
HRO HIGHLIGHTS and TRAINING NOTES

Human Resources Office

<http://amp.nrl.navy.mil/code1800/>

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Demo Special Edition

Issue No. 2

DIRECTOR'S CORNER

Wow! What a busy time we have had since the first Demo Special Edition of Highlights was published in September 1999. We implemented the entire NRL Demonstration Project on 26 September 1999 with a very smooth conversion of NRL employees into the Demo. Immediately thereafter we began the first Contributions-based Compensation System (CCS) assessment and payout process. We became familiar with new regulations, policies, and processes. Pay pool managers and panels worked with the new CCS and its requirements and flexibilities to develop individual pay pool approaches to assessment and payout. We learned how to use the CCS Data System (CCSDS) to prepare our yearly accomplishment reports, determine payouts based on CCS assessments, and issue critical elements for the 1999/2000 CCS assessment cycle. The automated, web-based classification/requirements document application, called RDWriter, was developed and deployed. New staffing initiatives were implemented. An internal evaluation was completed, and enhancements and technical amendments suggested during this process are currently being worked. And, believe it or not, it is now time to prepare for the second CCS assessment and payout cycle.

This Highlights is the second "Demo Special Edition." It has been prepared to bring you up to date on demo activities that have occurred, are occurring, and will be occurring in the months ahead. Hopefully, as you read

the various articles, you will begin preparing in advance for the tasks that lie ahead. Pre-planning may alleviate some of the time crunch issues of the first CCS assessment cycle. Refreshing your knowledge of the Demo provisions by reviewing the Demo Tutorial on the NRL HRO web-site is also suggested.

If you have questions or need help during the weeks and months ahead, please do not hesitate to call upon any of the HRO Demo Advisors. We will do our best to assist you.

Betty A. Duffield
Director, Strategic Workforce Planning

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Demonstration Project Implementation Calendar

Projected Date	Upcoming Events
1 August 2000	Report to Employees on CCS Results
1 September 2000	Submit Technical Changes to Navy/DoD
30 September 2000	Delegate Classification Authority to Division Heads
30 September 2000	CCSDS Initialization Tasks Completed (AOs)
30 September 2000	Yearly Accomplishment Reports Completed
30 September 2000	Close of Second CCS Cycle
1 October 2000	Market Salary Reference Tool On-Line
13 October 2000	Proposed Promotion List to HRO for Qualifications Review
23 October 2000	HRO Returns Qualifications Determinations
27 October 2000	1 st & 2 nd Level Supervisors Complete CCS Work
15 November 2000	All Panel Meetings Completed/Spreadsheet Data Submitted to CCSDS Systems Administrator if Applicable
20 November 2000	Any Update to Weights or Paypool-wide Supplemental Criteria for New Cycle Completed – Supervisors Informed
20 November 2000	Pay Pool Manager Submits Final Summary Report
27 November 2000	ADOR Submits Actions Requiring DOR Approval
27 November 2000	New RDs for Promotions in RD Writer for HRO Review
30 November 2000	COGNOS Reporting System On-Line
30 November 2000	2000/2001 CCS Plans Communicated to Employees
11 December 2000	DOR Decisions Returned to Pay Pool Managers
11 December 2000	HRO Approval of New RDs for Promotions Complete
15 December 2000	Pay Pool Panel/Manager Finalizes/Locks Decisions, Employees May Be Informed
10 January 2001	CCS Results Uploaded to Civilian Personnel Data System
1 August 2001	Complete PD to RD Conversion

Demo Evaluation



All personnel management demonstration projects are required under Chapter 47 of Title 5, United States Code, to be evaluated to measure the effectiveness of the proposed project, and its impact on improving public management. The evaluation covers a broad spectrum of

items falling within all aspects of human resources management. A wide variety of tools are used including focus groups, surveys, statistical analysis, on-site inspections, and direct feedback from employees, supervisors, and managers.

NRL's Demonstration Project is no exception. As discussed in the implementing Federal Register Notice, Volume 64, 14 June 1999, NRL is covered under a comprehensive external evaluation plan for the entire Department of Defense (DoD) Science and Engineering Reinvention Laboratory Demonstration Project initiative. Originally covering 24 DoD laboratories, the plan was developed by a joint DoD/Office of Personnel Management (OPM) Evaluation Committee. The primary focus of the evaluation is to determine whether the waivers granted result in a more effective personnel system and improvements in ultimate outcomes (i.e., laboratory effectiveness, mission accomplishment, and customer satisfaction).

The DoD entered into an agreement with OPM's Personnel Resources and Development Center (PRDC) to conduct the external evaluation. The first step taken was the conduct of a base-line survey at NRL in 1998 to capture employee experience with the traditional personnel system and knowledge of the potential personnel management demonstration project. Now that NRL has completed its first assessment and payout cycle and is well into its second cycle, OPM will be conducting a second employee survey, performing a statistical analysis, and holding focus groups early in 2001 to capture employee experience with the new Demonstration Project. More information on these activities will be provided, as we get closer to 2001.

NRL has already performed an internal statistical analysis of the first assessment and payout cycle and held a pay pool managers' evaluation meeting to obtain feedback on lessons learned, recommendations for process improvements, and general suggestions on any aspect of the demonstration project. In reviewing this first evaluation, there are several important points to keep in mind. NRL's Demonstration Project is just that—a demonstration. It is dynamic—strengths and

weaknesses are identified in the evaluation process and changes can be made. On the other hand, there is only one year's worth of data to judge results; and, in many instances, benchmarks do not exist. They are being created as we implement the Demo. Therefore, it is difficult to draw conclusions from a single data point. Some of the general Laboratory-wide statistics are provided on the following pages. To review a comprehensive set of statistics, including those for directorates and individual pay pools, please visit the NRL Demo web-site at <http://amp.nrl.navy.mil/code-1800/demo-project/>, and click on "CCS First Year Results."

Generally, employees received the new processes well. Employees felt they had more input into the assessment process through their yearly accomplishment reports (YARs), but felt rushed to complete their YARs. This was a result of end of fiscal year activities and delayed access to the Contributions-based Compensation System (CCS) Data System (CCSDS). It was also noted that employees needed to become more familiar with the CCS and how their pay would be set using this system.

