

Science & Engineering Professionals

ELEMENT 1. SCIENTIFIC & TECHNICAL PROBLEM SOLVING

Instructions: Assign a value (0 - 8 9) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS					
Level	Point Range	Scope of Project/Level of Oversight	Scientific/Technical Complexity/Creativity	Scientific/Technical Communications/Reporting	Impact/Recognition
I (Student)	0 - 21	Performs tasks specifically assigned by researcher under close supervision.	Performs tasks which are non-complex or include detailed instructions, requiring limited knowledge of subject matter.	Writes in-house documents to convey information about his/her tasks or for similar purposes as assigned.	Recognized by personnel in own unit for providing high quality support and increasing subject matter knowledge.
II	18 - 47	Conducts in-house technical activities and/or may provide contract technical direction with guidance from supervisor or higher-level scientist or engineer.	Works closely with peers in collectively solving problems of moderate complexity, involving limited variables, precedents established in related projects, and minor adaptations to well-established methods and techniques.	Provides data & written analysis for input to scientific papers, journal articles & reports and/or assists in preparing contractual documents or reviews technical reports. Presents technical results of own work orally or in writing, within own organization or to limited external contacts. Work acknowledged in team publications.	Recognized within own organization for technical ability in assigned areas.
III	44 - 66	Conducts in-house technical activities or provides contract technical direction on projects/ programs where the problem must typically be approached through a series of complete & conceptually related studies. Work requires minimal oversight.	Conceives and defines solutions to technical problems which are typically difficult to define, require unconventional or novel approaches, require application of engineering and/ or scientific principles in significant areas or research or development for which no closely related precedents exist, and/or present other features of more than average difficulty.	Writes or is major contributing author on scientific papers, journal articles or reports and/or prepares contract documents and reviews reports pertaining to area of technical expertise <u>OR</u> contributes inventions, new designs or techniques which are of material significance in the solution of problems. Prepares & presents own and/or team technical results, orally or in writing, to varied laboratory, scientific, industry & other government audiences.	Recognized internally and externally by peers, both in governmental and industrial activities, for technical expertise. Is sought out by colleagues who are themselves professionally mature scientists/engineers.
IV	66- 80	Independently defines, leads and manages highly challenging and innovative technical activities consistent with general guidance, or independently directs overall R&D program. Interpretations made are accepted as technically authoritative.	Formulates and guides solutions to very difficult problems in advancing technology and research. Problems resolved have been recognized as critical obstacles to progress or development in areas of exceptional interest.	Lead/sole author on scientific papers, journal articles, or review articles documenting major advances/resolutions in the technical area, some of which had a major impact on advancing the field or are accepted as definitive of important areas, <u>and/or</u> has contributed inventions, new designs or techniques which are regarded as major advances in basic or applied research, and have opened the way for extensive new developments or solved problems of great importance to the scientific field, agency or public; <u>and/or</u> reviews, approves & ensures overall quality of reporting of all technical products of mission area. Prepares & delivers invited or contributed presentations/papers at national/international conferences on technical area; or gives policy-level briefings.	Recognized within the laboratory, DoD and other agencies in broad, or narrow but intensely specialized, technical area; contributions are of such importance and magnitude they serve to move the state of the art forward so that other colleagues must take notice to keep abreast of development in the field; has established professional reputation in the technical/scientific community.
V	81 - 89	Leads broad-scale attack in frontier areas of research which will lead to major modification or important extension of current theory. Leadership influences shaping of agency program goals, advancement of programs & understanding in the total field, and planned activities of numerous scientists in government, academia & private industry.	Areas of research are so complex they must be subdivided into areas at least some of which have a major impact on advancing the field or are accepted as definitive of important areas of the field. Develops new hypotheses, concepts and techniques which are required before substantial progress can be made on areas of extraordinary difficulty.	Scientific articles are published in the most prestigious journals, introduce new research which significantly enhances knowledge in the technical area, and are of such high quality that they set standards for the scientific community. Serves as a senior reviewer/editor of technical literature produced in his/her area of expertise. Prepares and delivers invited or contributed presentations/papers in national/international forums, representing the scientific community as leading expert in his/her field.	Recognized as a leader & authority in an area of wide-spread scientific interest or applied problems of great importance. Sought by members of the national and international scientific community as advisor and consultant in his/her field.

