PL 103-337 (if demo student)
Legal Authority	Z5C	DHA (STRL-Student), section 1105(1)(a)(3), PL 113-291

4.1.2. SSEP Flexible Length Term Appointments. Flexible Length Term Appointments will expire 120 days after completion of the designated academic course of study unless an RPA has been received by the Human Resources Office to initiate a noncompetitive conversion to a permanent position. Students may be promoted ([Attachment 6](#)) to a higher grade/band provided all qualification requirements are met.

Table 4.4. Flexible Length Term Appointment NTE.

	Code	Nature of Action / Legal Authority
NOAC	108	Term Appointment NTE (date – estimated graduation date + 120 days)
Legal Authority	Z2U	PL 103-337 (if demo student)
Legal Authority	Z5C	DHA (STRL-Student), section 1105(1)(a)(3), PL 113-291
Remark in Block 45: ZZZ Remark: “Appointment NTE date authorized by Public Law 113-291, 12/19/2014.”		

Table 4.5. Extension of Flexible Length Term Appointment NTE – if Extending Term Appointment on Same Position.

	Code	Nature of Action / Legal Authority
NOAC	765	Ext of Term Appointment NTE (date – est. graduation date + 120 days)
Legal Authority	Z2U	PL 103-337 (if demo student)
Legal Authority	Z5C	DHA (STRL-Student), section 1105(1)(a)(3), PL 113-291
Remark in Block 45: ZZZ Remark: “Appointment Extension authorized by Public Law 113-291, 12/19/2014.”		

Table 4.6. Flexible Length Term Promotion.

	Code	Nature of Action / Legal Authority
NOAC	702	Promotion
Legal Authority	Z2U	PL 103-337 (if demo student)
Legal Authority	N8M	Section 1105, PL 113-291

4.2. Break in Program. A break in program is defined as a period of time when a student is working but unable to go to school, and is neither attending classes nor working. SSEPs needing a break in program must submit a written request to their supervisor. The request must include:

4.2.1. Participant's name

4.2.2. Reason for the break

4.2.3. Estimated timeframe when student would return

4.2.4. Impact if the break is not granted

4.2.4.1. Approval has been delegated to the TDs/PPMs who can further delegate to the second level supervisor the authority to approve or deny the student's request for a break in the program.

4.3. SSEP Conversion to Permanent S&E Positions. SSEPs may be noncompetitively converted to permanent scientific or engineering positions provided students meet all eligibility criteria and OPM qualification requirements for the position.

4.3.1. Trial/Probationary Period. SSEPs serve on a trial period for the duration of the appointment. The flexible length term appointment may count toward the extended probationary period completion and career tenure upon conversion to a permanent position if the student is converted to a permanent position in a similar line of work and without a break in service. Time spent under a temporary appointment shall count if the student was converted to a flexible length term appointment without a break in service of more than three days.

Table 4.7. Noncompetitive Conversion to Permanent Appointment (does not require new DH allocation).

	Code	Nature of Action / Legal Authority
NOAC	500/501	Conv to Career or Career Conditional Appointment
Legal Authority	Z2U	PL 103-337
Legal Authority	Z5C	DHA (STRL-SSEP Conversion), section 1104, PL 114-92, <i>NDDA for FY 2016</i>
Remark in Block 45: ZZZ Remark: The duration of SSEP appointment is a trial period.		

Chapter 5

SENIOR SCIENTIFIC AND TECHNICAL MANAGER (SSTM) AUTHORITY (DR-V)

5.1. Introduction. SSTM authority allows a greater flexibility for AFRL/CC to properly classify and compensate senior professional individuals whose positions are above the DR-IV (GS-15) classification criteria. SSTM positions are designated as DR-Vs. The AFRL Corporate Board determines which positions will be classified as DR-Vs. Per AFMC, SSTM positions are part of a formal development initiative. The GS-15/equivalent Executive Leadership and Development Initiative (ELDI) serves as the required development initiative; therefore, ELDI provisions apply.

5.2. Performance Expectations. Position incumbents must perform the following:

5.2.1. Furnish highly advanced and/or unprecedented scientific and/or technical guidance and recommendations to top-level administrative and technical management officials within AFRL, Department of the Air Force, DoD, other government agencies and outside organizations such as academia; and

5.2.2. Primarily perform and/or manage research, development, and acquisition in the physical, biological, medical or engineering sciences, or another field closely related to the mission of AFRL; and carry out technical supervisory responsibilities involving technical planning and oversight of work accomplished through Federal civil service employees, assigned military members, non-Federal workers, and/or others, to include Intergovernmental Personnel Act (IPA) assignments, contractors, volunteers, etc.

5.3. Reporting. Incumbents typically report to the TD Director. If the incumbent is the TD Director, he/she will report to AFRL/CC. If the position is within HQ AFRL, the incumbent reports to AFRL/CA, who provides administrative and policy direction in terms of broadly defined missions or functions, reviews work for consistency with potential impact on broad agency objectives and program goals, and for contribution to the advancement of the field.

5.4. Executive Leadership and Development Initiative. ELDI announcement and interview criteria are followed to ensure candidates who are assessed as “Best Qualified” for the positions are developing their careers based on the Senior Executive career path. The current AFRL S&E waiver that allows positions covered by the SECFT to be filled using Lab Demo procedures applies to SSTM positions.

5.5. Recruitment and Placement. SSTM positions will be filled via flexible term appointment or flexible temporary promotion. Competitive announcements are utilized for flexible temporary promotion. AFRL/DPP will assist the directorate SPA and servicing Staffing Office in preparing the competitive announcement and candidate books for the promotion panel. A promotion panel (AFRL/CC or AFRL/CA, AFMC/EN, and other member(s) appointed by AFRL/CA) interviews all candidates identified as “Best Qualified” (per ELDI scoring criteria). If a non-AFRL federal candidate is selected for placement on an SSTM position, the candidate will first be placed on a DR-IV position and then temporarily promoted to the SSTM position. After their assignment tenure, in accordance with ELDI rules of engagement, selectees are expected to move to a GS-15/DR-IV position if they have not been selected for additional growth opportunities (i.e., SES or ST positions).

5.5.1. Flexible Term Appointments. Flexible term appointments may be utilized to hire non-Federal individuals onto SSTM positions. These appointments are used to fill positions for a period of more than one year but not more than five years, when the position requirement is non-enduring and/or an employee's services are not permanent, and can be extended in up to five-year increments if approved by AFRL/CC or AFRL/CA. Announcements must state the appointment is a flexible term appointment and that the position may be eligible for conversion to a permanent appointment. SSTM employees appointed to a flexible term appointment serve a three-year trial.

Table 5.1. Flexible Term Appointment.

	Code	Nature of Action / Legal Authority
NOAC	108	Term Appointment NTE
Legal Authority	Z2U	PL 103-337 (if Demo position)
Legal Authority	Hiring Authority	(i.e., DHA)
*** ZZZ Remark: This appointment may confer eligibility to be noncompetitively converted to a career appointment in the competitive service.		

5.5.1.1. Conversion to Career Appointment. Employees hired under the flexible term appointment authority may be eligible for conversion to career appointment if the service is deemed permanent. To be converted, the employee must: 1) have been notified in writing at the time of the initial appointment of the possibility for conversion to a permanent SSTM position at a later date; 2) served a minimum of one year of continuous service in the flexible term position; and 3) have at least a fully successful or equivalent SSTM performance rating. Time spent on a flexible term appointment will be counted toward completion of probationary period.

Table 5.2. Noncompetitive Conversion.

	Code	Nature of Action / Legal Authority
NOAC	500/501	Conv to Career or Career Conditional Appt
Legal Authority	Z2U	PL 103-337 (if demo position)
Legal Authority	Hiring Authority	(i.e., DHA)
*** ZZZ Remark You have been appointed to a Flexible Term Appointment under competitive procedures and may be converted to a career appointment at a later date.		

5.5.2. Flexible Temporary Promotion. A flexible temporary promotion may be utilized to place current Federal employees onto an SSTM position for not more than five years, with the ability to extend in five-year increments. Extensions must be approved by AFRL/CC or AFRL/CA. Announcements must state the appointment is a flexible temporary promotion and that the position may be eligible for conversion to a permanent placement.

Table 5.3. Flexible Temporary Promotion.

	Code	Nature of Action / Legal Authority
NOAC	703	Promotion NTE (date)
Legal Authority	Z2U**	PL 103-337
***ZZZ Remark Temporary Promotion NTE five years, option to extend in five-year increments.		

5.5.2.1. Permanent Promotion. Employees placed onto a flexible temporary promotion authority may be eligible to be permanently promoted if the service is deemed permanent. To be permanently promoted, the employee must: (1) have been notified in writing at the time of the initial action of the possibility for conversion to permanent SSTM position at a later date; (2) served a minimum of one year of continuous service in the temporary position; and (3) have at least a fully successful or equivalent SSTM performance rating.

Table 5.4. Permanent Promotion.

	Code	Nature of Action / Legal Authority
NOAC	702	Promotion
Legal Authority	Z2U**	PL 103-337

5.6. Salary Ranges. While the minimum basic pay for SSTM positions is 120 percent of the minimum rate of basic pay for GS-15 and maximum basic pay may not exceed Executive Level IV, the AFRL Corporate Board established minimum and maximum salaries based on corresponding CCS scores. The minimum CCS score is 4.5 and the maximum is 6.0, with corresponding salaries based on the Standard Pay Line (SPL) equation. Maximum basic pay with locality pay is limited to Executive Level III.

5.7. Pay Setting. Management is delegated the authority to set pay on the temporary promotion or term appointment. Pay determinations are documented on a pay setting worksheet and maintained by the SPA according to applicable records management requirements. If the temporary promotion is terminated, management will set pay within the ranges of the DR-IV pay range. Pay retention entitlements have been eliminated for Lab Demo.

Table 5.5. Pay Range.

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

5.8. CCS Rating. SSTM incumbents are rated under CCS within their assigned directorate, utilizing the DR-V factor descriptors. See [Attachment 8](#).

5.9. Public Financial Disclosure. DR-Vs are required to file an OGE Form 278, *Public Financial Disclosure Report*.

Chapter 6

CONVERSION

6.1. Conversion to Lab Demo. This chapter applies in situations where encumbered positions meet the criteria to be covered by Lab Demo. It does not apply to placement of individuals onto vacant Lab Demo positions. Employees' existing positions are converted into the appropriate career path and broadband level, based on their current permanent position of record. Employees serving on temporary promotions or on details will be converted into Lab Demo based on their permanent position. 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, utilizing NOA Code 890 (Misc Pay Adjustment).

6.1.1. Determining Career Path and Broadband Level from the GS System. The existing series and grade is converted to the appropriate career path and broadband level using [Table 2.1 through 2.6](#) and [Table 6.1](#), respectively. For example, a GS-343-12 would convert to a DO-343-II.

Table 6.1. 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.

6.1.2. 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 pay. If the salary falls in an overlap zone, the employee is placed in the lower broadband.

6.1.3. Pay Retention. Pay retention provisions have been waived, however, there will be no change or loss in total salary. Refer to [Table 7.1](#) to determine basic pay.

6.2. 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: new basic pay rate = total adjusted salary/new total adjusted salary (1 + geographic specific locality pay factor) = new basic pay rate x (1 + geographic specific locality pay factor). See [Table 6.2](#) for example. Two examples are provided below. A determination of band placement will be made by AFRL/DPP when the converted salary exceeds the maximum pay of the band.

6.2.1. **Locality Rate Exceeds Special Rate Conversion Example.** In the example below (**Table 6.2**), the employee's prior special salary basic pay rate after the Within-Grade Increase (WGI) buy-in (see **paragraph 6.3**) 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 basic pay rate." Once again, a full measure of locality pay is added to the "new basic pay rate" so the "new Lab 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 6.2. Locality Rate Exceeds Special Rate Conversion Example.

Prior Total Salary (after WGI buy-in)	\$65,478
Prior Basic Pay Rate	\$57,844
Area Locality Pay Rate	16.24%
New Basic 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

6.2.2. **Special Rate Exceeds Locality Rate Conversion Example.** In the example below (**Table 6.3**), the employee's special rate basic pay (after the WGI buy-in) exceeds the GS salary plus locality pay. Thus, the employee's prior total salary is all basic pay, that is, this employee is currently receiving no locality pay. In this case, the "new basic 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 basic pay rate," bringing the "new Lab Demo total salary" back to the same salary as the "prior total salary."

Table 6.3. Special Rate Exceeds Locality Rate Conversion Example.

Prior Total Salary (after WGI buy-in)	\$64,814
Prior Basic Pay Rate	\$64,814
Area Locality Pay Factor	16.24%
New Basic 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

6.3. 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 pay will be increased relative to the portion of their WGI waiting period already served. (Contact AFRL/DPP for a current WGI buy-in estimator tool.) Employees converting from systems without established WGI schedules, such as other demonstration projects or Administratively Determined (AD) pay plans or those at GS Step 10, etc., will not receive a step buy-in.

6.3.1. 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 equals \$62,525.

6.4. 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 grade and/or pay retention under 5 CFR, Part 536, if applicable. 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.