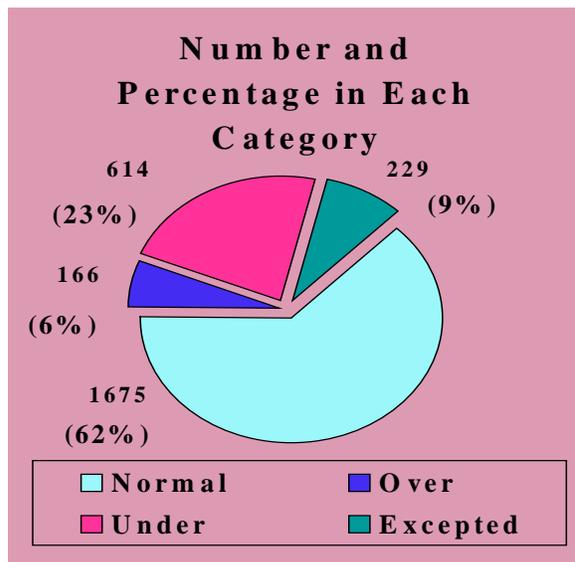
Supervisors and managers report that overall they are pleased with the new flexibilities offered by the Demonstration Project. They felt the pay pool process worked well with the CCS results considered fair and consistent. The Distinguished Contributions Allowance and the end to the cost-of-living entitlement made strong impressions on employees. The opportunity for providing more competitive salaries was realized during this first payout cycle. While the CCSDS was deployed quickly, there are many improvements that need to be made to enhance its operability. Of particular importance was the ability to run various payout possibilities easily and to provide for sub-pay pools in large divisions. For the next cycle, a number of supervisors are considering development of more specific supplemental information to better define the generic level descriptors used in the critical elements.

Also in this Highlights issue is an article that addresses the question, "What did NRL achieve through Demo?" This article helps you transition from the traditional General Schedule processes to the Demonstration Project methodologies, and it provides information on the expected savings and outcomes from implementing the new procedures and programs. These results will be included in the items monitored to determine the success of the Demo.

If you have any comments, suggestions or recommendations, or would like more information, please feel free to contact one or more of the Demonstration Project HRO Advisors listed on page 20.

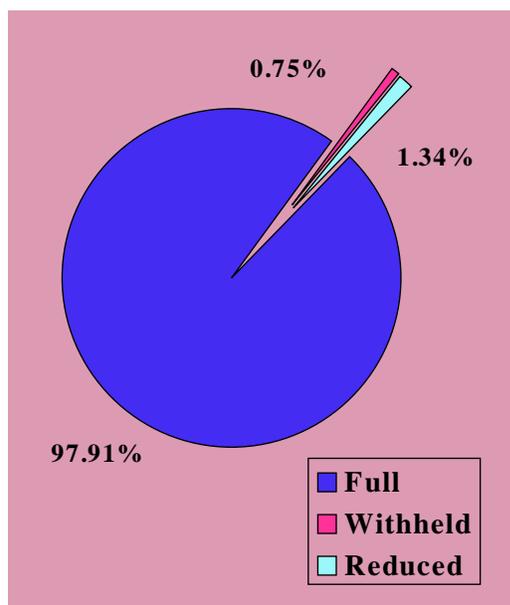
Relative Compensation (normally/over-/under-compensated)

- **Normally compensated - 1,675**
 - Average of 0.96% above Mid Rail
 - Median 0.87% above Mid Rail
- **Over-compensated - 166**
 - Average of 9.02% above Top Rail
 - Low .02% above Top Rail
 - Median 6.8% above Top Rail
 - High 46.8% above Top Rail
- **Under-compensated - 614**
 - Average of 5.15% below Bottom Rail
 - Low .01% below Bottom Rail
 - Median 4.1% below Bottom Rail
 - High 31.2% below Bottom Rail
- **Excepted - 229**



General Increases (GI)

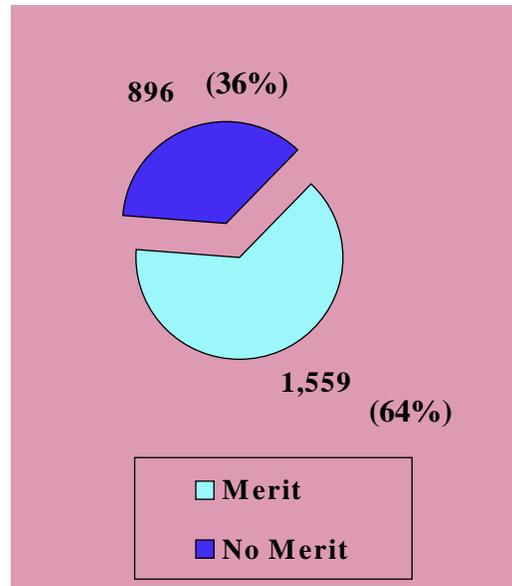
- **2,628 Fully Granted**
- **36 Reduced (includes 6 on Maintained Pay)**
 - Value \$20,423
- **20 Withheld**
 - Value \$55,392



CCS Results – Comp. Adj.

Merit Increases (MI)

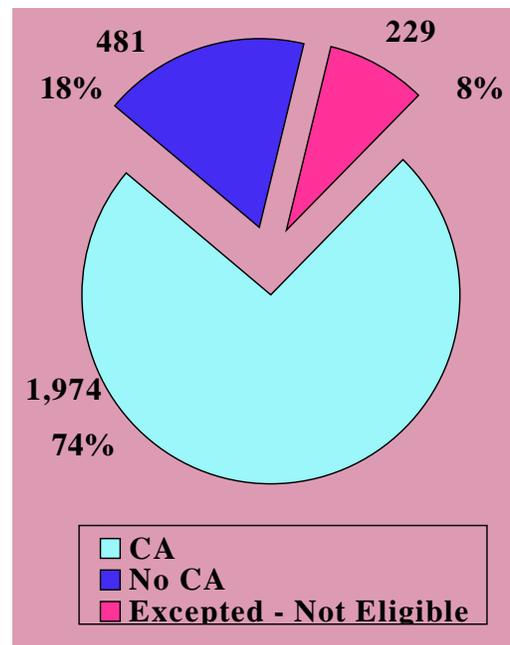
- Merit Increases Granted = 1,559
- Total Value \$3,335,589
- Average Value = \$2,140
- Average %of Basic Pay = 3.76%
- Low = \$14 (.04%of Basic Pay)
- Median = \$1,698 (3% of Basic Pay)
- High = \$12,005 (20% of Basic Pay)



CCS Results – Comp. Adj.