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ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, work is performed in a timely, efficient, and cooperative manner; and work products demonstrate thorough research, completion of established objectives for the assignment, adherence to instructions and guidance of supervisor and team leader, and overall high quality as deemed by supervisor or appropriate peer group.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

Science & Engineering Professionals

ELEMENT 2. R&D BUSINESS MANAGEMENT

Instructions: Assign a value (0 - 89) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS					
Level	Point Range	Corporate Resource Management (Time/Money)	R&D Business Development	Technology Transition/Transfer	D E S C R I P T O R S
I (Student)	0-21	Uses personal and assigned resources efficiently under guidance of supervisor or team leader.	Provides, obtains or clarifies pre-defined or non-complex information to/from customers as assigned.	Not applicable	
II	18 - 47	Manages elements of in-house work units or assists in managing a scientific or support contract. Aware of and makes appropriate use of available resources. Uses personal and assigned resources efficiently under guidance of supervisor or team leader.	As a team member, communicates with customers to understand customer requirements. Stays current in areas of expertise and contributes to new program development. Collects information or provides other technical assistance to proposal marketing activities.	Participates as a team member in demonstrating technology to customers. Contributes technically to development of technology that is transitioned. With guidance, contributes to technical content of partnerships for technology transition and/or transfer (ATDs, MOUs, JDL/Reliance, CRADAs and other dual-use vehicles). Seeks out and uses relevant outside technologies in assigned projects.	
III	44 - 66	Manages technically complex in-house work units or one or more contractual efforts in assigned program area. Plans & controls all assigned resources; makes effective use of facilities to optimize operations; exploits fallout money. Participates in strategic planning at team level, taking cognizance of complementary projects elsewhere to ensure optimal use of resources.	Initiates interactions with customers to understand customer needs. Generates key ideas for program development based on such understanding and knowledge of technical area. Pursues near term business opportunities through proposal preparation.	Develops and presents demonstrations of technology to customers. As a team member, implements partnerships for technology transition and/or transfer (ATDs, MOUs, JDL/Reliance, CRADAs and other dual-use vehicles). Evaluates and incorporates appropriate outside technology in individual or team activities.	
IV	66 - 80	Defines technology area strategy & resource allocations for in-house and contractual programs. For multiple technical areas, conducts overall program planning & coordination and/or program documentation (master plans, roadmaps, Joint Director of Lab/Reliance, etc.). Advocates to higher headquarters on budgetary and programmatic issues for resources. Leads strategic planning & prioritization. Develops strategy to leverage resources from other agencies.	Works at senior level to stimulate development of customer alliances for several research and/or development areas. Generates strategic research objectives and/or business plans for core technical areas. Recognizes warfighting trends, relates business opportunities and convinces lab management to develop/acquire expertise and commit funds. Ensures overall proposal quality.	Organizes, leads and markets overall technology transition and transfer activities for organization at senior executive and command levels. Leads in formulation and oversight of ATDs, MOUs, JDL/Reliance, CRADAs and other dual-use vehicles. Creates an environment that encourages widespread exploitation of both national and international technologies.	
V	81 - 89	Serves as an advisor to NRL/ONR/Navy/DoD on issues of resource management related to his/her area of research, including effective use of equipment, facilities and scientific talent both within and outside NRL.	NRL's 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.	Because of his/her professional relationships and exceptional knowledge, discerns opportunities for research which will lead to technology transition/ transfer and encourages NRL to focus in such areas.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, makes and/or meets time and budget estimates on assigned projects or takes appropriate corrective action; communications are logical, clear, complete and appropriately influence the decision process; decisions and strategies contribute to the appropriate outcome of business dealings; and work products demonstrate thorough research, completion of established objectives, adherence to instructions and guidance of supervisor and team leader, and overall high quality as deemed by supervisor or appropriate peer group.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