Chapter 7

COMPENSATION OUTSIDE CCS

7.1. Introduction. Pay setting authority is delegated to the PPM who may further delegate in writing. Pay setting authority is subject to a third-party review, PPMs will sufficiently document their pay setting rules in writing. The pay setting rules must be re-certified with each new PPM.

7.1.1. Pay Impact on CCS. Pay setting bears a significant level of responsibility and consistent and fair pay setting is critical to AFRL maintaining this delegation. Since pay determines an employee's expected level of contribution in CCS, it is critical supervisors are cognizant of the ramifications of assigning an unreasonably high or low basic pay. When determining pay, supervisors should not automatically set pay at the top of a band, but analyze what is appropriate given experience, education, and the range of pay for similar positions within the organization and local area.

7.1.2. Pay Setting Worksheet. The pay setting worksheet or alternative means of documenting the justification, approved by AFRL, will be utilized for all basic salary adjustments and Lab Demo bonus, 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 unless otherwise required by an individual organizational pay policy. 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 uploaded to the Lab Demo pay-setting worksheet folder within 30 calendar days of the effective date of the action. Pay setting documentation will also be maintained according to applicable records management requirements.

7.2. Movement within and into Lab Demo. Management has the authority to establish appropriate salaries and/or bonus/incentive payments for employees moving within and into Lab Demo through internal and external actions. When setting basic pay (expected level of contribution) for individuals selected on Lab Demo positions, managers should consider:

- 7.2.1. Contribution level of the position
- 7.2.2. Academic qualifications
- 7.2.3. Competencies
- 7.2.4. Experience
- 7.2.5. Scope and level of difficulty of the position
- 7.2.6. Current OCS/Delta OCS or performance score
- 7.2.7. Comparable salaries within technical/functional area
- 7.2.8. Organizational budget constraints
- 7.2.9. Training/certifications
- 7.2.10. Local labor market conditions
- 7.2.11. Factors and Descriptors.

7.2.12. Justification used to determine basic pay will be documented on the pay setting worksheet. Pay may not exceed the maximum of the broadband level to which the employee will be assigned.

7.2.13. 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 and the employee was not assessed, 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 pay associated with the estimated OCS and will not exceed the maximum pay associated with the permanent band.

7.3. Lab Demo Bonus. A bonus may be considered in addition to or in lieu of a basic pay increase or in lieu of another incentive (i.e., relocation or recruitment) upon movement to a Lab Demo position. This is not intended for use on a position re-describe. A bonus may be appropriate in situations where incentives would not be applicable (e.g., same duty location) or it may be difficult to determine an employee's/candidate's expected level of contribution or when a basic pay increase may not be warranted, such as career broadening assignments or details. Supervisors should consider prior bonuses granted. Since a bonus is not an increase to basic pay, the expected score for an employee/candidate receiving a bonus will not change. Bonus payments are processed as a Lab Demo bonus action, NOA 991, authority code Z2U/PL 103-337 and must be processed in conjunction with the personnel action placing the employee/candidate on the position. Ensure the justification used to determine a bonus payment is adequate to support the bonus amount and circumstances. Demo bonuses equal to or above \$10,000 require TD Director/PPM approval. Lab Demo bonuses require a Continued Service Agreement (CSA). The justification shall be documented on the pay setting worksheet.

7.4. Grade and Pay Retention. The provisions of Title 5 CFR, Part 536, *Grade and Pay Retention*, have been waived for Lab Demo, to include internal priority placement entitlements associated with pay and grade retention. Employees placed through a PPP match will maintain their basic rate of pay. Employees who enter the Demo by mass conversion will not have their adjusted basic pay reduced. Future compensation adjustments will be based upon the CCS assessment process.

7.4.1. Pay-Setting for Pay Retention Employees Mass Converted into Lab Demo. Typically, basic pay includes locality pay for employees on pay retention. Employees on pay retention who are converted (NOA 890) into Lab Demo must have the locality pay removed from their basic rate of pay by dividing their basic pay by 1 + the locality pay factor. In the example below ([Table 7.1](#)), 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 pay is \$79,556. Employee's *adjusted* basic pay will not be reduced upon conversion.

7.4.2. Pay-Setting for Pay Retention Employees who voluntarily move into Lab Demo. Pay for these employees will be set by management.

Table 7.1. Determine Basic Pay of an Employee on Pay Retention Example.

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

7.4.3. Pay-Setting for Employees Placed Based on PPP Entitlement. Employees placed in Lab Demo through PPP are entitled to maintain their existing rate of basic pay. Locality remains a separate portion of total pay. After placement employee is no longer entitled to pay retention. Refer to **Table 7.1**

7.4.4. Pay-Setting Provisions for Reduction in Force (RIF). Lab Demo employees moved to a lower broadband level through pre-RIF and RIF procedures will have their pay set at their existing rate of pay, regardless of the broadband level assigned. After placement, employee is no longer entitled to pay retention.

7.5. Relocation Incentives for 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 locally funded student 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 (e.g., rent, car rental, utilities, etc.), or a portion thereof, as documented on the pay setting worksheet. Potential future incentive payments will be determined by actual expense documentation provided by the student. Management has the discretion to determine the appropriate incentive amount, which may or may not cover all expenses. Payments may be made incrementally (e.g., monthly, quarterly). Subsequent payments should not exceed prior expenses without proper justification. A Lab Demo Bonus (NOA 991, authority code Z2U/PL 103-337) RPA will be processed to document each payment. This authority is not intended to pay moving expenses in conjunction with permanent appointment action.

7.6. Recruitment, Relocation, and Retention (RRR) Incentives. An OSD waiver, dated 15 December 1996, delegated approval authority for RRR, to include student loan repayments, incentives under the Federal Workforce Flexibility Act (formerly known as Federal Employee Pay Comparability Act (FEPCA)) to AFRL/CC. This authority may be further delegated to TD/711th Human Performance Wing (HPW) Directors or PPMs, in writing, as appropriate. The SPAs should be contacted for guidance on required documentation.

7.7. 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 sustainable contribution at a level higher than his/her basic pay. If at any point between CCS payout and 2 July it is determined that an 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 immediate supervisor will request a first-level MoM to discuss and determine the employee's estimated OCS. (See [paragraph 9.4](#) for additional information regarding MoMs.) If this level MoM determines the employee has a significant estimated Delta OCS, no further MoM is required and a pay adjustment may be approved by the PPM. NOTE: The approved pay adjustment may not exceed the maximum of the broadband level and must be processed by 30 September. 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 AFRL Form 280, *Annual Contribution Evaluation Form*, will not be generated. The supervisor will discuss new salary and expectations with the employee. This authority is not intended to be used in conjunction with the bonus described in [paragraph 7.3](#). Justification used to determine accelerated compensation will be documented on the pay setting worksheet. A pay adjustment RPA will be submitted by the SPA office. Accelerated compensation actions are processed as a miscellaneous pay adjustment action, NOA 890 (Misc Pay Adjustment), authority code Z2U/PL 103-337. Use Remark Code ZZZ, and type "Salary in Block 20A includes an accelerated compensation increase to basic pay of \$" (insert the dollar amount of the increase).

Chapter 8

S&E EXTENDED PROBATIONARY PERIOD

8.1. 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 or SSTM 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 Lab Demo are not required to serve a new probationary or trial period, provided the service was in the same line of work. Supervisory probationary periods are consistent with Title 5 CFR 315, *Career and Career Conditional Employment*.

8.1.1. **Applicability.** An extended probationary or trial period of three years applies to all newly hired S&E or SSTM employees. Employees who enter Lab Demo 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 or the employee previously served a probationary or trial period. However, an employee may be required to fulfill any uncompleted probationary or trial period from their last appointment. Employees on non-permanent appointments will be subject to the trial period required by their appointing authority. Upon conversion from a non-permanent appointment to a permanent appointment, employees will be required to serve a three-year probationary period. However, employees serving on a modified or flexible term appointment will serve a three-year trial period. Upon conversion to permanent appointment, the period of employment served on a modified or flexible term appointment will be counted toward the completion of the extended probationary period.

8.1.2. **Recent Graduates Program/Science, Mathematics, and Research for Transformation (SMART).** Employees hired under the Recent Graduates Program and SMART authority will serve a trial/probationary period for a combined total of three years.

8.1.3. **Student Interns.** Students earning an S&E degree are required to serve the extended probationary period upon non-competitive conversion to career appointment. The student time counts toward the probationary period if a student holds an S&E degree and is performing S&E duties (in the same line of work). The requirements in Title 5 CFR 315.802(c) apply when determining creditable service.

8.2. New Hire Termination during Probationary or Trial Period. The extended probationary period for S&Es or SSTM employees 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. Supervisors must contact their servicing Employee Relations Specialist 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 8.1. 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 8.2. Remarks Codes - Extended Probationary Period.

Situation	Remarks Code	Remark
Employee has completed required probationary period.	E04	Initial probationary period completed
Employee is not required to serve a new probationary period.	E04	Initial probationary period completed
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 is required to serve a three-year probationary period under the Lab Demo rules because Pathways appointment was not in the same line of work.	9A1	Appointment is subject to completion of three-year initial probationary period beginning (date)
Employee has some creditable service toward completion of probationary period.	ZZZ	Appointment is subject to completion of a ____month(s)/year(s) probationary period beginning (date).

Chapter 9

CONTRIBUTION-BASED COMPENSATION SYSTEM (CCS)

9.1. 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, links salary to mission contribution, 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, Integrated Planning Teams (IPT), 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 criteria relevant to the success of an R&D laboratory. CCS promotes proactive salary adjustment and/or Lab Demo bonus decisions made on the basis of an individual's overall contribution to the organization's mission.

9.1.1. PPM. PPMs must ensure due diligence in managing/maintaining proper CCS procedures/processes and ensure consistency within the pay pool. Each PPM sets expectations for assignment of CCS scores and distribution of pay adjustments and bonuses in the pay pool. Scoring and compensation decisions must be consistent within the pay pool, be fair and equitable to all stakeholders, maintain cost discipline (e.g., pay pool budget as determined by AFRL Corporate Board, directorate budget/salaries constraints, pay setting authorities, etc.), and be subject to review by higher laboratory management.

9.1.2. Required Training. AFRL/DPP may provide one-on-one Lab Demo training to PPMs. To rate employees, supervisors and official deputies must take the mandatory Lab Demo supervisory training: Lab Demo Overview, Effective CCS Feedback, and C2S2 Tutorial.

9.2. The Standard Pay Line (SPL). The SPL is the target representing equitable pay expressed mathematically as a straight line. Each career path has its own SPL. Rails were established at +/-0.3 CCS units above and below the SPL. The area encompassed by the rails represents the acceptable contribution and compensation region in which an employee is considered equitably compensated. 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 SPL equation can be found on each respective annual Lab Demo pay chart.

9.3. Pay Pools. Pay Pools are 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.

9.3.1. Structure. Pay pool structure is under the authority of AFRL/CC. A pay pool is based on the organizational structure/functional specialty, should include a range of employee salaries and contribution levels, must be large enough to constitute a reasonable statistical sample, and must convene at least annually. Neither the PPM, nor supervisors within the pay pool, will recommend or set their own individual pay.

9.3.2. Funding. A pay pool's purpose is to fund all basic salary increases and bonuses. The funding for the pay pool comes from two sources. Each source is a percentage based on the basic salaries of all eligible employees in the pay pool on 30 September. The first source is the Incentive Percentage ("I") set by the AFRL Corporate Board. This source is to cover the increase in contributions by the pay pool's employees. Employees may also receive the annual cost of living salary increase ("G") determined by the President and Congress, which will be applied to an employee's base salary at pay out. Pay pool dollars are not transferable between pay pools. There is no requirement for a pay pool manager to use all of the available "I" funds.

9.4. Meeting of Managers (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 chief) 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. A higher-level MoM chair has the ability to look across the lower-level MoM and address any anomalies through the lower-level MoM.

9.5. Broadband Level Factors, Key Elements, and Factor Descriptors. CCS uses a four-level broadband system where higher broadband levels are associated with increasingly higher levels of contribution. Four factors, each relevant to the success of the laboratory, were developed to assess the contribution of personnel covered under Lab Demo. Each factor has key elements which further define the factor. The four levels of increasing contribution corresponds to the four broadband levels and are defined by factor descriptors. The factor descriptors are written at the mid-level of each broadband for each career path and can be found at [Attachment 7](#). It is important to note these factor descriptors should be viewed as facets of the employee's job and are not job activities in themselves. 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 7](#)).

9.6. The CCS Assessment Process. All employees assigned to Lab Demo in AFRL as of 30 September, the end of the CCS cycle, are included in the assessment cycle and will receive an OCS. Scores have a direct relationship with basic pay; therefore, the significance of an employee's OCS is not known until it is compared to his/her expected score. Placement of an employee's basic pay on the appropriate SPL determines his/her expected score. (The expected score equation (i.e., SPL equation) for each career path can be found on the annual Lab Demo pay charts.) The comparison between expected score and OCS provides an indication of equitable compensation, under-compensation, or over-compensation. A step-by-step review of the process is described below.