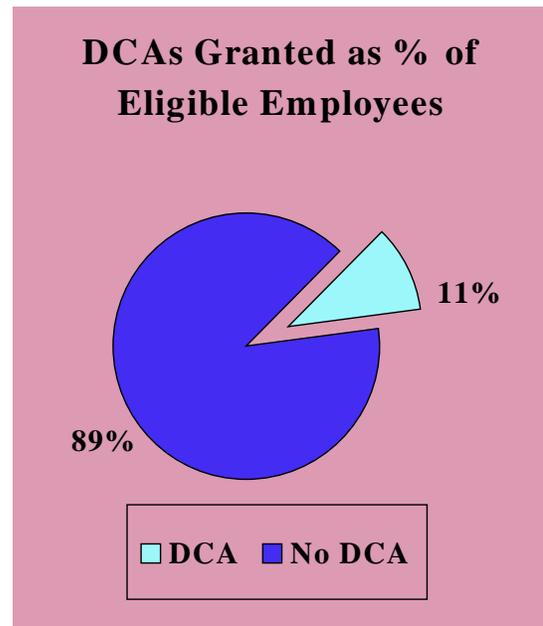
Contribution Awards (CA)

- CAs Granted = 1,974
- Total Value = \$3,480,539
- Average Value = \$1,763
- Average %of Basic Pay = 2.99%
- Low = \$100 (.28% of Basic Pay)
- Median = \$1,389 (2.51% of Basic Pay)
- High = \$15,491 (23.91% of Basic Pay)
- Note: CA funded at 2% of Basic Pay (rather than normal 1.5%) for this payout due to extended rating period.



Distinguished Contributions Allowances (DCA)

- DCAs Granted = 33
- Total Value = \$453,016
- Average Value = \$13,728
- Average % of Basic Pay = 15%
- Low = \$10,089 (10% of Basic Pay)
- Median = \$15,134 (15% of Basic Pay)
- High = \$20,179 (20% of Basic Pay)



Observations

- The Payout Rules were Followed.
- Paypools Developed Individual Approaches using CCS Flexibilities.
- Gentle Handling of General Increase Denials/Reductions.
- Definite Movement of Under-compensated Employees Toward NPR.
- Communication between Supervisors and Employees May Need to be Enhanced.
- Average Merit Increase % Greater than Traditional QSI/WGI %.
- Contribution Award \$ Average Greater than Under PARS. Additional 0.5% for Extended Cycle a Possible Factor.
- Time-off Awards Jumped from 266 to 434.
- Confusion on DCA Criteria.
- CCSDS Performance Needs to be Simplified and Enhanced for Speed.
- Criteria for RIF Category 3 Needs to be Modified to Better Equate to Outstanding Contributions.

What Is CCS Again? A Refresher On The Basics

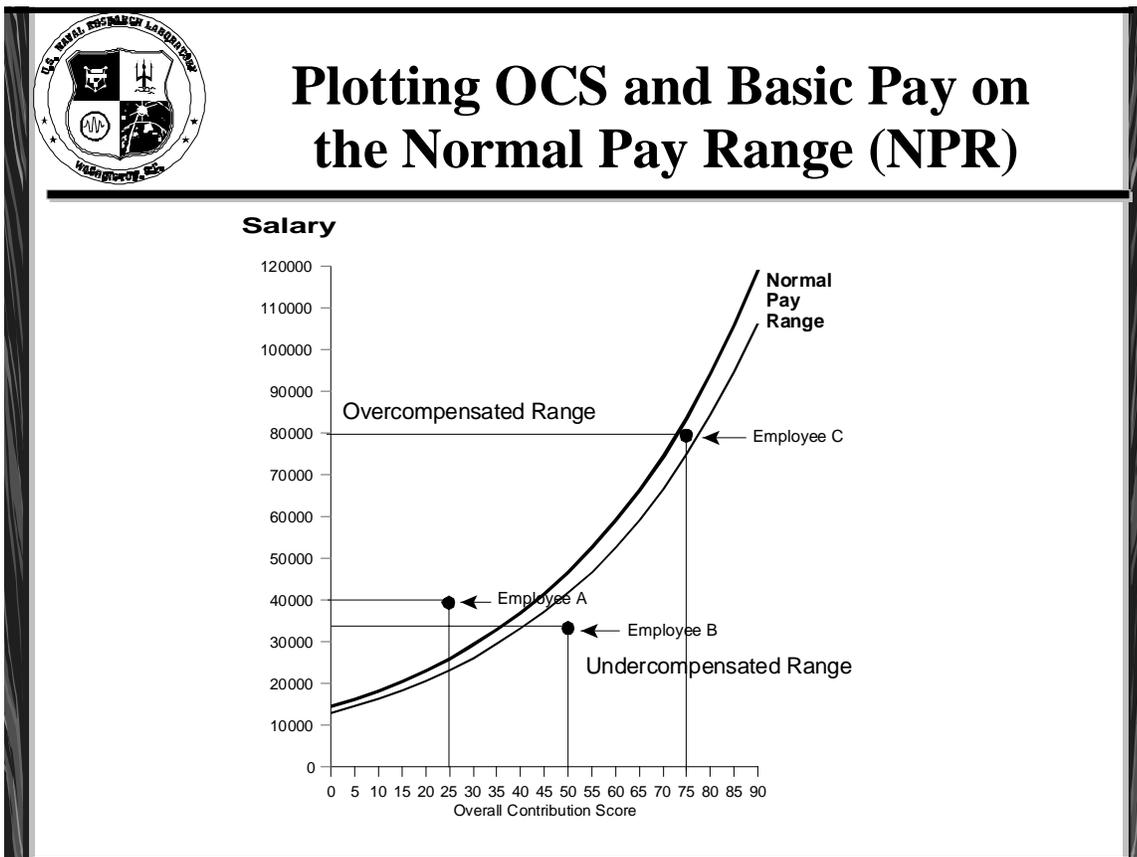


CCS integrates performance appraisal, position classification and compensation adjustment decisions into a single system. The three key features of CCS are:

1. **Assessment.** In CCS, supervisors assign scores based on level of work and value of contributions. A set of scores is linked to the work and pay associated with each career level in each career track, with overlaps between most career levels. The criteria for scoring, provided in “element charts,” are the same as those used to classify positions. Each element chart describes the expected level of contribution for the top of each career level, in each of 2-4 discriminators. The element charts also provide performance standards at the Acceptable level, to identify and act on Unacceptable performance. Supervisors may communicate specific expectations by supplementing the information provided in these charts. Each element receives a separate score; the weighted average of the element scores is the Overall Contribution Score (OCS).