Science & Engineering Professionals

ELEMENT 3. COOPERATION AND SUPERVISION

Instructions: Assign a value (0 - 89) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS				D E S C R I P T O R S
Level	Point Range	Team Role/Breadth of Influence	Supervision/Subordinate Development (consider only if employee is a supervisor)	
I (Student)	0 - 21	Provides assistance to team members consistent with his/her level of education/experience.	Not applicable	
II	18 - 47	Contributes as a technical researcher or team member to all aspects of team's responsibilities. May technically guide or mentor technician and/or less experienced and more junior level personnel.	Not applicable.	
III	44 - 66	Contributes in a major team role either as a senior scientist/technician or as a task or team leader. Is sought for consultation by peers and mentors team members. If a team leader, guides team to ensure that project goals/charters are adhered to through team effort.	Carries out full range of supervisory duties with respect to lower level staff, including one or more subordinate professionals. Identifies and resolves developmental needs and problems, completes appropriate administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
IV	66 - 80	Manages all aspects of personnel, teams and/or branches with accountability for mission and programmatic success. Selects research team leaders and establishes team charters. Provides technical expertise and leadership to subordinate team leaders. Ensures that various teams work as cohesive units to achieve the respective charter/goals.	Plans, directs and timely executes R&D programs/problems of such difficulty, scope and complexity that they must be subdivided into separate areas or phases and carried out through subordinate organizational units. Manages policy changes, organizational changes, and changes to structure and content of program(s) directed. Requires substantial coordination and integration of major work assignments, projects, or program segments; exercises final technical authority over the work directed. Carries out full range of supervisory duties with respect to subordinates: Identifies and resolves developmental needs and problems, completes appropriate administrative actions, complies with EEO/Safety and other regulations/policies. Provides leadership in developing, implementing, evaluating, and improving processes and procedures for enhancing performance of subordinates. Hires staff and develops future team leaders and supervisors.	
V	81 - 89	Plays a major role in team efforts as team's scientific/technical advisor/mentor. Provides high-level scientific and/or technical information and guidance in his/her area of expertise. Suggests, influences and directs the R&D efforts of such teams. Serves as a recruiting attraction for recent graduates who seek opportunities to work under his/her inspiration and guidance in order to catch some of his/her imaginative fire, critical judgment, and research technique.	Provides consultation and leadership in highly specialized areas. Provides input on research/development teams outside NRL. Leads own research team consisting of scientific/engineering personnel. Serves as an example; mentors and encourages junior scientists.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, carries out duties in a professional and responsive manner; personal interactions foster cooperation and teamwork; and **if employee is a supervisor**, treatment of subordinates is based on merit and fitness considerations, is consistent with law/rules/regulations/policies, is judged fair and equitable by superiors, and fosters commitment/cooperation/teamwork amongst subordinates.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