9.6.1. 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 should 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 (acknowledging that the information is still accurate, e.g., drug testing designation, FLSA, etc.) should be accomplished, using the employee signature area on the addendum (page 2 of the SDE).

9.6.1.1. Expectation Management. 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 Lab Demo, the gaining supervisor provides an overview of CCS. The supervisor and employee should also discuss their expectations and the anticipated contribution level of the employee. The supervisor also provides the employee a copy of the SDE and broadband level descriptors. 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 in OCS should be anticipated as opportunities for contribution vary. An employee's ability to increase contribution may

eventually plateau (i.e., no growth) and/or the position may not lend itself to further growth opportunities based on assigned duties, function, level of responsibility, etc. An employee should receive the same OCS score year after year if contribution remains the same. In these cases, artificial bumps that increase scores (such as from a 2.2 to 2.3) should be avoided. A bonus may be appropriate in this situation, however, a bonus should not be expected annually. Therefore, some years it may be appropriate to give an employee an increased score when sustainable growth is demonstrated and other years it may be more appropriate to give a bonus when contribution is positive. However, if the employee is equitably compensated neither would be appropriate. If additional growth is desired, employees should be encouraged to seek other job opportunities to contribute at higher levels and/or focus on education/training to enhance their skill set.

9.6.2. 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 AFRL Lab Demo Feedback Form, *Contribution-based Compensation System Feedback*, (AFRL Form 279) to facilitate and document the mid-cycle review. 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. AFRL Form 279 must be filed in the Supervisor's Employee Work Folder (SEWF). In addition to this review, laboratory management is highly encouraged to provide continuous feedback throughout the assessment cycle. If an employee's contribution deteriorates to an unacceptable level at any time during the year, a supervisor may consider an out-of-cycle CIP (refer to [Chapter 10](#) for further information). Employees who change jobs throughout the year should receive feedback at an appropriate mid-point.

9.6.3. Self-Assessment. The self-assessment provides an opportunity for employees to state their perceived accomplishments and impact of contributions. At the end of the annual assessment period and at mid-cycle review, employees summarize their contributions, to include any formal and/or informal team participation, for each factor for their immediate supervisor. Contribution statements must reflect the impact or result of each activity rather than just listing the activity itself. Supervisors should verify contributions and impacts with formal and/or informal team leaders. If an employee does not provide a self-assessment, the supervisor shall place written documentation stating so in the SEWF.

9.6.4. Team Lead Responsibilities.

9.6.4.1. Working Group Team Leads are employees who are responsible for leading a working group/project. However, the team members remain under the direction of their immediate supervisor. Team leads are not involved with assigning scores and should not discuss CCS scores with team members, however, they should review each team member's input in regards to the working group and provide comments to the team member's supervisor.

9.6.4.2. Team Lead (Supervisory Code 4). 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. The team lead may be asked by the supervisor to modify a team member's assessment.

9.6.5. First-Level Supervisor's Assessment. Supervisors write the assessment for each factor, taking into consideration the employee's self-assessment, team lead input, and the supervisor's personal knowledge of the employee's overall contribution to the laboratory mission. The preliminary score is determined by comparing the supervisor's assessment against the four sets of broadband level factors, descriptors, and key elements for the appropriate career path. Factor descriptors are written at the mid-level of the band. For each factor, the first-level supervisor assigns a preliminary score (based on the broadband level descriptor corresponding to the employee's contributions) of low, medium, or high, then assigns the appropriate corresponding decimal score (see [Table 9.1](#)). The normal range of values for a preliminary score spans from a low broadband level I (1L) to a high broadband level IV (4H) for each factor. For those whose contributions are below the minimum of broadband level I, a "fail" score is assigned, and for those contributing above the maximum of broadband level IV, an "exceeds" score is assigned. Sustainable increases in contribution should be recognized by increases in appropriate factor scores. C2S2 will aid supervisors and managers throughout the assessment and compensation adjustment process.

Table 9.1. First-Level Supervisor's Assessment.

Levels	Preliminary Score	Decimal Range
IV	Exceeds	5.9
	High	4.7 – 4.9
	Medium	4.4 – 4.6
	Low	4.0 – 4.3
III	High	3.7 – 3.9
	Medium	3.4 – 3.6
	Low	3.0 – 3.3
II	High	2.7 – 2.9
	Medium	2.4 – 2.6
	Low	2.0 – 2.3
I	High	1.7 – 1.9
	Medium	1.4 – 1.6
	Low	.75 – 1.3
	Fails	0.0

9.6.5.1. CCS Bonus. Supervisors should consider if their employees' contributions are sustainable and if not, consider if a CCS bonus may be appropriate to recognize some or all of each employee's contribution. Whereas an increase in score is appropriate for sustainable increased contribution, a CCS bonus may be used when an employee's contribution is commendable but has not increased. Depending on the circumstances, employees may have sustainable and unsustainable contributions. Therefore, a basic pay increase and a CCS bonus could be appropriate. CCS bonuses are considered on a case-by-case basis and not intended to be given year after year. Management has four bonus options: Option 1 is time-off award only; and Options 2 – 4 are dollar values associated with equivalent CCS values (0.05, 0.10, and 0.20, respectively) and include an optional time-off award. Bonus amounts may vary based on availability of funding. Bonus options may change based on future evaluation.

9.6.6. The First-Level MoM. The first-level supervisors meet with their respective supervisor to review and discuss preliminary assessments, refine them into numerical CCS factor scores, adjust any factor write-ups, and discuss and recommend CCS bonuses. It is the first-level supervisor's responsibility to bring the preliminary assessments, to include any CCS bonus recommendations, and supporting information to the meeting. Only supervisors, CPC, and/or SPA attend MoM. Note: Supervisors of non-demo employees may attend.

9.6.6.1. Factor Scores. Regardless of an employee's broadband level, factor scores may be assigned anywhere between 0.75 - 4.9. 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 "fail" preliminary score results in a factor score of 0.0. An "exceeds" preliminary score results in a factor score of 5.9. However, contribution exceeding the level IV descriptors should not commonly occur.

9.6.6.2. OCS. The employee's OCS is the average of the four 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 level IV descriptors.

9.6.7. The Second-Level MoM. The next level supervisor meets with his or her respective subordinate supervisors to review and discuss all preliminary assessments and CCS bonus recommendations 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. There is also a review of the lower-level MoM assessments to ensure scores and CCS bonuses are supported by the write-up and factor descriptors. Any recommended score changes must be accomplished by the original group of supervisors that participated in the respective lowest level MoM where the initial score was assigned. 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.

9.6.8. The PPM-Level MoM. This is a meeting comprised of the PPM and his or her subordinate supervisors to discuss and review the preliminary assessments and bonus recommendations of the direct reports (supervisory and non-supervisory) 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. Also, at this meeting, CCS bonus recommendations are made to the PPM. The purpose of this meeting is also to ensure consistency across the pay pool, meaning decisions made at lower level MoMs are reviewed.

9.6.9. PPMs. The PPM has pay adjustment, bonus, and broadband movement approval authority. The PPM assigns numerical ratings for all employees he or she directly supervises. Scores for AFRL/CC and AFRL/CA direct reports will be assigned by AFRL/CC and AFRL/CA, respectively. CCS bonuses are considered and approved, as appropriate. C2S2 will distribute basic pay increases first, and CCS bonuses will be paid with remaining pay pool funds. Therefore, CCS bonus amounts may change to accommodate available funding. PPMs have the ability to look across the entire pay pool and may address anomalies through the appropriate management chain. If there are recommended score changes, they must be discussed with the original group of supervisors that participated in the respective lowest level MoM. Once the scores have been finalized, the PPM approves the scores for the entire pay pool.

9.7. Salary Adjustment Guidelines.

9.7.1. 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 9.6](#) is plotted relative to the appropriate SPL (refer to [Figure 9.1](#) example), which determines the degree of over- or under-compensation for each employee, relative to the upper and lower rails. In general, employees who plot further below the SPL should expect greater salary increases than those who plot closer to the SPL.

9.7.1.1. Distribution of “G.” All employees on or below the upper rail will automatically receive the “G,” as approved by Congress. Employees above the upper rail (Automatic Attention Zone (AAZ)) will not receive a “G” increase.

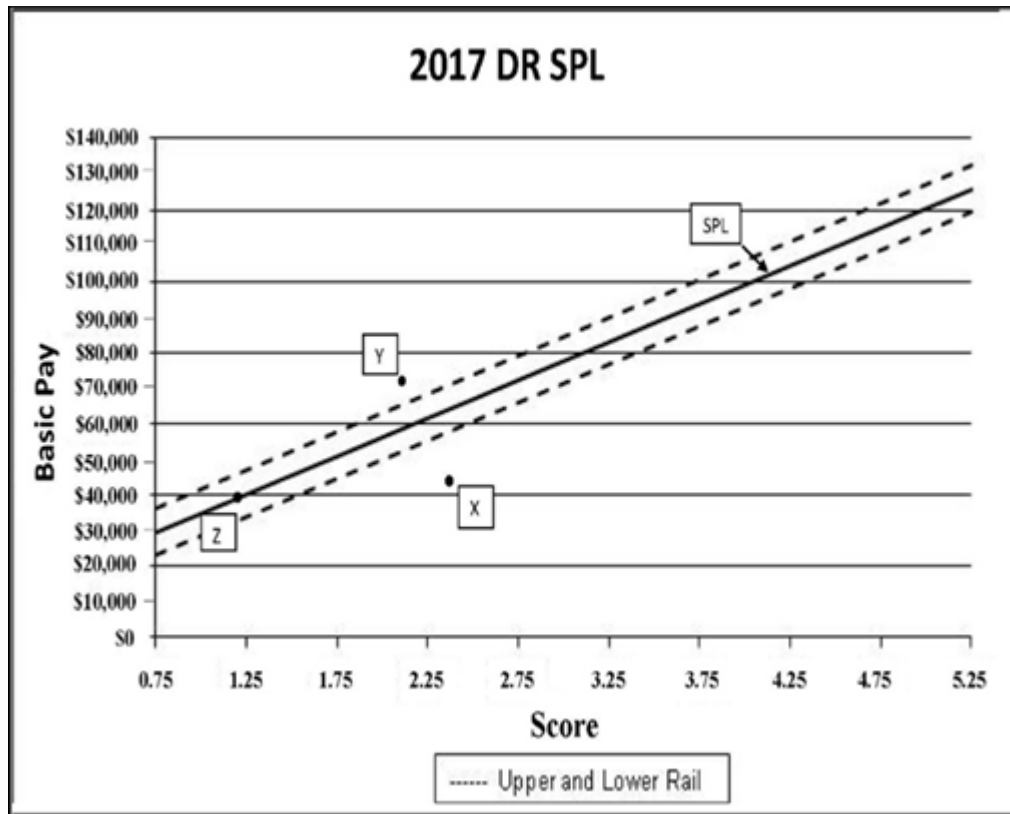
9.7.1.2. Distribution of “I.” CCS utilizes an Alpha Delta Y algorithm, dollar-based (versus percentage-based) algorithm, to increase basic pay to bring those employees below the SPL up to the SPL (see [Figure 9.1](#)), utilizing available “I” funding. Any non DR-V employee whose basic pay would exceed a GS-15, Step 10 (equivalent 4.85 OCS), based on his or her OCS, 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 Lab Demo employee’s official duty station. Some amount of “I” can be set aside to be used at the discretion of the PPM.

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

9.7.1.2.2. Between the Rails (equitable-compensation). Those who plot within the rails (for example, employee Z) will be given at least the minimum of “G.”

9.7.1.2.3. Below the Lower Rail (under-compensation). Those who plot below the lower rail (for example, employee X) will be given at least their basic 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.

Figure 9.1. Example of Employee Positioning.



9.7.1.3. Using Rails to determine CCS Bonus Payout. The rail area around the SPL identifies the equitably compensated zone, with the SPL serving as a cap for continuing basic pay increases. Management has the ability to assign a one-time bonus to recognize non-continuing contributions or in cases where higher level contribution opportunities are not available. Continuing basic pay increases are based on the salary associated with the SPL and bonuses are based on dollar values associated with equivalent CCS points (0.05, 0.10, and 0.20, respectively) and include an optional time-off award. (See [paragraph 9.6.5.1](#)).

9.7.1.4. The cash bonus is paid from the same “I” funds allocated for continuing basic pay increases and is also calculated by the Alpha Delta Y algorithm. Cash bonus amounts associated with the equivalent CCS points (0.05, 0.10, and 0.20, respectively) may vary based on availability of funding.

9.8. Broadband Level Movement Guidelines.

9.8.1. Introduction. A key concept of Lab Demo is that career growth may be accomplished by movement through the broadband levels by significantly increasing levels of employee contribution toward the AFRL mission. This form of movement is referred to as seamless broadband movement and can only happen within the same career path and the same series; employees cannot cross over career paths through this process. The broadband level of a position may be increased during the CCS process when an employee consistently contributes at the higher broadband level through increased expertise and expanded responsibilities as reflected by a higher level CCS score and the higher contribution level is sustainable.