One of the key features of the CCS assessment process is the pay pool panel. The panel compares the contributions of all employees in the pay pool, and makes adjustments to supervisors’ scores. This process facilitates equity and consistency within the pay pool.

2. **Normal Pay Range.**



CCS assumes a relationship between level of work and value of contributions (OCS) and an employee’s current basic pay. This relationship is reflected in the Integrated Pay Schedule (IPS). An employee’s OCS and basic pay are plotted on the IPS and compared to the NPR, which represents the area where level of work and level of pay should meet when an employee is contributing appropriately for the pay earned. It relates every score to a range of 12% of salary, and every salary point to a range of 4-5 scores. Each employee has a NPR score range associated with his or her current salary, and must earn at least the minimum score in this range to avoid being Overcompensated.

What Is CCS Again? A Refresher On The Basics

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An employee's standing relative to the NPR—in the NPR, Undercompensated, or Overcompensated—is the key information supervisors get from this process to assist them in carrying out the next step, compensation adjustment. The goal of CCS is to move employees toward NPR by adjusting compensation to bring it in line with level and value of contribution.

3. **Compensation Adjustment.** An employee's standing relative to the NPR establishes eligibility for the various compensation adjustment categories, as follows:

RANGE OF BASIC PAY	GENERAL INCREASE	MERIT INCREASE	CONTRIBUTION AWARD	LOCALITY PAY	DISTINGUISHED CONTRIBUTIONS ALLOWANCE
Overcompensated	Could be reduced or denied	No	No ^e	Yes - Full	No
Normal Range	Yes - Full	Yes ^c – Up to 6%	Yes ^a	Yes - Full	Yes ^f
Undercompensated	Yes - Full	Yes ^{b,d}	Yes ^a	Yes - Full	Yes ^f

^aUp to \$10K; over \$10K requires DOR approval.

^bOver 20% requires DOR approval.

^cMay not exceed upper rail of NPR for employee's OCS or maximum rate of employee's career level.

^dMay not exceed 6% above lower rail of NPR or maximum rate of employee's career level.

^eEmployees on maintained pay are eligible for a contribution award.

^fUp to 25% of basic pay; limited to capped employees in Levels III and IV of the S&E Professional career track, and in levels III, IV and V of the Administrative Specialist/Professional career track.

General Increase - the annual across-the-board increase in the rate of basic pay as recommended by Congress and approved by the President (not including locality).

Merit Increase - replaces Within-Grade Increases, Quality Step Increases, and most promotions. At the end of each appraisal period, NRL pay pools will receive a budget approved by the Director of Research to use for merit increases.

Contribution Award - a lump sum cash or time off award, given to recognize significant contributions to an organization's mission.

Distinguished Contributions Allowance (DCA) - a temporary monetary allowance of up to 25% of basic pay that must be approved by the Director of Research (Code 1001). DCAs are available to employees at the top of Career Levels III and IV of the Science and Engineering Professional career track and Career Levels III, IV, and V of the Administrative Specialist and Professional career track; whose contributions merit scores found at a higher career level; whose higher-level contributions are expected to continue for at least 1 year; and when market conditions compensate similar contributions at a higher rate of pay.

What Is CCS Again? A Refresher On The Process



The CCS Data System (CCSDS). All CCS activities are documented and processed via CCSDS, an Internet-based system. Individual employees can review their own records and enter Yearly Accomplishment Reports. Employees can check the score range for their current basic pay at any time by clicking “Personal Information” in the CCSDS menu. CCSDS is on-line and accessible from all NRL-domain servers. To access the CCSDS, connect on the web to <https://hroweb.nrl.navy.mil> (note that it is *https* rather than *http* because of the secure socket layer).

The user ID convention is as follows: last name + first initial, e.g., smithm for Mary Smith. If there were more than one “smithm” at the Laboratory, subsequent users would be numbered sequentially, e.g., smithm01. The password convention, until changed by the user, is as follows: the first three letters of the last name + the last four digits of the user’s SSN, e.g., smiXXXX.

Users should contact the CCSDS help desk by e-mail at CCSDS@hro1.nrl.navy.mil if they have forgotten their password, or otherwise need help logging on. Users connecting from non NRL-domain servers should contact the help desk for instructions on how to connect to the CCSDS.

CCS Plans. Plans consist of the CCS Summary Form and the element charts that apply to each employee’s career track. Supervisors may issue supplemental criteria on the form or separately. Plans may be provided in hard copy or electronically. Supervisors also have the option to simply inform employees that their plans have been implemented or updated in CCSDS, and advise them to visit the CCSDS web site to review the plans. The HRO encourages supervisors to use this option --- one of our goals is to move towards a “paperless” CCS in the years ahead.



Supervisor-Employee Communications: Throughout the appraisal period, supervisors should communicate overall and day-to-day expectations, and provide feedback regarding work activities as appropriate for each employee. But employees need to be proactive in knowing and understanding CCS as it relates to them—it is as much your responsibility as it is your supervisor’s to facilitate communication on CCS! Ask your supervisor for specifics on any areas of concern or confusion. For example, if you are unsure of the types of contributions expected for your normal pay range (NPR), ask for examples. If you are in a position with growth potential and do not know what higher contributions provide greater potential for higher pay, ask for that information. You could also offer your own ideas on increasing the value of your work to NRL. In other words, take charge of your potential career progression!

Interim Reviews. CCS does not require a formal interim or mid-year review; however, pay pool managers may require them. An employee may request a documented review, or a supervisor may choose to conduct one.