17 December 1998

Administrative Specialist/Professionals

ELEMENT 1: PROBLEM SOLVING/PROGRAM MANAGEMENT

Instructions: Assign a value (0 - 80) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS				
Level	Point Range	Complexity/Scope	Applicability of Guidelines	Level of Oversight
I (Student)	0 - 21	Applies standardized rules/ procedures/operations in an administrative or technical program area to resolve recurring/non-complex problems.	Locates/selects the most appropriate guidelines & procedures from established sources; makes minor deviations applicable to specific cases.	Independently carries out assigned work following supervisor's direction.
II	18 - 47	Applies knowledge of an administrative or technical program area to analyze and resolve problems which are difficult but for which there are established patterns and methods for solution. Includes refinement of methods or development of new ones.	Uses judgment in selecting, interpreting and adapting guidelines which are available but not completely applicable, or which have gaps in specificity.	Independently plans/carries out work, based on guidelines & precedents and supervisor's definition of objectives, priorities and deadlines. Completed work is evaluated for technical soundness, appropriateness, and conformity to policy and requirements.
III	44 - 59	Applies substantial expertise in an administrative or technical program area to analyze and resolve the most highly complex, controversial, sensitive issues, and/or problems; and where applicable to administer one or more complex programs within a functional area. Substantially modifies or adapts standard/traditional methods and approaches to address unusual circumstances/highly complex issues and to develop new methods, criteria, policies or precedents that have NRL-wide impact.	Uses initiative and resourcefulness in interpreting & applying administrative or technical policies, precedents and guidelines which are applicable but are scarce, conflicting, of limited use, or stated only in general terms. Uses considerable judgment and originality in developing innovative approaches to define and resolve highly complex situations.	Consults with supervisor to develop deadlines, priorities and overall objectives. Independently plans/carries out work. Complex issues are resolved without reference to supervisor, except for matters of a policy nature. Completed work reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, and overall effectiveness in meeting requirements or expected results.
IV	59 - 66	Performs varied duties requiring many different and unrelated processes and methods applied to a broad range of activities/or substantial depth of analysis for an administrative or professional field. Uses judgment and ingenuity in making decisions in major areas of uncertainty in methodology, interpretation and/or evaluation resulting from such things as continuing changes in program, unknown phenomena or conflicting requirements. Must isolate and define unknown conditions, resolving critical problems, or develop new theories for work products or services which affect the work of other experts, development of major aspects of administrative programs or missions, or the well being of substantial numbers of people.	Uses guidelines which require interpretation and are of limited use. Uses initiative and resourcefulness in interpreting guidelines, in deviating from traditional methods or researching trends and patterns to develop new methods, criteria or proposed new policies.	Supervisor outlines overall objectives. Employee then independently plans and carries out the work. Complex issues are resolved without reference to supervisor except for matters of a policy nature. Results of work are considered technically authoritative and are normally accepted without significant changes.
V	66 - 80	Defines, leads and manages an overall administrative or technical program area which includes a range of complex functional areas. Makes or recommends decisions which significantly change, interpret or develop important agency policies/programs.	Guidelines are broadly stated and non-specific. Applies considerable judgment and ingenuity in interpreting guidelines that do exist and in developing applications to broadly based projects/programs.	Independently plans, designs & 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 normally accepted without significant changes.

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ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, work is performed in a timely, efficient, and cooperative manner; and work products demonstrate thorough research, completion of established objectives for the assignment, adherence to instructions and guidance of supervisor/team leader, and acceptable quality as deemed by supervisor.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

Administrative Specialist/Professionals

ELEMENT 2: COOPERATION/CUSTOMER RELATIONS

Instructions: Assign a value (0 - 80) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS					
Level	Point Range	Cooperation	Level and Purpose of Customer Interactions	Effectiveness in Developing/Executing/Marketing Customer-Oriented Support Services	
I (Student)	0 - 21	Develops/maintains successful working relationships with others inside & outside own organization to effectively carry out assigned work.	Interacts with customers to carry out requests within area of responsibility and/or to give/obtain factual information.	Carries out services in a manner which fosters customer satisfaction and confidence in employee's organization.	D E S C R I P T O R S
II	18 - 47	Develops/maintains successful working relationships with others inside & outside own organization to work out problems between own group & others, coordinate joint actions, and gain understanding of other areas sufficient to make appropriate recommendations to customers.	Interacts with customers to understand customer needs, communicate information and coordinate actions; independently carries out actions or delegates/refers to appropriate personnel.	Contributes ideas for improvement of established services based on knowledge of a variety of administrative or technical programs, systems, or equipment, and an understanding of customer needs.	
III	44 - 59	Seeks/fosters successful working relationships with others inside & outside own organization to coordinate highly complex/controversial/sensitive situations, work out problems or improve processes of own group or between own group & others, and gain understanding of other areas sufficient to effectively carry out integrated advisory and program work. Leads/mentors/provides technical oversight to specialists at same or lower level. Regularly consulted by branch/division head & other journey-level specialists on highly complex issues due to depth & breadth of expertise & cooperative manner.	Works jointly with customers to define highly complex or controversial problems or program needs; and to develop and carry out unique strategies, techniques or criteria for resolving problems and meeting needs.	Generates key ideas and/or strategies for development/implementation/marketing of new/improved programs or services applicable to a specific administrative or technical functional area serving Lab-wide customers, or to a range of programs serving customers at division-wide level. OR effectively carries out and maintains such programs/services at a high level of customer awareness & satisfaction.	
IV	59 - 66	Seeks/fosters successful working relationship with others inside and outside own organization to coordinate highly complex/controversial/sensitive situations, work out problems or improve processes of own group or between own group and others, and gain understanding of other areas sufficient to effectively carry out integrated advisory and program work. Leads/mentors/provides technical oversight to specialists at same or lower level. Regularly consulted by branch/division head and others on highly complex issues due to depth and breadth of expertise and cooperative manner.	Works jointly with customers to define highly complex or controversial problems or program needs; develops and carry out unique strategies, techniques or criteria for resolving problems and meeting needs of customers both inside and outside the organization.	Generates key ideas and/or strategies for development/implementation/marketing of highly complex new/improved programs or services which affect a broad administrative or professional program or technical functional area serving NRL-wide customers; or to a highly complex programs serving customers division-wide; OR effectively carries out and maintains such programs/services at a high level of customer awareness and satisfaction.	
V	66 - 80	Fosters successful working relationships with high-level officials both inside and outside NRL, thereby enhancing NRL's ability to meet organizational goals. Seeks/builds coalitions with other support organizations to establish integrated approaches to meeting NRL's needs. Sets & maintains, through-out own organization, a tone of cooperation, cohesion and teamwork.	Works at senior executive level to understand political, fiscal and other factors affecting customer and program needs; to develop/ establish concepts, theories, or programs to meet service needs or resolve unyielding problems. Negotiates/resolves conflicts among senior managers regarding activity-wide policy decisions.	Generates strategic objectives/plans for development/implementation/marketing of broadly-based programs and services to meet Lab-wide needs. Ensures overall effectiveness and customer-oriented focus of division programs and services.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, personal interactions foster cooperation & teamwork, and enhance the ability of self and organization to effectively serve customers; timely, accurate and acceptable quality service is provided to customers; and customer interactions demonstrate appropriate knowledge for level of interaction required by the position.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