9.8.2. 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 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. As explained above, this form of movement 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.

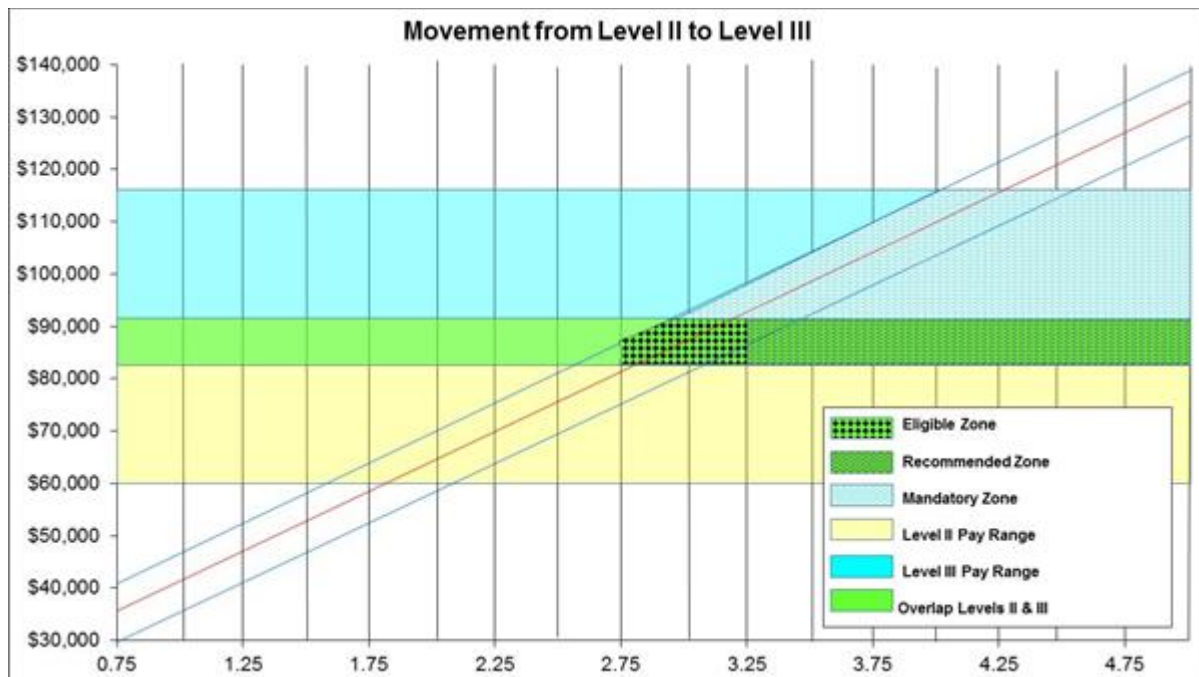
9.8.3. Seamless Broadband Movement Criteria. The criteria is similar to that used in an accretion of duties scenario and must be met for an employee to move seamlessly to a higher broadband, that is: 1) the employee's current position is reclassified to a higher broadband level as a result of the employee's higher level contributions, duties, and responsibilities; and 2) the employee continues to perform the same basic duties and responsibilities (although at the higher level); and 3) current on all APDP and Continuous Learning (CL) requirements, if applicable. It may take a number of years for contribution levels to increase to the extent a broadband level move is warranted, and not all positions allow for higher-level opportunities and not all employees achieve the increased contribution levels required for such moves. Broadband movement is not guaranteed since there are no positions targeted to a higher broadband level.

9.8.4. 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. 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. 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.

9.8.5. Movement Between Levels. **Figure 9.2** 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 created by the maximum salary of the lower broadband level and the minimum salary of the higher broadband level and + and -0.25 CCS around the SPL. In other words, the height of the zone is determined by the salary range and the width is determined by the score range. 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 position classification. When there is enough funding in the pay pool to bring employees to the SPL, the recommended zone is not applicable.

Figure 9.2. Example of Salary Overlap Zones and Movement Zones.



9.8.6. SDE Documentation. A new SDE, reflecting the new broadband level, CPCN, job title, and factor descriptors, must be accomplished in conjunction with each seamless broadband movement. New job specific narratives, APDP level, Position Designation Tool (PDT) form, Critical Acquisition Position (CAP) agreement, etc., should also be reviewed and updated, if applicable. The pay plan, occupational series, office symbol, and supervisory status cannot be changed in conjunction with a broadband movement.

9.9. CCS Feedback. First-level supervisors conduct the CCS feedback sessions. Feedback sessions should include a discussion of the contribution statements, factor scores, OCS, bonus, developmental and career opportunities, and expectations for the upcoming cycle. AFRL Form 280 ([Attachment 9](#)) 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 first- and second-level supervisor and employee and filed in the SEWF. The PPM signs the AFRL Form 280 as the first- and second-level supervisor for his/her direct reports. AFRL/CC/CA/CV/CZ sign as both the first- and second-level supervisor for his/her direct reports. A copy of the AFRL Form 280 is given to the employee. The grievance period begins at the time the employee receives his or her final AFRL Form 280 (see [paragraph 9.13](#)).

9.10. Presumptive Ratings. There are two categories of employees who should receive presumptive CCS ratings. 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.

9.10.1. Presumptive Due to Time. When a new hire or transfer employee enters the laboratory less than 90 days from the closeout 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 his/her current basic pay 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 "I" or a CCS bonus may be presented to the PPM. (Refer to [Table 9.2](#)) 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 the presumptive score and any applicable "G," discretionary "I" increase, or a CCS bonus. New employees to Lab Demo will not receive a formal, written assessment within their first 90 days under CCS, but should be provided formal, written feedback on their contribution after the initial 90-day period.

9.10.2. 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 expanded developmental opportunity, active military duty (apply Uniformed Services Employment and Reemployment Rights Act (USERRA) rules in determining appropriate pay increase, if applicable), 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.

9.10.2.1. Typically, if an employee is on the job for 90 days or more, the employee should be assessed with a score that reflects his/her 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 six months or more, they shall be assessed. Employees who are assessed are rated on the time they are on the job. Documentation will be maintained by the organization according to applicable records management requirements.

9.10.2.2. 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" or a CCS bonus 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 9.2](#))

Table 9.2. Presumptive Rating Matrix.

Presumptive Category	Assessment Methods	Compensation Choices		Broadband Move	Bonus
		Can Get "G"	Can Get "I"		
Due to Time	Place employee on SPL	Yes (mandatory)	Yes (discretionary)	No	Yes
Due to Circumstance	Re-certify last OCS	Yes (mandatory, unless in AAZ)	Yes (discretionary, unless in AAZ)	Yes	Yes
Due to Circumstance	Place employee on SPL	Yes (mandatory)	Yes (discretionary)	Yes	Yes

9.11. Assessments Involving: Departing, New, and Acting Supervisors, and New or Departing Employees.

9.11.1. Departing Supervisors. Supervisors departing their supervisory position between 1 February and 30 September are required to prepare a closeout assessment for all assigned Lab Demo employees and provide these assessments to the new supervisor or next higher-level supervisor. The supervisor will utilize AFRL Form 279 to complete this assessment.

9.11.2. Newly Appointed Supervisors Assessing Employees.

9.11.2.1. 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 cumulative days prior to assessment, 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 assessment.

9.11.2.2. Less Than 90 Days Served. If a newly appointed supervisor has less than 90 cumulative days prior to assessment, the assessments and feedback must be completed by the next higher-level supervisor, unless an official deputy to the supervisor has been in place for at least 90 cumulative days. Input from the previous supervisor, in the form of the closeout assessment, should be used to help determine the assessment. PPMs are exempt from this provision.

9.11.3. Acting Supervisors. Supervisors who are determined to be “acting” supervisors (i.e., no official personnel action has been accomplished, 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. An official deputy to the supervisor (in place at least 90 cumulative days) can assess in the extended absence of the supervisor. PPMs are exempt from this provision.

9.12. Employees Movement and Departure.

9.12.1. Departing Employees. Employees departing their position between 1 February and 30 September will receive a closeout assessment. The supervisor will utilize AFRL Form 279 to complete this assessment. The closeout assessment will be retained in the SEWF.

9.12.2. 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. It is management’s decision to evaluate or consider the employee presumptive (due to time or circumstance, reference [paragraph 9.10](#)) if the employee has less than six months on the permanent position prior to 1 October. If the employee served on the permanent position for six months or more, they will be assessed. The permanent supervisor may seek inputs from the temporary supervisor concerning contributions during the detail or temporary promotion.

9.12.2.1. 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 7.2.1](#) in the pay setting chapter.

9.12.3. Employees Detailed or Temporarily Promoted into or within Lab Demo.

9.12.3.1. Employees detailed from another pay system are not assessed in Lab Demo and will be assessed on their permanent position of record.

9.12.3.2. Lab Demo employees who are detailed for 90 days or more prior to 1 October will have a preliminary assessment prepared by the temporary supervisor on the employee’s contribution which will be provided to the permanent supervisor, who will prepare the final assessment.

9.12.3.3. Employees who are Temporarily Promoted for 90 days or more. Employees temporarily promoted from another pay system for more than 90 days on 1 October will be assessed. Lab Demo employees who are temporarily promoted for 90 days or more on 1 October will be assessed in the temporarily assigned pay pool. The temporary supervisor may seek inputs from the permanent supervisor concerning contributions on the permanent assignment. If the temporary promotion ends prior to 1 October, the employee will be assessed in the permanent pay pool and the permanent supervisor may seek inputs from the temporary supervisor concerning contributions during the temporary promotion. (See [paragraph 7.2.1](#) in the pay setting chapter for setting pay upon termination of temporary promotion.)

9.12.3.4. Less Than 90 Days Served on Detail or Temporary Promotion. Employees temporarily promoted from another pay system for less than 90 days on 1 October are presumptive due to time. Lab Demo employees who are detailed or temporarily promoted for less than 90 days prior to 1 October will be assessed in the permanent pay pool. The permanent supervisor may seek inputs from the temporary supervisor concerning contributions during the detail or temporary promotion. (See [paragraph 7.2.1](#) in the pay setting chapter for setting pay upon termination of temporary promotion.)

9.12.4. Employees Permanently Transferring Within or Between Pay Pools. If an employee transfers prior to 1 October and has 90 days or more in the old job, the losing supervisor should provide a closeout assessment to the employee's new supervisor. If the employee has less than 90 days in the new job prior to 1 October, the closeout rating of the losing supervisor becomes the preliminary CCS assessment and the gaining supervisor cannot change those preliminary scores without first discussing with the losing supervisor. 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 (see [paragraph 9.10.2](#)). In all cases, the new supervisor is responsible for the employee's assessment.

9.12.5. Employees Who Leave Lab Demo. Employees permanently departing Lab Demo between 1 October and the beginning of the first full pay period in January will be included in the pay pool and should be appropriately scored. Employees must be assigned to a Lab Demo position on the effective date of the first full pay period in January in order to receive the incentive increase dollars, and may be paid out a cash bonus, computed under CCS if they are no longer on a Lab Demo position. Actions involving a move for an employee(s) within Air Force effective on the first pay period in January are considered to be effective after the pay adjustment action. Lab Demo pay adjustments process after the GS pay adjustments; therefore, accommodations should be made to allow for adequate processing time for Lab Demo pay adjustments.

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

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

9.13.2. Non-Bargaining Unit Administrative Grievance System (AGS) Procedures (DoDI1400.25-V771_AFI 36- 706, *Administrative Grievance System*). Administrative processes under the AGS will remain the same, except for areas that impact the Lab Demo assessment process.

9.13.3. Alternative Dispute Resolution (ADR). If the employee requests and the deciding official agrees to the use of an ADR as the form of mediation, it may be used to resolve a grievance. This must be requested at the time the grievance is filed. 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. Contact the directorate SPA office for AFRL trained mediators.

9.13.4. 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 an OCS is ultimately changed, it may impact the employee's salary and broadband level. If a grievance decision results in a broadband level move, it must be approved by the PPM. If grievances involve CCS and non-CCS matters, management must follow these procedures for the CCS portion of the grievance.

9.13.4.1. Informal Grievances. Employees may present informal grievances orally or in writing to their first or higher level supervisor and may request to present their grievance to the MoM that rendered the score. The first-level supervisor must notify EMR, SPA and the deciding official upon receipt of the grievance.

9.13.4.1.1. Determination Process. The first-level supervisor meets with the first-level MoM where the CCS score was decided. The employee's grievance, as well as the input from the first-level supervisor is discussed and a decision is determined. The deciding official for an informal CCS grievance is the chair of this MoM. The resulting MoM decision, which may include individual factor score and/or other changes, is prepared with assistance from EMR and provided in writing to the employee and SPA by the MoM chairperson. An employee may request the grievance be decided by the next level MoM. The PPM is the deciding official for grievances from his/her direct reports, grievances regarding scores assigned at the PPM level, and grievances concerning only broadband movement.

9.13.4.1.2. Timeline. The grievance period begins at the time the employee is provided his/her final AFRL Form 280 or out-of-cycle CIP. In accordance with the AGS, employees have 15 calendar days from the receipt of the final AFRL Form 280 or out-of-cycle CIP to file a grievance. The deciding official, with EMR assistance, 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.