Yearly Accomplishment Reports (YARs). YARs serve as each employee’s way to have input into the assessment process. YARs will be retained in CCSDS with other assessment documentation, and are accessible to supervisors in the employee’s chain and to the members of the pay pool panel. All employees, except those exempted by their pay pool manager, will prepare YARs describing their contributions throughout the appraisal period. (Employees who have been exempted may still submit YARs if they wish.) Pay pool managers or individual supervisors may set specific guidelines regarding size, content, or format of YARs. To enter a YAR click “View/Write YAR” on the CCSDS menu.



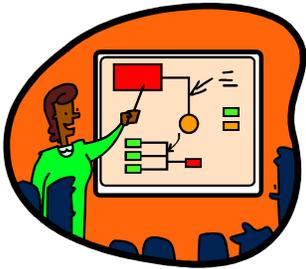
YAR Tips

1. Talk to your supervisor NOW about what kind of information to include in your YAR
2. Include contributions made during the cycle while on detail, in a previous NRL position or under a prior supervisor
3. Prepare YARs using a word processing system, then “cut and paste” into CCSDS
4. Consider entering and updating your list of contributions into CCSDS throughout the cycle
5. Avoid the end-of-year crunch and enter your YAR early – before 30 September!

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What is CCS Again? A Refresher On The Process

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Annual Assessment. The annual assessment is documented on the CCS Summary Form in CCSDS. The form need not be printed and signed; supervisors may simply inform employees that appraisals have been completed and can be viewed in CCSDS. The assessment includes:

* Rating of Record. Element and summary (overall) ratings of Acceptable or Unacceptable based on comparison of performance against the acceptable level standards on the element charts (and as supplemented by supervisors).

* CCS Scores. Supervisors assign initial CCS scores for each element. The pay pool panel may then adjust scores (pay pool managers assign scores and determine pay increases and awards for panel members). Employees may not receive element scores that average to a higher OCS than the top score available to their career level, except when approved for a career-level promotion. This is commonly called the “score cap.”

Exceptions To CCS Scoring

CCS Scoring is not required for employees who:

- (1) Are on long-term training for all or much of the appraisal cycle.
- (2) Work less than 6 months during the appraisal cycle.
- (3) Are new to their positions within 90 days before the end of the cycle.
- (4) Are on temporary appointments of 1 year or less.
- (5) Are on intermittent work schedules.
- (6) Are in the Student Career Experience Program.

Employees who are excepted from CCS will receive full General Increase (GI) and locality adjustments, but are not eligible for merit increases or contribution awards. Employees described above may be scored if supervisors believe there is enough information to meaningfully assess contributions and assign a score, and if the employees have served at least 90 days in an NRL position during the appraisal period. If employees are scored, all other CCS provisions apply - they are eligible for merit increases and contribution awards and subject to reduction or denial of GI if they are determined to be overcompensated.

Compensation Adjustments. The pay pool manager makes final compensation decisions for all pay pool employees. Compensation adjustments and career promotions based on CCS results are normally effected at the beginning of the first pay period of each calendar year, on the date that general and locality pay increases are effected.

CCS Grievances. The following issues may be grieved under administrative grievance procedures: (1) CCS appraisals; (2) failure to inform employees of critical elements and standards within required time frames; and (3) performance-based reassignments. The following issues may not be grieved: (1) contents of CCS plans (including element charts, weights and supplemental criteria); (2) compensation decisions; and (3) a Notice of Unacceptable Performance that establishes a period of opportunity to improve. Grievances of CCS appraisals are first considered by the pay pool panel and manager. If an employee is not satisfied with the pay pool manager’s decision, he/she may file a formal grievance in accordance with the NRL Grievance Procedures found in NRLINST 12771.1B.

Questions And Answers About The “Score Cap”



Q – I am in Level III of the Science & Engineering Professional track. My Normal Pay Range (NPR) is 66-70, but my supervisor says I can't score more than 66 because of a score cap (the score range for my career level is 44-66). So, why does my NPR go to 70? Also, what is this score cap and why do we have one?

A – The NPR cuts through the entire Integrated Pay Schedule (IPS) without regard to career levels; each basic pay value is related to a range of scores. The career levels are “superimposed” on the NPR, so employees earning basic pay near the top of their career levels will have score ranges that are in more than one level. In your NPR of 66-70, only the 66 is in Level III, your career level. The rest of the scores in your range are in Level IV.

The score cap prevents employees from earning an OCS higher than the top score available to their career level (unless a concurrent career level promotion is approved). The effect for you is that you must score an OCS of 66 to avoid being overcompensated, yet because of the score cap you cannot be assigned a higher overall score.

We realize that the score cap has some drawbacks. However, NRL has decided that these drawbacks are outweighed by the potential to reduce certain specific problems, namely:

- * Potential inflation of CCS scores that could damage the integrity of our link between contribution scores and pay, particularly in light of the pay caps applicable to each level;
- * The tendency to increase permanent pay based on quality and volume of the same level of work (which are appropriately rewarded with bonuses) rather than growth in level (complexity, scope, and impact) of contributions performed well;
- * The potential for accelerated growth in salaries and thus fringe benefit costs that would lead to higher rates and fewer sponsors; and



* Potential position classification appeals by employees who receive scores tied to a higher career level, but for whom those scores were used to rank for awards and/or allowances rather than to define level of work.

Q – Because I was a GS-13, Step 10, I will be affected by the score cap. If I'm not the top contributor among co-workers receiving the same pay, won't I score less than 66 and end up overcompensated?

A – Under CCS, employees paid at the top of their levels are expected to contribute at the top of their levels. But this does not mean that only a few “standout” contributors merit the score of 66. An organization typically includes groups of solid, top-level contributors as well as a few individuals whose contributions are at an even higher level; all of these individuals can properly be assigned the 66.

Q – Our division has a group of employees whose scores and basic pay are capped at the top of Level III. How can we distinguish between our core group of solid, high level contributors and a few individuals whose contributions particularly stand out, since they will all likely score 66 and we can't increase their basic pay?