Administrative Specialist/Professionals

ELEMENT 3: SUPERVISION/RESOURCES MANAGEMENT

Instructions: Assign a value (0 - 80) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS				D E S C R I P T O R S
Level	Point Range	Resources Management: Size/Complexity of Area of Responsibility; Level of Efficiency, Creativity & Initiative	Supervision and Subordinate Development (consider only if employee is a supervisor)	
I (Student)	0 - 21	Uses personal and assigned resources efficiently under guidance of supervisor. Contributes ideas for streamlining procedures or for more efficiently using office/program resources.	Not applicable	
II	18 - 47	Generates/implements ideas for effectively streamlining handling of moderately complex projects/programs which are difficult but for which there are established guidelines, patterns or methods for solution. This streamlining results in savings of time/money/administrative burden for organization or customer; AND/OR maintains an organization/program already so streamlined.	Carries out full range of supervisory duties with respect to support personnel (technicians, assistants or clerks). Identifies and resolves developmental needs and problems, completes necessary administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
III	44 - 59	Generates/implements ideas for effectively streamlining handling of complex projects/problems, or programs involving analysis and resolution of highly complex or controversial issues/problems, or programs involving subordinates, which result in savings of time/money/administrative burden for organization or customer; AND/OR maintains an organization/program already so streamlined.	Carries out full range of supervisory duties with respect to lower level staff including one or more subordinate professionals. Identifies and resolves developmental needs and problems, completes appropriate administrative actions, complies with EEO/Safety and other regulations/ policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
IV	59 - 66	Generates/implements ideas for effectively streamlining handling of highly complex/controversial/sensitive programs/projects. Work involves analysis and resolution of highly complex or controversial issues/problems involving subordinates, which result in savings of time/money/administrative burden for organization or customer; AND/OR maintains an organization/program already so organized or streamlined.	Carries out full range of supervisory duties with respect to lower level staff including one or more subordinate professionals. Identifies and resolves developmental needs and problems, completes appropriate administrative actions, complies with EEO/Safety and other regulations/ policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
V	66 - 80	Manages human/material/financial resources of a division (or organization of comparable size, diversity & complexity) encompassing a range of complex functional areas. Defines resource allocations required for in-house & contractual programs. Advocates to Lab and/or higher headquarters for resources. Generates/implements creative ideas for increasing overall efficiency of organization.	Oversees the overall planning, direction, and timely execution of an administrative program, including development, assignment, and higher level clearance of goals and objectives for supervisors of subordinate units. Manages policy & organizational changes, and changes to the structure/content of the program directed. Carries out full range of supervisory duties with respect to subordinates: Identifies and resolves developmental needs and problems, completes appropriate administrative actions, complies with EEO/Safety and other regulations/policies. Provides leadership in developing, implementing, evaluating and improving processes for enhancing performance of subordinates.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, work is performed in a timely, efficient & cooperative manner; work products demonstrate thorough research, completion of established objectives for the assignment, adherence to instructions and guidance of supervisor and team leader, and acceptable quality as deemed by supervisor or appropriate peer group; and, **if employee is a supervisor**, treatment of subordinates is based on merit and fitness considerations, is consistent with law/rules/regulations/policies, is judged fair and equitable by superiors, and fosters commitment/cooperation/teamwork amongst subordinates.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