9.13.4.2. 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 EMR, SPA and the deciding official upon receipt of the grievance. The deciding official for a formal CCS grievance must be one management level above the first-level MoM that determined the CCS score or the informal grievance decision.

9.13.4.2.1. Determination Process. The deciding official may chair a MoM, consider a recommendation from a lower-level MoM, and/or assign a fact-finder, in order to decide upon the grievance. AFRL/CA is the deciding official for grievances regarding scores assigned at the PPM level and grievances concerning only broadband movement. In the event the deciding official for an informal grievance is AFRL/CA, the formal grievance deciding official is AFRL/CC or AFRL/CV. The formal decision is final with no opportunity for further review.

9.13.4.2.2. Timeline. Under AGS, employees have 15 calendar days from the receipt of the final AFRL Form 280, out-of-cycle CIP, or 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.

9.13.4.3. Documentation. Once a decision is rendered, a copy of the letter informing the employee of the decision, including appropriate signatures, will be sent to AFRL/DPP by the SPA. If the decision rendered requires changes to C2S2, AFRL/DPP will make appropriate changes to C2S2 (e.g., score and salary) and will generate a new AFRL Form 280 and forward it to the submitting directorate. The grievance documentation checklist and supporting documents will be forwarded to AFRL/DPP.

9.14. Pass and Fail Ratings. All Lab Demo employees are assigned either a “pass” or “fail” overall performance rating. If an employee is placed in the AAZ and on a CIP, he/she is assigned an overall performance rating of “fail.” However, if a Memorandum for Record (MFR) is appropriate for an employee in the AAZ, then the overall rating is “pass.” These ratings are uploaded into DCPDS with an effective date of 1 January. CIP and MFR information is covered in more detail in the handling inadequate contributions chapter.

9.15. Documenting Personnel Actions. The information in [Table 9.3](#) 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 9.4](#)

Table 9.3. Processing Instructions for Personnel Actions - General Adjustments, Incentive Increases, and Bonuses.

Type Of Action	NOA Code	Nature Of Action	Authority Code
General Increase "G"	894	Gen Adjustment	Z2U/PL 103-337
CCS pay increase "I" (to include broadband level movement)	891	*Performance-based Pay Increase Provided on Regular Cycle;	Z2U/PL 103-337
CCS bonus (to include broadband level IV)	885	*Lump Sum Performance Payment RB-ILPA	Z2U/PL 103-337
Time Off Award	846	Time Off Award	Z2U/PL 103-337
*Lab Demo is a contribution-based system, however, NOAs 891 and 885 clear text is system driven			

Table 9.4. Remarks Codes - General Adjustments and Bonuses.

Remarks Code	Remarks
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 10

HANDLING INADEQUATE CONTRIBUTIONS

10.1. 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.

10.2. 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. Taking immediate action may prevent the employee from plotting in the Automatic Attention Zone (AAZ) at the end of the assessment cycle. Action may include reassignment, mentoring, MFR or placement on CIP.

10.2.1. Out-of-Cycle CIP. If an employee's contribution deteriorates at any time during the year, the first-level MoM should convene to review the employee contributions and circumstances to determine if immediate action is necessary. If the MoM determines a score that would place the employee in the AAZ based on the employee's current contribution level, an out-of-cycle CIP may be appropriate. The procedures outlined in [paragraph 10.3](#) are followed to place the employee on the CIP, ensuring the out-of-cycle CCS score is documented in the CIP. This out-of-cycle CCS score is not documented in C2S2 or the official personnel system of record. The MoM should be documented using an MFR to include the members and how the score was determined.

10.2.2. AAZ. Supervisors should take action when an employee's contribution versus compensation plots 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 an MFR, as provided for in [paragraph 10.4](#). The decision to place an employee on a CIP or to document the situation via MFR will be made during the PPM MoM.

10.2.3. Pass and Fail Ratings. In addition to CCS scores, pass/fail ratings are maintained for Lab Demo employees for merit promotion and RIF 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 an MFR is appropriate, the overall rating is "pass." For out-of-cycle CIPs, employees will not be assigned new pass/fail ratings. To ensure employees are aware of this rating, it should be included in the CIP or MFR provided to the employee.

10.3. CIP.

10.3.1. 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. Management must document what an employee must accomplish in order to successfully complete a CIP. In order to prepare a timely, accurate, and meaningful CIP, the supervisor must immediately contact the servicing employee relations specialist, who will provide guidance and assistance. The first-level supervisor prepares the CIP with the assistance of EMR and coordinates it with the next higher-level supervisor. The 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 feedback session or a memo is presented explaining that the CIP is forthcoming. In the event a new supervisor is assigned, an existing CIP will continue in place. A copy is retained for two years in the SEWF. The following information should be included in the CIP:

10.3.1.1. Failure to Adequately Contribute. Identify the specific areas where the employee has failed to contribute at an adequate level using AFRL Form 280, Part II, and 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.).

10.3.1.2. 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.).

10.3.1.3. 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.

10.3.1.4. 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.

10.3.1.5. 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 rating is "fail."

10.3.1.6. 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 calendar days.

10.3.2. 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. A new score will not be assigned in the MoM, only a determination as to whether the employee has successfully completed the CIP.

10.3.2.1. **Appropriate Contribution.** If the employee's contribution reaches an appropriate level at the end of the improvement period of a CIP, the first-level supervisor prepares a memo in coordination with EMR, within 30 calendar 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 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 isn't a 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.

10.3.2.2. **Failure to Contribute at an Adequate Level.** If the employee's contribution does not reach an appropriate level at the end of the improvement period of a CIP, the first-level supervisor coordinates with EMR and provides a memo to the employee (outlining the outcome of the MoM), within 30 calendar days, informing him/her that he/she has not satisfactorily completed the requirements specified in the CIP and that further action will be taken. 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 a proposal to reduce the employee's pay (and broadband, if applicable) or remove the employee from Federal service.

10.3.2.2.1. **Reassignment.** If the employee is management-directed reassigned, the first-level supervisor must inform the employee of his/her contribution status and of the decision to reassign. If the employee voluntarily reassigns, the CIP is terminated by the current first-level supervisor.

10.3.2.2.2. **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 his/her EMR specialist and prepares and issues a proposal letter to reduce the employee's pay or remove the employee from Federal service. As advised by EMR, 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.

10.3.2.2.2.1. **Employee 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., Part 75, *Adverse Actions*, 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 calendar 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 EMR specialist should be consulted at all stages of the process.

10.3.2.2.2. Decision. A higher-level supervisor coordinates with EMR to prepare and issue 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 may be based only on inadequate levels of contribution that occurred during the contribution improvement period and must be processed within two years of the beginning of the improvement plan. 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. EMR retains the official case file.

10.3.2.3. 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, by the first-level supervisor (after consulting with the MoM), to extend the improvement period. However, the CIP should not be extended into the next CCS cycle. Effort should be made to complete a CIP and notify the employee prior to the end of the assessment cycle.

10.4. MFR. In extenuating circumstances that are temporary in nature, the first-level supervisor (with approval of the MoM) may issue an MFR detailing the circumstances that caused the employee to be placed in the AAZ. The MFR serves as notification to the employee that he/she has failed to contribute at a level commensurate with his/her basic pay. The MFR will state a CIP may be initiated if the employee fails to improve to an adequate level of contribution. The use of an end-of-cycle MFR requires PPM approval. The length and complexity of the MFR will depend upon the uniqueness of the situation. A copy is retained in the SEWF. The SPA will review and coordinate on the MFR before issuing to the employee.

10.5. Contribution Regression. Management should contact their servicing employee relations specialist when an employee's contributions regress to an inadequate level at any time.

10.5.1. When an employee successfully completes a CIP and later fails to contribute at an adequate level within two years from the beginning of the improvement period, management is not required to afford an additional opportunity to improve. The supervisor must immediately identify the situation to the MoM. The MoM will make the determination if the employee would plot in the AAZ and if so, the first-level supervisor may initiate a pay reduction or removal after consultation with EMR. Reference [paragraph 10.3.2.2.2](#) for pay reduction and removal process information.

10.5.2. If an employee has contributed appropriately for two years from the beginning of an improvement period and the employee's overall contribution once again declines to an inadequate level, management must afford the employee an additional opportunity to demonstrate increased contribution prior to initiating adverse action procedures.

10.6. Voluntary Pay Reduction. An employee may request a voluntary reduction in pay. Since an objective of CCS is to properly compensate employees at a level commensurate with their contributions, the granting of such requests is consistent with this goal. However, under normal circumstances, employees should be encouraged to contribute at an appropriate level. Employees and management must be aware that a reduction in pay may result in a lower broadband level. In order to be considered, employees must submit a request, to include reason(s), for a voluntary pay reduction during the 30-day period following the annual payout effective date or CCS grievance decision. Management must consider and fully document all requests and provide reasons for approval or denial of such requests with EMR assistance/consultation. 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 is the approval authority. 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 the existing CIP is still appropriate, should be modified, or be terminated. A modified CIP will document the new expected level of contribution commensurate with the new salary. If the CIP is terminated, management must document in a memo the new contribution expectations, and advise the employee that a new CIP may be initiated if contribution once again deteriorates to an inadequate level. Refer to [Table 10.1](#) and [Table 10.2](#) for processing information. A modified AFRL Form 280 will not be accomplished as a result of a voluntary pay reduction. Voluntary pay reduction documentation should be filed in the SEWF.

Table 10.1. Processing Instructions for Personnel Actions - Handling Inadequate Contributions.

Type Of Action	NOA Code	Nature Of Action	Authority
Reduction in pay	897	Pay reduction	Z2U/PL 103-337
Reduction in pay and band	713	Change to lower grade/band	Z2U/PL 103-337
Voluntary reduction in pay and/or band	890	Miscellaneous pay adjustment	Z2U/PL 103-337
Reassignment	721	Reassignment	Standard Auth
Removal	330	Removal	Z2U/PL 103-337

Table 10.2. Remarks Codes - Handling Inadequate Contributions.

Remarks Code	Remarks
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.

Chapter 11

LABORATORY ORGANIZATIONAL STRUCTURE AND UMD

11.1. Introduction. AFMC Manpower, Personnel, Services (HQ AFMC/A1) delegated AFRL/CA approval authority for organizational changes to laboratory three-letter mission functions and below, and to four-letter staff functions and below, when the Laboratory was established in 1997.

11.2. Organizational Change Requests (OCR). TD, Wing, AF Office of Scientific Research (AFOSR), and AFRL staff directors will submit draft AFRL organizational structure changes to AFRL/DP. Questions or concerns should be addressed to AFRL/DP prior to final submission of OCR. C2S2 is updated based on approved OCR packages.

Chapter 12

VOLUNTARY EMERITUS CORPS (VEC)

12.1. Introduction. AFRL/CC, AFRL/CA, and PPMs or TD Directors have the authority to offer voluntary assignments to retired or separated Federal employees or military members via the Voluntary Emeritus Corps (VEC) or to US citizens who have retired, separated, or are on sabbatical from the private/public sector via the Voluntary Expert Program (VEP). These authorities may be delegated no further than the division level or equivalent. These voluntary programs, VEC and VEP, ensure continued quality research, mentoring, OJT, support, and program management while reducing the overall basic pay line by allowing experienced employees an opportunity to retain or establish a presence in the laboratory community. Both VEC and VEP 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. Applicants are not automatically entitled to a voluntary assignment.

12.2. Procedures.

12.2.1. Application. To be considered for the VEC, the applicant must sign and submit the appropriate form (VEC or VEP form) and a current resume to the applicable directorate/wing. The applicable supervisor with oversight responsibility reviews this documentation and either concurs or non-concurs on the form. If the supervisor concurs, he/she creates a description of duties and forwards this, the form and resume to the appropriate approval authority. If the supervisor non-concurs, the justification is forwarded to the approval authority, as a part of the package.

12.2.2. Documentation.

12.2.2.1. If the package is approved, the SPA office forwards the package to the directorate security manager, and then to the servicing JA for signature on the form. The supervisor must make the volunteer aware of the following: the volunteer may not begin voluntary service until the VEC form is finalized with all required signatures and the volunteer must disclose all current employment and future changes in employment to the supervisor. The supervisor will consider any potential conflicts of interest regarding the volunteer's employment and the volunteer service within AFRL. When the appropriate form is finalized, the volunteer will be advised of the decision by the supervisor. Documentation (including disapproved packages) will be maintained by the SPA office in accordance with applicable Records Management (RM) requirements.

12.2.3. 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.

12.2.4. Extensions. There is no time limitation for the voluntary assignment. However, if the volunteer and management wish to extend past the initial volunteer service end date, management should reconsider any potential conflict of interest regarding any employment of the volunteer and the volunteer service within AFRL, and indicate the new end date on the original VEC form.

12.2.5. Termination. It is highly recommended that at least ten 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 the volunteer is provided with a security debrief and the volunteer's security clearance is terminated, if appropriate. Ensure any applicable out-processing checklist is accomplished.