A – Divisions will make such distinctions primarily through promotion recommendations and awards. Pay pools will have a budget of 1.5% of aggregate basic pay for cash contribution awards (CAs); time off may also be granted. Demo provides additional options as well:

- * Pay pools may supplement the CA budget with funds not used in other pay categories.
- * Approval of cash CAs up to \$10,000 has been delegated to pay pool managers.
- * The Advanced Research Scientist and Engineer (ARSAE) career level offers the opportunity for NRL to promote some employees beyond the GS-15 level without an SES or ST billet.
- * The DCA can provide temporary pay increases up to three (in some cases five) years for eligible employees.

Pay Increases & Career Progression Under CCS



Perhaps the Demo concepts that are most challenging to really understand are the ideas that: (1) CCS measures something more than just how well you do your work, and (2) permanent pay adjustments are now directly related to the CCS appraisal rather than how long you have been in your grade.

Before Demo, permanent pay changes within a General Schedule grade were largely automatic; employees pretty much counted on that within-grade increase (WGI) after 1, 2 or 3 years. Supervisors could affect this somewhat based on performance considerations—giving Quality Step Increases to Outstanding performers and denying the WGI for poor performers. Only the promotion process provided the opportunity to advance an employee's pay based on the level of his or her work (complexity, level of responsibility, etc.). But this process was cumbersome and could be inconsistent – whether employees were considered for promotion depended largely on the initiative and attention of individual supervisors. The performance rating process provided a structure for employees to be assessed on a regular basis, but in ratings supervisors generally considered the quality, quantity and timeliness of the work employees actually did, not whether the work was at grade level or not.

The Demo brings together the concepts of regular assessment and advancement based on level of work through two initiatives: broadbanding and CCS. Broadbanding (career tracks and career levels) groups GS grades together so that the need for formal promotion is greatly reduced. CCS provides the context for determining appropriate pay progression within and (in some cases) across the career levels. Because NRL has 2-3 GS grades together in one level under Demo, it was important that our system consider growth in the level of an employee's work when increasing pay. It did not make sense to advance an employee to, let's say, the GS-7 level in pay because they were doing really good work at the GS-5 level.

Thus, the CCS level descriptors read more like the standards used to determine a job's grade level (position classification) than like traditional performance standards. There are "performance" standards, describing quality, quantity, timeliness, etc., which apply to each element, but these are only used to draw the line between acceptable and unacceptable

performance. This is not especially significant to most employees, who do good work. Instead, the CCS assessment is more like the position classification process, where each employee's level of work done well is determined every year. Pay is then adjusted based on the result.

The premise of NRL's Demo Project is that each position carries the potential for employee advancement to the top of the career level for that position. This does not mean that advancement to the top of a level will necessarily be the usual thing, nor that it will be easy to achieve for every employee. Instead, employees must take the responsibility to seek out and follow opportunities to grow in their positions--not only to do a better job, but to do high quality work at a level of complexity, responsibility and challenge equal to or higher than the work associated with their pay.

Frequently Asked Questions



Q – Will my NPR score range remain the same throughout the appraisal period?

A - The NPR score range will probably change when you receive any increase in basic pay except the full General Increase (or if you are denied the General Increase in full).

Whether or not your score range changes, and by how much, depends on the amount of your pay increase. If you receive a merit increase you will see any change in your NPR score range in January when merit increases become effective. If you have received an increase based on a competitive promotion, you will see any change in score within a few weeks after your increase is effected. You are encouraged to check your new NPR score range any time you receive a basic pay increase by clicking "View Personal Data" on the CCDS Menu.

Q – It sounds like supervisors have a great deal more power under Demo. What features help to protect me from favoritism?

A – To reduce favoritism and promote fairness, the CCS process provides for review of employee assessments by a group of supervisory officials who are in the same pool. In the pay pool panel process, scores assigned by first-level supervisors are reviewed by other supervisors in the same pay pool. The panel members work to apply the CCS level descriptors

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Frequently Asked Questions

Continued from Page 12



consistently within their pay pool, and to identify and correct any inappropriately inflated or deflated scores assigned by individual supervisors. NRL supervisors have been trained regarding the operation of a CCS panel, to include participating in a mock panel as an exercise.

Q – Even under Demo, NRL will not be able to match the pay increases private industry sometimes offers to those primarily interested in a high salary. Won't CCS therefore be unlikely to help with retention of the best-qualified employees? Might it not instead serve as a disincentive for valuable scientific collaboration as employees compete for available funds?

A – NRL recognizes the continuing limits on salaries that will exist under the Demo, and agrees that neither CCS nor any other Demo provision will help to retain employees who seek salaries beyond those limits. However, the limits on salaries mean it is all the more critical that NRL be able to manage its resources as best meets mission needs. CCS provides a framework within which managers can exercise this flexibility.

Regarding the concerns about any disincentive to scientific cooperation and collaboration, NRL shares those concerns and believes that these values should be encouraged among all employees. This is why each career track under CCS has a critical element that addresses cooperation and/or teamwork.

Q – I see a space for “supplemental criteria” on my CCS summary form, but my supervisor did not give me any such criteria. What is this?

A – CCS does not require supervisors to provide any written criteria for the appraisal process beyond what is on the CCS summary form and the element charts. Supervisors and employees who handle communication of expectations and priorities verbally and informally may need nothing else unless there is a problem. However, supervisors may establish supplemental written information that is specific to an employee or group of employees if they believe it would be useful. For example, a supervisor might provide specific performance standards governing production or quality of certain work. Another supervisor might list tasks, projects or goals an employee will undertake during the appraisal period. Still another might provide examples of organization-specific work that mirrors the CCS descriptors.

Supervisors may use the field provided for supplemental criteria on the CCS summary form to provide this information, or they may provide it to employees in another format. Supervisors may give such supplemental information at the beginning of the cycle or may provide it or update it throughout the cycle.

Q – Why are decisions affecting employees' pay left to management judgment? Why doesn't the Demo dictate how pay increases will be distributed?

A – When management lacks authority to determine who gets what increases, then some type of longevity system, or other system that leaves out supervisory judgment, must be used. The traditional GS system is, at least partly, such a system, in that it contains an element of increasing employees' pay without applying individual judgment through mostly automatic within-grade increases. Many believe this has resulted in pay being based more on longevity than on performance, and has been detrimental to the Government work force.