Administrative Support

ELEMENT 1: PROBLEM SOLVING/OFFICE ADMINISTRATION

Instructions: Assign a value (0 - 47) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS				D E S C R I P T O R S
Level	Point Range	Complexity	Level of Oversight/Applicability of Guidelines	
I	0 - 21	Performs clerical or technical work involving application of a body of standardized rules, procedures or operations to resolve a full range of standard or recurring clerical/technical problems.	Independently carries out recurring and non-complex work, following supervisor's direction regarding work to be done, priorities, and specific procedures/guidelines to be followed. Locates/selects the most appropriate guidelines and procedures from established sources; makes minor deviations applicable to specific cases.	
II	18 - 34	Performs clerical or technical work involving application of an extensive body of rules, procedures or operations to resolve a wide-variety of interrelated or nonstandard problems.	Independently plans and carries out steps required to complete assignments; handles problems/deviations. Supervisor defines objectives, overall priorities and deadlines. Selects, interprets & applies guidelines which are available but not completely applicable or have gaps in specificity.	
III	31 - 47	Performs clerical or technical work involving: - application of principles, concepts and methodologies of a professional/administrative occupation to accomplishment of particularly challenging assignments, operations or procedures; or - application of a wide range of highly technical principles, processes and methods, including refinement of methods or development of difficult but well precededented projects.	Independently determines the approach and methodology used to accomplish work, plans and carries out work and resolves related conflicts. Supervisor sets overall objectives, broad priorities and resources available. Applies considerable judgment and analysis in selecting, interpreting and applying guidelines which are available but not completely applicable or have gaps in specificity.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, work is performed in a timely, efficient, and cooperative manner; and work products demonstrate completion of established objectives for the assignment, adherence to instructions and guidance of supervisor and team leader, and acceptable quality as deemed by supervisor.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

17 December 1998

Administrative Support

ELEMENT 2: COOPERATION/CUSTOMER RELATIONS/SUPERVISION

Instructions: Assign a value (0 - 47) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS					D E S C R I P T O R S
Level	Point Range	Supervision and Subordinate Development (consider only if employee is a supervisor)	Cooperation	Customer Relations	
I	0 - 21	Not applicable	Interacts under established circumstances to obtain or give factual information within the immediate organization, office, project, or in related support units.	Independently carries out customer requests within area of responsibility or refers to other appropriate personnel.	
II	18 - 34	Carries out full range of supervisory duties with respect to Level I or junior Level II employees. Identifies and resolves developmental needs and problems, completes necessary administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	Initiates/engages in/facilitates cooperative interactions with others inside and outside own organization to: coordinate joint actions, work out problems between own group and others, or gain understanding of other functions sufficient to recommend options to customers.	Interacts with customers to understand customer needs; determines appropriate services to meet needs; and independently carries out such actions or delegates/refers to appropriate personnel. Actively promotes rapport with customers.	
III	31 - 47	Carries out full range of supervisory duties with respect to lower level staff including one or more who is a senior Level II. Identifies and resolves developmental needs and problems, completes necessary administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	Meets descriptor for Level 2. In addition, is relied upon & consulted by team leader/members as a critical contributor to meeting overall goals. Serves as an example of high level administrative/ technical knowledge, and ability to gain cooperation /compliance by persuasion or negotiation.	Works jointly with customers to define organizational needs and problems; establishes customer alliances and translates customer needs to programs/services OR applies knowledge of protocol to assisting particularly high-level customers of his/her organization.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, personal interactions foster cooperation and teamwork; timely, accurate and acceptable quality service is provided to customers; customer interactions demonstrate appropriate knowledge for level of interaction required by the position; and if **employee is a supervisor**, treatment of subordinates is based on merit and fitness considerations, is consistent with law/rules/regulations/policies, is judged fair and equitable by superiors, and fosters commitment/cooperation/teamwork amongst subordinates