Chapter 13

PERSONNEL DEVELOPMENT AND RECOGNITION

13.1. Introduction. To increase employee morale and motivation, and broaden breadth and depth of employee skills, knowledge and experience base, AFRL strives to provide career development opportunities and recognize high contributors. The delegated award authority assists managers in maximizing the flexibilities of an awards program tailored to the AFRL culture and mission. The AFRL Developmental Opportunities Program (DOP) enhances the quality of our workforce by affording unique training and work experiences for all Lab Demo employees as documented in Section II. B. 4. I., Expanded Development Opportunity from the Federal Register, Volume 76, No. 7, *Science and Technology Reinvention Laboratory Personnel Management Demonstration Project, Department of the Navy (DON), Space and Naval Warfare Systems Center (SSC), SSC Atlantic and SSC Pacific*.

13.2. DOP. The AFRL DOP is available for all Demo employees in the Laboratory. This program provides a process for personnel to acquire knowledge and expertise that cannot be acquired in the standard working environment. These activities should enhance the employee's contribution upon his or her return to the organization. Each developmental opportunity must benefit both AFRL and the individual employee. This authority meets the definition of training as defined in 5 U.S.C., Part III, subpart C, Chapter 41, Section 4101, *Government Organization and Employees*. AFRL/CA has the authority to approve assignments under this program. This authority may be further delegated.

13.2.1. Utilization. The spectrum of available activities under this program is limited only by the constraint that potential contribution to AFRL's mission exists and by restrictions listed in **paragraph 13.2.1.1**. The program can be used for training and educational opportunities, such as training with industry or on-the-job work experience with government, 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, entrepreneurial opportunities, etc. However the time is spent, the objective of this program is to provide renewed vivacity and motivational change of pace. Employees should notify their supervisor immediately should the plan of study change and/or extend beyond the original approved package. Supervisors are responsible for continued, regular communication with the employee and for monitoring attendance to ensure participant is on track for completion of program. Supervisors are responsible for ensuring employees are adhering to time and attendance reporting, leave, tour of duty, holidays, IAW applicable AF policies. Depending on the opportunity, a legal review may be appropriate.

13.2.1.1. Restrictions. Participation in DOP cannot result in any form of additional compensation from the government, public, private, or nonprofit organization in which the DOP activity takes place, unless explicitly approved by HQ AFRL/JA. DOP shall not be used in lieu of a personnel action to fill a specific position. Assignments/details to other civilian federal positions will not be made under this program as the rules of the applicable personnel system covering the position shall be followed.

13.2.2. Process. Complete DOP application form and Continued Service Agreement (CSA). If the circumstances of the DOP change, a new or amended DOP package may be required.

13.2.2.1. 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.

13.2.2.2. Name and organization

13.2.2.3. Proposed location of the developmental opportunity, including any arrangements per a memorandum of agreement (e.g., office space, equipment provisions, etc).

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

13.2.2.5. Purpose and objectives of the developmental opportunity.

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

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

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

13.2.2.9. A signed CSA, committing to serve at least three times the length of the developmental assignment upon completion of the program and/or committing to serve a period of time based on the cost of the developmental assignment. CSA must be approved prior to the beginning of the DOP. Any change in the conditions of a DOP will require a new CSA. All CSAs must be updated in the employee record by the Servicing Personnel Office and uploaded to the Employees Official Personnel File (eOPF). This commitment will begin on the first workday after the DOP ends. In the event the employee fails to fulfill the CSA (except for good and sufficient reason as waived by the original approval level), the employee shall be liable for payment of all expenses (excluding compensation). The amount shall be treated as a debt due to the AF. A waiver may be granted in whole or part based on employee justification. Approval of any waiver is fully documented based on full consideration of equity, good conscience, and the public interest in the decision process.

13.2.2.10. 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.

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

13.3. Entrepreneurial Opportunities Program (EOP). The AFRL EOP supports AFRL's technology transfer mission by providing entrepreneurialism as a viable mechanism for maturing promising AFRL technologies into commercial products that benefit national security and economic prosperity. The AFRL EOP is envisioned to be a significant talent attraction tool, as well as a workforce development tool to allow AFRL S&Es another avenue to grow their technical careers, while supporting AFRL's technology transfer mission.

13.3.1. Description. EOP may be used by AFRL S&Es who: a) seek to obtain a license from AFRL for AFRL-developed intellectual property in order to start his or her own technology-based business; b) seek to join an existing technology-based business which is an AFRL licensee in order to provide technical support; or c) seek to start or expand a technology-based business using technical expertise developed at AFRL. The program consists of two phases: a) Phase I is an entrepreneurial sabbatical (not to exceed 12 months, utilizing DOP) used to explore the feasibility of the proposed business plan (with continued full pay and benefits); and b) Phase II is a formal separation by the entrepreneur from AFRL employment with the ability to return to AFRL. Employees interested in pursuing this opportunity should reference the AFRL Standard Operating Procedures (SOP) 36-001, *Entrepreneurial Opportunities Program for AFRL Scientists and Engineers*.

13.4. Expanded Civilian Recognition Awards. Awards and recognition programs are governed by AFPD 36-28, *Awards and Decorations Programs*, DoDI1400.25V451_AFI36-1004, *Civilian Recognition Program*, and AFRLI 36-2801, *AFRL Recognition 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). AFRL/CA or TD, Wing, AFOSR, and AFRL staff directors determine the amount of the awards pool within directorate budget limitations – AF has been determining the percentage allowed. Sufficient money will be allocated for monetary awards that truly motivate and allow for timely recognition of significant accomplishments throughout the year.

Chapter 14

WORKFORCE SHAPING

14.1. Introduction. AFRL leadership will determine the necessity for a workforce shaping activity based on prevailing factors such as workload/mission changes, skills imbalance, budget constraints, over-execution of allowable manpower, or reorganizations that have created a surplus of Lab Demo employees. In accordance with DoD policy, the servicing civilian personnel office may offer Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Program (VSIP) prior to a RIF in order to minimize the number of involuntary separations. AFRL/CC may use VERA and VSIP to shape the Laboratory workforce to better fulfill mission requirements and achieve the optimum workforce balance. Once a determination has been made, AFRL/CC is responsible for all decisions concerning workforce shaping to include what positions are to be abolished, whether a RIF is necessary, and when it is to take place, subject to constraints imposed by higher headquarters. When workforce shaping activity is necessary, it is the responsibility of AFRL's management to inform the workforce as soon as possible of plans or requirements for the workforce shaping. The basis for the workforce shaping activity, and the business-related factors considered, must be clearly and fully documented to ensure actions are mission-based. AFRL/DPP, servicing personnel office, and SPA will be responsible to explain the regulations governing the workforce shaping and provide assistance to affected employees. A determination may be made by AFRL/CC that a RIF is required to achieve the optimum workforce balance. The following RIF procedures comply with Title 10, U.S.C., Section 1597, *Civilian Positions: Guidelines for Reductions*.

14.2. Competitive Areas. The competitive areas for the RIF may be determined by career paths, lines of business, product lines, organizational units, funding lines, occupational series, functional area, and/or geographical location, or a combination of these elements, and must include all Lab Demo employees within the defined competitive area.

14.3. RIF Retention Registers. Retention standing is based on a combination of contribution (rating of record), service computation date for RIF, veterans' preference, tenure, and broadband level, in this order, and is only determined for impacted employees. Employees occupying competitive service positions, both career and term positions authorized by STRL's authorities, in the same competitive area, compete for positions in a RIF based on their retention standing. Probationary and trial period employees are in Tenure Group I for RIF purposes. A separate retention register is created for excepted service positions, and for AAZ employees on a current CIP (fail rating), using these same guidelines.

14.3.1. Permanent Position of Record. An employee competes in a RIF from his or her permanent position of record. Details and temporary promotions are not terminated at the time the retention register is created. Determinations for inclusion in a specific competitive area and placement on the retention list are based on the employee's permanent position of record.

14.3.2. Final Decision to Remove or Reduce in Band. An employee who, prior to the effective date of the RIF, has received a final written decision of removal (for reasons other than RIF) does not compete for retention. An employee who has received a written decision of a reduction in broadband level prior to the RIF effective date will compete in a RIF from the lower broadband level position to which the employee will be or has been assigned. Information will be verified through appropriate EMR office to identify these employees.

14.3.3. Retention Factors. The following factors are used, in this order, to determine an employee's retention standing.

14.3.3.1. Contribution Credit. Employees will receive contribution credit for the three most recent ratings of record received during the 4-consecutive-year period prior to the retention register effective date. After completion of the first rating cycle, employees will be provided credit for contributions based on their actual OCS. After completion of the second rating cycle, employees will be provided contribution credit based on the average of their last two contribution scores. After completion of the third rating cycle, employees will be provided contribution credit based on the average of their last three contribution scores. The expected OCS is used for employees who have not yet received a CCS assessment. To be creditable for purposes of a 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).

14.3.3.2. Service Computation Date (SCD). The SCD in the official personnel system of record is used for a RIF.

14.3.3.3. Veterans' Preference. Employees are listed on the retention list by veterans' preference subgroups (AD, A, or B), in the following descending order:

14.3.3.3.1. AD: An employee eligible for veterans' retention preference for a RIF with a compensable service-connected disability of 30% or more

14.3.3.3.2. A: Other employees eligible for veterans' retention preference for a RIF

14.3.3.3.3. B: Employees not eligible for veterans' retention preference for a RIF

14.3.4. Tenure. Tenure Group I, II and III employees are eligible to compete in a RIF. Tenure Group II employees are considered as Tenure Group I for RIF purposes. Tenure Group 0 employees do not compete in a RIF.

14.3.5. Broadband Level. Employees are listed on the retention list by their permanent broadband level.

14.3.6. Tie-Breaking Procedures. In the event of a tie in retention standing (after all appropriate retention factors have been applied), random numbers shall be used as a tiebreaker.

14.4. Qualifications. An employee is qualified to displace another employee on the retention list if he or she meets the designated standards and requirements, including minimum educational requirements, for the position; is physically qualified, with reasonable accommodation, where appropriate; and can satisfactorily perform the duties of the position without undue interruption. Recency of experience may be used, when appropriate, to determine an employee's proper placement. SMEs will be used to determine qualifications when necessary. Candidate names will be withheld from the SME in order to protect employee privacy and/or the appearance of favoritism.

14.5. Displacement. A Lab Demo RIF process has a single round of competition. 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.

14.5.1. Limitations. Displacement is limited to the employee's current broadband level and one broadband level below the employee's present level within the employee's current career path. A preference eligible employee with a compensable service connected disability of 30% or more may displace up to two broadband levels below the employee's present level within the same career path. The displaced individual may similarly displace an employee with a lower retention standing. If/when there is no position to which an employee can be assigned by this process or assigned to a vacant position, that employee will be identified for a RIF separation.

14.5.1.1. Position Offers. A position offer shall be to the position, for which qualified, that requires the least possible reduction in broadband, is occupied by an employee with a lower retention standing, and lasts for at least 90 days. Career employees placed in term positions retain their career status and tenure on the RIF effective date.

14.5.1.2. Use of Positions Held by Temporary Employees. No competing employee may be released from a retention list containing a position held by a temporary employee when the competing employee is qualified to be placed on the position. Career employees placed in temporary positions maintain their career status and tenure on the RIF effective date.

14.5.1.3. Employees on Time-Limited Actions. If a competing employee has been identified for release from a retention list, personnel actions must be processed to return employees on temporary actions (e.g., temporary promotion) to their permanent positions of record, if the return would facilitate placement of career employees. Regardless of whether or not a personnel action is processed, an employee shall always compete for retention from his or her permanent position of record.

14.5.1.4. Offers of Vacant Positions Within the Competitive Area. Vacancies within the employee's assigned competitive area will be used before impacting other employees, when possible. All AFRL vacant positions will also be used to place qualified employees, when possible. In addition, management officials may waive or modify qualifications when offering an employee a vacant position, provided the employee meets any minimum positive education requirements and has the capacity, adaptability, and special skills needed to satisfactorily perform the duties of the position.

14.5.1.5. Employees in the AAZ. An employee whose current overall CCS score places him/her in the area above the upper rail (AAZ) and who has received a fail rating (e.g., CIP) may only displace an employee who has also received a fail rating during that same period and is lower in retention standing. Further, an employee whose current overall CCS score places him/her in the area above the upper rail (AAZ) but has received a pass rating (e.g., MFR) or was currently on a CIP and a decision has been made that the employee has improved to an acceptable level, may displace an employee whose CCS score places him/her in any of the zones and is lower in retention standing.

14.6. Notifications. RIF notices must be issued in writing and provided to employees as soon as possible but with a minimum of 60 calendar days notice prior to the proposed RIF effective date in accordance with 5 CFR , Part 351, Subpart H, *Reduction in Force*.

14.7. Access to Retention List and Records. An employee who has received a specific RIF notice, and/or the employee's representative, has the right to review any completed records used in a RIF action that was taken, or will be taken, against the employee. Access to retention records shall be consistent with both the Freedom of Information Act (FOIA) and the Privacy Act of 1974. An employee who has not received a specific RIF notice has no right to review the retention list and related records.