One of the primary objectives of the Demo is to “provide NRL management with increased authority to manage human resources...” While the results of the CCS process provide the framework for pay adjustment decisions, NRL believes it is important that management judgment also be applied in making final compensation adjustment decisions. To most effectively accomplish the mission of their organizations, NRL managers need flexibility in managing their most valuable resource, their employees. This is a new mindset for Government employees, one that abandons the old premise that employees should expect to receive a set amount of increase.



There are many possible situations in which a pay pool manager might not effect a pay adjustment that moves an over- or undercompensated employee into the NPR. One example might be the case of an undercompensated employee who achieved a significant increase in score over the previous year. The pay pool manager may determine that this employee is unlikely to be in a position to repeat this level of contribution the next year (perhaps because of a special project that is ending); therefore, a permanent pay increase that moved the employee all the way into the NPR would be inappropriate. Instead, the employee may receive a combination of a smaller merit increase and a contribution award, to recognize the significance of the current year's contributions.

**CY-2000 NRL DEMO CCS Career Level Scores
And Basic Pay Ranges*
Effective 2 January 2000**

LEVEL	SCORE	CCS \$K
S&E Professional		
I	0 – 21	13,870 – 25,386
II	18 – 47	21,130 – 46,632
III	44 – 66	38,815 – 72,724
IV	66 – 80	64,932 – 100,897
V	81 – 89	92,218 – 122,200**
S&E Technical		
I	0 – 21	13,870 – 25,386
II	18 – 39	21,130 – 38,675
III	36 – 47	32,191 – 46,632
IV	44 – 59	38,815 – 61,741
V***	59 – 66	55,126 – 72,724
Administrative Specialist and Professional		
I	0 – 21	13,870 – 25,386
II	18 – 47	21,130 – 46,632
III	44 – 59	38,815 – 61,741
IV	59 – 66	55,126 – 72,724
V	66 – 80	64,932 – 100,897
Administrative Support		
I	0 – 21	13,870 – 25,386
II	18 – 34	21,130 – 34,411
III	31 – 47	28,639 – 46,632

*Basic pay based on 2000 GS with no locality adjustment.

**Equivalent to the minimum rate of basic pay for Salary Table 200 SL/ST, and for Salary Table 2000-ES for ES-4 with no locality adjustment.

***Temporary career level to accommodate current incumbents.

Issued: 3 March 2000

**NRL PERSONNEL MANAGEMENT DEMONSTRATION PROJECT
PAY SCHEDULE
EFFECTIVE 2 JANUARY 2000**

<i>Career Track/Level S&E Professional (NP)</i>	ALL SITES BASIC PAY		WASHINGTON, DC ADJUSTED BASIC PAY^a		REST OF U.S. ADJUSTED BASIC PAY^b	
	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>
I	13,870	25,386	15,125	27,683	14,810	27,107
II	21,130	46,632	23,042	50,852	22,563	49,794
III	38,815	72,724	42,328	79,305	41,447	77,655
IV	64,932	100,897	70,808	110,028	69,334	107,738
V	92,218	122,200	101,566	^d 133,259	99,452	^d 130,485
<i>Career Track/Level S&E Technical (NR)</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>
I	13,870	25,386	15,125	27,683	14,810	27,107
II	21,130	38,675	23,042	42,175	22,563	41,297
III	32,191	46,632	35,104	50,852	34,374	49,794
IV	38,815	61,741	42,328	67,328	41,447	65,927
V ^c	55,126	72,724	60,115	79,305	58,864	77,655
<i>Administrative Specialist and Professional (NO)</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>
I	13,870	25,386	15,125	27,683	14,810	27,107
II	21,130	46,632	23,042	50,852	22,563	49,794
III	38,815	61,741	42,328	67,328	41,447	65,927
IV	55,126	72,724	60,115	79,305	58,864	77,655
V	64,932	100,897	70,808	110,028	69,334	107,738
<i>Administrative Support (NC)</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>	<i>Minimum</i>	<i>Maximum</i>
I	13,870	25,386	15,125	27,683	14,810	27,107
II	21,130	34,411	23,042	37,525	22,563	36,744
III	28,639	46,632	31,231	50,852	30,581	49,794

^aAdjusted Basic Pay for Washington, DC, includes a locality pay adjustment of 9.05%.

^bAdjusted Basic Pay for the Rest of U.S. (covers Monterey, California and Stennis Space Center, Mississippi) includes a locality pay adjustment of 6.78%.

^cTemporary career level to accommodate current incumbents.

^dMaximum pay is capped at \$130,200.

ISSUED: 3 March 2000

RDWriter

Under the NRL Personnel Management Demonstration Project, the traditional Position Description (PD) is replaced by the Requirements Document (RD). An automated system, RDWriter, has been developed to create Requirements Documents. RDWriter was developed to simplify and expedite RD preparation. Its intent is to alleviate the cumbersome process of position documentation by providing managers and Human Resources Specialists with an automated tool that will enable them to create, modify and update such documentation easily, quickly, and with maximum efficiency. RDWriter was fully implemented on 30 June 2000.



RDWriter is a web-based application accessible to all NRL employees in the Demonstration Project. In addition to creating RDs, RDWriter allows supervisors to view RDs of employees they supervise whenever desired. It also allows employees to view their Requirements Document whenever desired.

RDWriter training was provided to all Division/Directorate primary users. Administrative Officers and their Assistants have received training and can assist employees in their organization in using RDWriter. A Users Guide is also available on the RDWriter Web page. In addition, a Help Desk has been established to help resolve technical or functional problems, which cannot be resolved using the Users Guide. The e-mail address is: rdhelpdesk@hro1.nrl.navy.mil.

Conversion of the traditional PDs to RDs began on 19 July. The Human Resources Office (HRO) has a staff dedicated to assisting each division/office in preparing the conversion RDs. The HRO Representatives plan to meet with Division/Directorate personnel prior to beginning the conversion to discuss the process and develop a plan of action specific to the needs of their organization. The HRO staff, using position information from the current, traditional PDs, will prepare a transitional RD for review, validation, and submission by the appropriate Division/Directorate supervisors.