14.8. Documentation. The appropriate supervisor or manager will be responsible for working with the SPA to submit an RPA for any actions associated with the RIF. (Refer to [Table 14.1](#) and [14.2](#) for processing instructions.)

Table 14.1. 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	Z2U/Standard Auth
Placement at same broadband level	721	Reassignment	Z2U/Standard Auth
Separation due to RIF	356	Separation-RIF	Z2U/Standard Auth

Table 14.2. Remarks Codes - RIF.

Type of Action	Remarks Code	Remarks
If employee is separated due to RIF	ZZZ	The career path (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 a lower level position due to RIF or priority placement rights	ZZZ	Grade and pay retention entitlements do not apply to Lab Demo. 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.
* See Chapter 3 to determine GS-equivalent grade.		

14.9. Pay-Setting Provisions. The provisions of Title 5 CFR, Part 536 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.

14.10. DoD PPP Entitlements. Employees on an appointment without a time limitation 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 one 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 3.12](#) for grade equivalencies.

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

PL 103-337, *National Defense Authorization Act for Fiscal Year 1995*, 14 October 1994

AFPD 36-1, *General Civilian Personnel Provisions and Authorities*, 23 July 2013

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AFI 36-507, *Mobilization of the Civilian Work Force*, 21 July 1994

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PL 113-291, *Carl Levin & Howard P. “Buck” McKeon NDAA for Fiscal Year 2015*, 19 December 2014

PL 114-92, *NDAA for FY 2016*, 25 November 2015

Title 5 CFR Part 536, *Grade and Pay Retention*, 1 January 2002

Title 5 CFR, Part 315, *Career and Career Conditional Employment*, 1 January 2011

AFI 36-706, *Administrative Grievance System*, 22 May 2014

5U.S.C., Part 75, *Adverse Actions*, 3 January 2012

Federal Register, Volume 76, No. 7, *Science and Technology Reinvention Laboratory Personnel Management Demonstration Project, Department of the Navy (DON), Space and Naval Warfare Systems Center (SSC), SSC Atlantic and SSC Pacific*, 11 January 2011

5U.S.C., Part III, Subpart C, Chapter 41, Section 4101, *Government Organization and Employees*, 15 January 2013

AFRL Standard Operating Procedure 36-001, *Entrepreneurial Opportunities Program for AFRL Scientists and Engineers*, 1 March 2016

AFPD 36-28, *Awards and Decorations Programs*, 26 April 2016

DoDI 1400.25v451_AFI 36-1004, *Civilian Recognition Program*, 26 April 2019

AFRLI 36-2801, *AFRL Recognition Program*, 2 December 2016

Title 10, U.S.C., Section 1597, *Civilian Positions: Guidelines for Reductions*, 7 January 2011

Title 5 CFR, Part 351, *Reduction in Force*, 1 January 2018

Prescribed Forms

AFRL Form 278, *Statement of Duties and Experience (SDE)*, 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 847, *Recommendation for Change of Publication*

SF-52, *Request for Personnel Action (RPA)*

SF-50, *Notice of Personnel Action (NPA)*

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

OGE Form 278, *Executive Branch Personnel Public Financial Disclosure Report*, December 2011

DD Form 2875, *System Authorization Access Request (SAAR)*, 1 August 2009

Acronyms and Abbreviations

AAZ—Automatic Attention Zone

AD—Administratively Determined

ADR—Alternative Dispute Resolution

AF—Air Force

AFGE—American Federation of Government Employees

AFMAN—Air Force Manual

AFMC—Air Force Materiel Command

AFOSR—Air Force Office of Scientific Research

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFRL—Air Force Research Laboratory

AGS—Administrative Grievance System

APDP—Acquisition Professional Development Program

BUS—Bargaining Unit Status

C2S2—Contribution-based Compensation System Software

CAP—Critical Acquisition Position

CCS—Contribution-based Compensation System

CFR—Code of Federal Regulation

CI—Counterintelligence

CIP—Contribution Improvement Plan
CL—Continuous Learning
CPC—CCS Process Coordinator
CPCN—Civilian Position Control Number
CSA—Continued Service Agreement
CSRA—Civil Service Reform Act
DAWIA—Defense Acquisition Workforce Improvement Act
DCPDS—Defense Civilian Personnel Data System
DEU—Delegated Examining Unit
DHA—Direct Hire Authority
DO—Business Management and Professional Career Path
DoD—Department of Defense
DON—Department of Navy
DOP—Developmental Opportunities Program
DQA—Data Quality Assurance
DR—S&E Career Path
DU—Mission Support Career Path
DX—Technician Career Path
ELDI—Executive Leadership and Development Initiative
EMR—Employee Management Relations
EO—Equal Opportunity
EOP—Entrepreneurial Opportunities Program
eOPF—Employees Official Personnel File
FEPCA—Federal Employee Pay Comparability Act
FLSA—Fair Labor Standards Act
FOIA—Freedom of Information Act
FPOHA—Federal Police Officers of Hawaii and Affiliates
FR—Federal Register
FRN—Federal Register Notice
GS—General Schedule
HPW—Human Performance Wing
HQ—Headquarters

HQ AFMC—Headquarters Air Force Materiel Command

IAW—In Accordance With

ICTAP—Interagency Career Transition Assistance Plan

ID—Identification

IPA—Intergovernmental Personnel Act

IPT—Integrated Planning Team

Lab Demo—Laboratory Demonstration

LAC—Legal Authority Code

LTFT—Long Term Full Time

LWOP—Leave Without Pay

MFR—Memorandum for Record

MoM—Meeting of Managers

MPCN—Manpower Position Control Number

NDAA—National Defense Authorization Act

NOA—Nature of Action

NOAC—Nature of Action Code

NPA—Notification of Personnel Action

NTE—Not To Exceed

OCR—Organizational Change Request

OCS—Overall Contribution Score

OGE—Office of Government Ethics

OJT—On-the-Job Training

OL—Operating Location

OPM—Office of Personnel Management

OPR—Office of Primary Responsibility

PCS—Permanent Change of Station

PDS—Personnel Data System

PDT—Position Designation Tool

PL—Public Law

POC—Point of Contact

PPM—Pay Pool Manager

PPP—Priority Placement Program

RIF—Reduction in Force
RPA—Request for Personnel Action
RRR—Recruitment, Relocation and Retention
S&E—Scientists and Engineers
S&T—Science and Technology
SAP—Special Access Program
SCI—Sensitive Compartmented Information
SCC—Space and Naval Warfare Systems Center
SDE—Statement of Duties and Experience
SECF—S&E Career Field
SES—Specialized Experience Statement
SES—Senior Executive Service
SEWF—Supervisor’s Employee Work Folder
SMART—Science, Mathematics, and Research for Transformation
SME—Subject Matter Expert
SOP—Standard Operating Procedures
SPA—Senior Personnel Advisor
SPL—Standard Pay Line
SSAN—Social Security Number
SSEP—Student Employment Program
SSTM—Senior Scientific and Technical Manager
STEM—Science, Technology, Engineering and Mathematics
STO—Systems Technology Office
STRL—Science and Technology Reinvention Laboratory
TD—Technology Directorate
UMD—Unit Manning Document
US—United States
USC—United States Code
USERRA—Uniformed Services Employment and Reemployment Rights Act
VEC—Voluntary Emeritus Corps
VERA—Voluntary Early Retirement Authority
VSIP—Voluntary Separation Incentive Program

WGI—Within-Grade Increase

WPAFB—Wright-Patterson Air Force Base

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 C2S2 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 will 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 5.5](#)).

Contribution—Based Compensation System Software (C2S2) - 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 Bonus—A monetary amount and/or a time off award used to recognize some or all of an employee's unsustainable contribution.

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 Band—The change of an employee to a position with a lower broadband level. CCS-driven movement to a lower broadband is processed as a pay adjustment action.

Closeout Assessment—Information provided by departing supervisor concerning contribution of employee(s) for new supervisor.

Compensation—In the context of CCS, compensation only refers to basic pay, CCS bonus 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 Laboratory'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 the SPL. The amount of adjustment will be 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 employee's 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.

Direct Hiring Authority (DHA)—An appointing (hiring) authority that the Office of Personnel Management (OPM) can give to Federal agencies for filling vacancies when a critical hiring need or severe shortage of candidates exists.

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, to include employees in the AAZ.

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 and CCS bonuses 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.

Meeting of Managers (MoM)— - There are typically two levels of meeting of managers 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.

myPers—A one-stop shop for civilian personnel support

Standard Form (SF) 50, Notice of Personnel Action (NPA)— - SF 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.

Organizational Change Requests (OCR)—The unit’s official request to make a change to an approved structure.

Overall Contribution Score (OCS)—The average of an employee’s factor scores.

Pay Out Algorithm—Alpha Delta Y

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.

Pay Pool Manager (PPM)—An individual officially designated to manage the CCS process in a pay pool.

Personnel Action—The process necessary to appoint, separate, or make other personnel changes. A personnel action is effected on an NPA.

Preference Eligible—Veterans, spouses, widows, or mothers who meet the definition of preference eligible in 5 USC 2108. Preference eligible are entitled to have five or ten 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. 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 (Long Term Full Time (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, the employee should be assessed. In all circumstances, if an employee is on the job for six 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" and/or CCS bonus.

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

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 that have not completed the service requirement for career tenure may be reinstated only within three 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.

Standard Form (SF) 52, Request for Personnel Action (RPA)—SF-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.

Seamless Broadband Movement—During CCS, movement to a higher broadband level 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.

Senior Scientific and Technical Manager (SSTM)—Senior professional individuals whose positions are classified and compensated above the DR-IV (GS-15) criteria.

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.

Unit Manpower Document (UMD)— A detailed tool that consists of the unit’s funded and unfunded authorizations.

Attachment 2

SENIOR PERSONNEL ADVISOR (SPA) LAB DEMO RESPONSIBILITIES

A2.1. Overview. The SPA works HR 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 AFRL/DPP 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. DD Form 2875, *System Authorization Access Request (SAAR)*, is used to document valid users. File copies of all SAARs should be forwarded to AFRL/DPP. AFRL/DPP will manage SPA and other support personnel C2S2 accounts.

A2.3. Maintain C2S2 Database. This includes everything involved in making sure 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, 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 Forms 280 are properly prepared and disseminated to supervisors for them to use during CCS feedback to their employees.

A2.5. Manage SDE. Maintain records through the 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 archive the appropriate SDE record when not in use. The SPA is responsible for linking and unlinking SDE records as appropriate.

A2.6. Position Maintenance. SPAs are responsible for ensuring the official personnel system of record is updated with applicable position changes (i.e., position builds, eliminating positions, hierarchy, etc.)

A2.7. Hiring. SPAs perform a number of tasks related to the hiring process. These include, but are not limited to, submitting RPA packages with the SDE and a specialized experience statement attached. The SPA should also work with the 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 appropriately in C2S2, and notified to attend the mandatory courses when offered.

A2.8. CIPs and MFRs. SPAs may assist local management in the preparation of Contribution Improvement Plans (CIP) and MFRs documenting inadequate employee contributions. Guidance is available in [Chapter 9](#) on the nature and term of CIPs and MFRs as well as required follow-on actions.

A2.9. 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.

A2.10. 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 AFRL/DPP. Grievances requiring HQ-level resolution must be sent through AFRL/DPP within grievance timelines. Specific procedural guidance is outlined in [Chapter 9](#). The employee's privacy and confidentiality must be maintained.

A2.11. 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.

A2.12. Voluntary Emeritus Corps (VEC). Work with local management to place candidates into this program. This includes processing of approvals in accordance with [Chapter 12](#). Maintain proper documentation of VEC appointments.

A2.13. Administer Mid-Cycle Feedback. Ensure 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.

A2.14. Counseling Employees. SPAs may counsel employees on Lab Demo matters as they relate to governing PL, operating policies, and local practices within the directorate.

A2.15. Participation in RIEs or IPTs. SPAs may occasionally be asked to assist (or lead) a Rapid Improvement Event (RIE) or 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.

A2.16. Employee Training/Orientation. Assure 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 AFRL/DPP to ensure the 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 the CPC and SPA keep each other informed and involved in all Lab Demo activities.

A3.2. Support AFRL/DPP Team. Work with the SPA and AFRL/DPP 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 they participate in annual Lab Demo conferences, along with the SPA. (These conferences provide a forum for AFRL/DPP 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 ensure all AFRL Forms 280 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 sessions, 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 new supervisors are trained on all aspects of CCS. Work with AFRL/DPP to ensure most up-to-date information is used in training sessions.

A3.7. C2S2 Training. Attend C2S2 training provided by AFRL/DPP and provide C2S2 training to the directorate. Ensure supervisors, managers, and the pay pool manager (PPM) are aware of the latest changes in C2S2 (both online and offline components) and how to best use the tools. Ensure 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 (MoM). Help facilitate MoMs. (This is similar to the training duty, but more hands-on.) This could include such things as coordinating with AFRL/DPP to conduct mock MoMs as a training tool, and informing the managers of possible consequences of certain actions or decisions, etc. CPCs attend the division-level MoM to ensure all attendees understand the process and ramifications of their decisions. In the event the CCS coordinator cannot attend, the CCS coordinator shall prepare the chair for the meeting and provide assistance as needed.