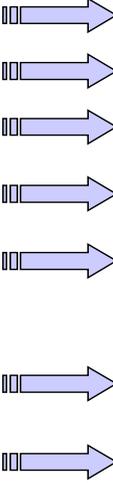
The following is a projected start and completion date for each organization:

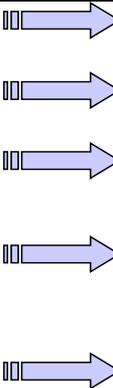
Code	Start Date	Completion Date	Code	Start Date	Completion Date
5700	19 August 2000	11 September 2000	7600	9 April 2001	20 April 2001
3400	15 September 2000	17 September 2000	6000	22 April 2001	23 April 2001
5000	18 September 2000	22 September 2000	6100	27 April 2001	17 May 2001
5200	24 September 2000	31 September 2000	6030	27 April 2001	17 May 2001
5300	4 October 2000	15 October 2000	6300	19 May 2001	4 June 2001
5500	19 October 2000	13 November 2000	6400	8 June 2001	10 June 2001
5600	17 November 2000	7 December 2000	6700	14 June 2001	22 June 2001
8000	9 December 2000	13 December 2000	6800	24 June 2001	8 July 2001
8100	15 December 2000	14 January 2000	6900	12 July 2001	15 July 2001
8200	18 January 2000	29 January 2000	1000	19 July 2001	25 July 2001
7000	3 February 2001	4 February 2001	1200	27 July 2001	3 August 2001
7030	8 February 2001	10 February 2001	1600	27 July 2001	3 August 2001
7100	12 February 2001	16 February 2001	3000	6 August 2001	6 August 2001
7200	18 February 2001	31 February 2001	3200	10 August 2001	12 August 2001
7300	2 March 2001	13 March 2001	3300	16 August 2001	18 August 2001
7400	15 March 2001	23 March 2001	3500	20 August 2001	21 August 2001
7500	27 March 2001	7 April 2001	1800	26 August 2001	30 August 2001

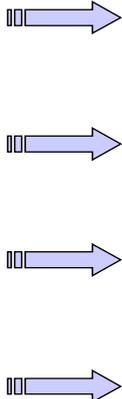
If you have questions concerning RDWriter, you may contact Barbara Cain on 767-8320.

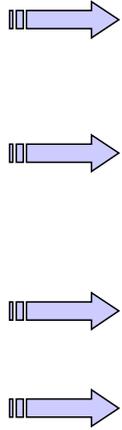
What did NRL Achieve?

Many people and organizations, internal and external to NRL, have asked, "What did NRL achieve through the Personnel Management Demonstration Project?" To answer this question, the following charts were prepared to illustrate what the traditional General Schedule System provided, how this was modified by Demo, and what savings could be expected initially.

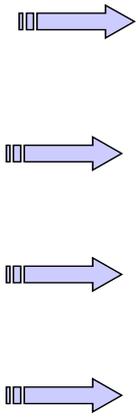
<h1>Compensation</h1>		
Traditional		Demo
<ul style="list-style-type: none"> • General Schedule Pay System • General Increase "Entitlement" • WGs, QSIs, and career ladder & accretion of duties promotions • Awards authority up to \$5,000 • Retention, recruitment, & relocation allowances • Very structured, limited pay setting system • Multiple pay actions during the year 		<ul style="list-style-type: none"> • Integrated Pay Schedule • General Increase "At Risk" for overcompensated employees • Annual Merit Increase • Awards authority up to \$25,000 • Plus Distinguished Contributions Allowance--up to 25% of basic pay • More flexible, market-reference pay determinations within broader pay ranges • Single annual pay action—up to 7 actions on one SF-50

<h1>Classification</h1>		
Traditional		Demo
<ul style="list-style-type: none"> • 15 General Schedule grades with 10 steps each • 70+ Classification standards • Senior Executive & Science and Professional positions (above 15) • Up to 15-page position descriptions • Manual classification process 		<ul style="list-style-type: none"> • 4 Career tracks with 3 to 5 career levels • 4 Standards (serve as critical elements) • Plus Advanced Research Scientist and Engineer positions (above 15) • 2- or 3-page requirements document (RD) • Fully automated, web-based classification system (RD Writer)

<h1>Staffing</h1>		
Traditional		Demo
<ul style="list-style-type: none"> • Delegated examining for some positions • Rating and ranking all jobs • Rule of 3 • 1-year probationary period 		<ul style="list-style-type: none"> • Delegated examining for all positions • Rate and rank only if <ul style="list-style-type: none"> - more than 15 - mix of preference & nonpreference • Rule of 3 eliminated • 3-year probationary period except for clerical

<h1>Staffing</h1> (Number 2)		
Traditional		Demo
<ul style="list-style-type: none"> • Non-competitive temporary promotions and details to higher grades up to 120 days • 120-day renewal requirement for temporary promotions and details • Non-citizen hires approved by OPM • Reduction in force process 		<ul style="list-style-type: none"> • Non-competitive temporary promotions and details to higher grades up to 1 year in a 24-month period • 120-day renewal requirement eliminated • NRL delegated non-citizen hiring authority • Modified RIF streamlines process and provides credit for contributions

Assessment

Traditional		Demo
<ul style="list-style-type: none"> •5-Level, process/task-related performance appraisal •Individualized critical elements •“Automatic” WGs •Manual and/or word processing system 		<ul style="list-style-type: none"> •Pass/Fail and assigning Contribution-based Compensation System scores based on level of work and value of contributions to mission •2 to 3 Generic critical elements for each track (also classification standards) •Normal pay range used to determine whether employee is appropriately paid •Fully automated, web-based application (CCS Data System)

Expected Savings

(Summary)

Category		Savings
<ul style="list-style-type: none"> •Hours •Dollars •Sheets of paper •Decreased recruitment time •Decreased declinations •Increased retention •More Competitive Compensation 		<ul style="list-style-type: none"> •10,527 (5 manyears) •\$264,614 per year •76,977 (154 reams) •1- to 12-week reduction depending on type •Time will tell •Time will tell •Time will tell

WHERE TO GO FOR ADDITIONAL INFORMATION

As you begin working within the NRL Demo framework, you may have additional questions and concerns. The NRL Human Resources Office is making a wide variety of options available to you for obtaining information and assistance. Please feel free to contact any of these sources:

Demonstration Project Website

<http://amp.nrl.navy.mil/code1800/demo-project/>

Senior Management Questions

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Staffing, Classification and Compensation Questions

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Use of Automated Applications

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