A3.10. Assessment Approval. Work with mid- and upper-level management to ensure 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 PPM. Work one-on-one with the PPM 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 PPM. May be asked by PPM 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 in 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 can be met. Supervisor provides only broadly defined missions and functions. Results of work are considered technically authoritative and are nearly 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. Sought out for consultation and serves as a mentor to other team members. Seeks out opportunities to share experiences 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 SMEs 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 and 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 and 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. 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

Table A5.1. 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). 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.
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

QUALIFICATION STANDARDS FOR STRL STUDENT TRAINEE POSITIONS

A6.1. This standard describes: The qualification requirements for the STEM Student Employment Program (SSEP) participants.

Table A6.1. Requirements for SSEP participants: (Appointments may be at the highest grade or level for which the participant is qualified.).

GRADE/LEVEL	LEVEL OF EDUCATION
GS-2 or Demo Equivalent	Completion of high school or GED diploma.
GS-3 or Demo Equivalent	Completion of 1 full academic year of post-high school study.
GS-4 or Demo Equivalent	Completion of 2 full academic years of post-high school study or an associate's degree.
GS-5 or Demo Equivalent	Completion of 4 academic years of post-high school leading to a bachelor's or equivalent degree.
GS-7 or Demo Equivalent	Completion of 1 full academic year of graduate level education; or eligibility under the Superior Academic Achievement Provision and completion of a bachelor's degree.
GS-9 or Demo Equivalent	Completion of 2 academic years of graduate level education, or a master's degree or equivalent graduate degree.
GS-11 or Demo Equivalent	For research positions, completion of all requirements for a master's or equivalent degree. For non-research positions, completion of all requirements for a PhD or equivalent degree.
<p>One full academic year of undergraduate, graduate, technical or high school education is the number of credit hours determined by the college, university or school to represent one year of full-time study. The high school curriculum must be approved by a State or local governing body. All education beyond the high school level must be accredited by an accrediting body or organization recognized by the U.S. Department of Education.</p> <p>Special Provisions/or Students with Previous Related Education or Experience. Previous education and/or experience may be evaluated to determine the highest grade level/band for which the student is qualified.</p>	

Table A6.2. Promotion Requirements.

GRADE/LEVEL	PROMOTION REQUIREMENT
GS-2 or Demo Equivalent	Continued study in a high school education program and completion of one period of student work experience.
GS-3 or Demo Equivalent	Completion of one full semester or the equivalent of post-high school study and one period of student work experience.
GS-4 or Demo Equivalent	(a) Completion of 1 academic year of study and two periods of student work experience; or (b) completion of 1 1/2 academic years of study and one period of student work experience.
GS-5 or Demo Equivalent	(a) Completion of three academic years of study leading to a bachelor's or higher degree and one period of GS-4 student work experience; or (b) completion of 2 1/2 academic years of study leading to a bachelor's or higher degree and six months (at least 960 hours) of GS-4 student work experience.
GS-7 or Demo Equivalent	(a) Completion of four academic years of study (or all the requirements) for a bachelor's degree and completion of one period of GS-5 student work experience, or (b) completion of four academic years of pre-professional study and completion of one period of GS-5 student work experience.
GS-9 or Demo Equivalent	(a) Completion of one full year of graduate level study and completion of one period of GS-7 student work experience, or completion of five academic years of pre-professional study and completion of one period of GS-7 student work experience.
GS-11 or Demo Equivalent	(a) Completion of two full years of graduate level study and completion of, one period of GS-9 student work experience.
EXPLANATION OF TERMS	
<p>An <i>academic year of undergraduate education</i> 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.</p> <p><i>Pre-professional study</i> is study in fields that require a post-baccalaureate degree at the entry level, e.g., veterinary medicine, social worker.</p>	

Attachment 7

**DESCRIPTORS SORTED BY CAREER PATH, FACTOR, AND BROADBAND LEVEL SCIENTISTS AND ENGINEERS
CAREER PATH, PAY PLAN DR**

Table A7.1. 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 innovation 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.

<p>Oral</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>Review/ Oversight</p>	<p>Provides reports, documents, and presentations to senior personnel for review. Makes necessary revisions per guidance from senior personnel.</p>	<p>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.</p>	<p>Produces required forms of communication with minimal guidance from others. Reviews communications of others for appropriate and accurate content.</p>	<p>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.</p>

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/P lanning	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 market-ing 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 re-sources. 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.

<p>Mentoring and Development</p>	<p>Maintains currency in area of expertise. Actively seeks guidance/opportunities to improve/expand skills.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
<p>Oversight Required/ Provided</p>	<p>Receives close guidance from others. Performs duties in a professional, responsive, and cooperative manner in accordance with established policies and procedures.</p>	<p>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.</p>	<p>Receives only broad policy/guidance. Provides guidance/direction to others. May participate in position and performance management.</p>	<p>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.</p>

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.
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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.

<p>Independence</p>	<p>Executes routine assignments without explicit instructions if standard work methods can be used. Resolves recurring routine problems with little supervision.</p>	<p>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.</p>	<p>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.</p>	<p>Supervisor outlines only broad policy and operational objectives/requirements.</p> <p>Technical supervision is limited to reviewing broad hypotheses and overall approach.</p> <p>Interpretations are generally accepted as technically authoritative.</p>
<p>Creativity</p>	<p>Uses judgment in locating and selecting the most appropriate procedures, making minor deviations to adapt the guidelines to specific cases.</p>	<p>Applies knowledge and experience to a broad range of assignments. Seeks novel solutions where appropriate. Adapts previous plans/techniques to fit new situations.</p>	<p>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.</p>	<p>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.</p> <p>May contribute to or publish technical papers on modification of existing theories or technology.</p>

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 apprised 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.

<p>Supervision and Subordinate Development</p>	<p>N/A</p>	<p>N/A</p>	<p>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.</p>	<p>Selects or recommends selection of staff, team members, and subordinate supervisors. Formal conduct performance supervisors in this broadband evaluation/rating of subordinates. Initiates development and training of subordinates. Directs or recommends mentoring and position/performance management. Develops others</p>
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Attachment 8

DESCRIPTORS SORTED BY CAREER PATH, FACTOR, AND BROADBAND LEVEL SCIENTISTS AND ENGINEERS CAREER PATH, PAY PLAN DR-V

Table A8.1. Descriptors Sorted by Career Path, Factor, and Broadband Level Scientists and Engineers Career Path, Pay Plan DR-V.

KEY ELEMENTS	PROBLEM SOLVING FACTOR
	DR V
Scope/ Depth/ Breadth	Leads science and technology programs of exceptional scope, difficulty, and responsibility with critical importance to the accomplishment of key Science and Technology Reinvention Laboratory (STRL), Component, and Department of Defense objectives of national scope or impact. Leadership influences shaping of agency program goals, advancement of programs and understanding in the total field, and planned activities of numerous scientists in government, academia and private industry.
Complexity	Programs led involve significant technical and policy uncertainty, requiring careful balancing of high level conflicting interests from other professionals and technical experts both within and outside the organization. Contributions result in major advances, opening the way for transformational solutions to key USAF and DoD challenges with long lasting impact on technical field.
Creativity	Develops innovative approaches, new hypotheses, concepts and techniques which are required before substantial progress can be made on areas of extraordinary difficulty. Solves problems and delivers results that markedly influence the scientific field or society.
Relevance and Recognition	Recognized as a leader and authority in an area of wide-spread scientific interest or applied problems of great importance. Contributes significantly to professional societies defining the state of the discipline and new or emerging areas.
KEY ELEMENTS	COMMUNICATION FACTOR
	DR V
Level/ Breadth	Builds collaborative relationships and provides consultation and leadership in highly specialized areas. Sought by members of the national and international scientific and/or technical community as advisor and/or consultant in his/her field.
Written	Technical articles documenting work accomplished on program led are published in the most prestigious journals, introduce new science and technology which significantly enhances knowledge in the technical area, and are of such high quality that they set standards for the scientific /technical community. Authors and directs authoritative reports, documents, guidance and presentations affecting major DoD missions frequently cutting across component, command or functional areas.
Oral	Prepares and delivers invited or contributed presentations/papers in national/international forums, representing the scientific/technical community as leading expert in his/her field. Displays mastery of speaking skills and delivers compelling, authoritative briefings.
Review/ Oversight	Highly advanced and/or unprecedented scientific and/or technical guidance, recommendations and decisions frequently form the DoD position, create precedents and guide other organizations on scientific and technical programs of major national and international significance. Serves as a senior reviewer/editor of technical literature produced in his/her area of expertise.

KEY ELEMENTS	TECHNOLOGY MANAGEMENT FACTOR
Level/Scope/ Complexity	DR V
	Integrates wide-ranging activities at a national/international level, involving multiple and or highly advanced technical areas, to develop strategic technology solutions. Directs program/process formulation and implementation to achieve the mission goals at
Opportunities/ Entrepreneurism/Planning	Opportunities for new business are substantially enhanced by his/her established reputation and on-going professional activities (participation in professional societies, scientific collaborations). Personal stature is a major consideration in agency sponsorship of programs in his/her field.
Resource Stewardship	Serves as an advisor on issues of resource management related to specific area of science and technology or program, including effective use of equipment, facilities and scientific talent both within and outside AFRL.
Technology Exploitation/ Transition	Exploits professional relationships and exceptional knowledge; discerns opportunities for research which will lead to technology transition/ transfer; participates in applying research to important management and policy decisions. Recommendations and decisions frequently form DoD's position, create precedents, and guide other organizations on programs of major significance.
KEY ELEMENTS	TEAMWORK AND LEADERSHIP FACTOR
Level/Scope/ Breadth of Influence	DR V
	Provides high-level scientific and/or technical information and guidance in his/her area of expertise. Suggests, influences and directs the research and development efforts of teams.
Teaming and Collaboration	Provides consultation and leadership in highly specialized areas. Provides input on research/development teams within and outside AFRL. Creates a work environment that encourages creative thinking, collaboration, and transparency; and maintains program focus, even under adversity.
Mentoring and Development	Builds leaders for the future through active engagement in and support for developmental programs. Provides an inclusive workplace that fosters the development of others to their full potential and allows for full participation by all employees. Builds trust and instills confidence in agency leadership, peers, and employees. Plays a major role in team efforts as scientific/technical advisor/mentor.
Oversight Required/ Provided	Directs major scientific projects which have significant impact on the AFRL/AF/DoD mission. Establishes policy and/or provides guidance/direction to others. Develops a professional network with other organizations and identifies the internal and external politics that affect the work of the organization.

Attachment 9

ANNUAL CONTRIBUTION EVALUATION FORM

Figure A9.1. Annual Contribution Evaluation Form.

ANNUAL CONTRIBUTION EVALUATION FORM			
Name	<input style="width: 95%;" type="text"/>	Appraisal Period	
Pay Plan	<input style="width: 80%;" type="text"/>	Broadband Level	<input style="width: 50%;" type="text"/>
Organization	<input style="width: 80%;" type="text"/>	Job Category	<input style="width: 50%;" type="text"/>
		From	<input style="width: 50%;" type="text"/>
		To	<input style="width: 50%;" type="text"/>
Discuss evaluation with employee and obtain signature confirming discussion			
Second Level Supervisor Signature	<input style="width: 80%;" type="text"/>	Date	<input style="width: 50%;" type="text"/>
First Level Supervisor Signature	<input style="width: 80%;" type="text"/>	Date	<input style="width: 50%;" type="text"/>
Employee Signature	<input style="width: 80%;" type="text"/>	Date	<input style="width: 50%;" type="text"/>
Assessment Detail			
Overall Contribution Score	<input style="width: 95%;" type="text"/>		
Expected Score	<input style="width: 95%;" type="text"/>		
Difference (Delta OCS)	<input style="width: 95%;" type="text"/>		
Employee Contribution Pay Comparison Chart		Compensation Detail	
<p>The chart displays four lines representing different compensation rules: Employee Rule (red), Type Rule (green), IFL (yellow), and Employee Assessment (blue dot). The Y-axis represents Salary in thousands of dollars (0K to 100K), and the X-axis represents the Overall Contribution Score (0.75 to 5.25). The Employee Assessment point is located at a score of approximately 3.25 and a salary of approximately 75K.</p>		<div style="border: 1px solid black; height: 80px; width: 100%; background-color: #e0e0ff;"></div> <p style="margin-top: 20px;">Compensation Results - Final 280</p> <p>*Final Compensation subject to change upon approval of Executive Order</p>	

Employee:

Assessment Date:

PART II – Supervisor Assessment	
Instruction: Provide narrative comments regarding employee’s contribution against each factor during the current year and a score of each.	Factor Score:

Problem Solving

Contribution:

Impact:

Etc.
Etc.
Etc.

Communication

Contribution:

Impact:

Etc.
Etc.
Etc.

Business Management

Contribution:

Impact:

Etc.
Etc.
Etc.

Teamwork and Leadership

Contribution:

Impact:

Etc.
Etc.
Etc.