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

17 December 1998

Science and Engineering Technical

ELEMENT 1. SCIENTIFIC & TECHNICAL PROBLEM SOLVING

Instructions: Assign a value (0 - 73) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS				
Level	Point Range	Scope of Project	Scientific/Technical Complexity/Creativity	Level of Oversight
I	0 - 21	Performs specific procedures which are typically a segment of a project of broader scope. Work affects the accuracy, reliability or acceptability of further processes. Resolves recurring routine problems independently. Operates and adjusts varied equipment to perform standardized tests or operations involved in testing, data analysis and presentation.	Performs duties that involve related and established steps, processes or methods. Determines what needs to be done by choosing among a few different but easily recognizable situations. Recognizes readily apparent errors requiring limited knowledge of the subject matter. Uses judgment in locating and selecting most appropriate procedures, making minor deviations to adapt the guidelines to specific cases.	Receives routine assignments in terms of objectives to be achieved and without explicit instructions as to work methods, if standard work methods can be used. Resolves routine technical problems in terms of previous experience without reference to supervisor. Explicit instructions for solving technical problems involving unfamiliar conditions, methods, or concepts are provided by the supervisor.
II	18 - 39	Independently plans and conducts a block of work which is a complete and conventional project of relatively limited scope or a portion of a large and more diverse project. Work affects the design or operation of systems, equipment, testing operations, research conclusions, or similar activities.	Applies a practical knowledge of technical methods, principles and practices within a narrow area of research/development program/project to assignments involved with design and planning of moderately complex, well-precedented projects. Assignments require analyses of several possible courses of action, techniques and/or designs; and selection of most appropriate. Considers precedents in carrying out work and makes some adaptations of previous plans and techniques.	Receives guidance and instructions in dealing with unfamiliar practices and problems. On familiar types of assignments, completes work without explicit instructions as to work methods and precedents. Significant deviations from guides requires approval.
III	36 - 47	Independently plans and conducts a block of work which is a complete and conventional project of relatively limited scope or a portion of a large and more diverse project. Work affects the design or operation of systems, equipment, testing operations, research conclusions, or similar activities.	Applies a practical knowledge of a wide range of different but established technical methods, principles and practices within a narrow area of research/development program/project to design and planning of difficult but well-precedented projects. Assignments require study, analysis, and consideration of several possible courses of action, techniques and/or designs; and selection of most appropriate. Considers precedents in carrying out work which may be conflicting or are not directly applicable. Adapts previous plans and techniques to fit new situations.	Supervisor outlines overall requirements, providing information on any related work being performed and furnishing general instructions regarding objectives, time limitations, priorities, and similar issues. Plans and carries out successive steps and handles problems and deviations in the work assignments in accordance with accepted practices, policy or instructions. Completed work is evaluated for technical soundness, appropriateness, and conformity to policy and requirements.

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ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, work is performed in a timely, efficient, and cooperative manner; work products demonstrate completion of established objectives for the assignment, adherence to instructions and guidance of supervisor and team leader, and acceptable quality as deemed by supervisor.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

17 December 1998

Science and Engineering Technical

ELEMENT 1. SCIENTIFIC & TECHNICAL PROBLEM SOLVING Continued

Instructions: Assign a value (0 - 73) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS					D E S C R I P T O R S
Level	Point Range	Scope of Project	Scientific/Technical Complexity/Creativity	Level of Oversight	
IV	44 - 59	Establishes criteria; formulates projects; assesses program effectiveness; investigates or analyzes a variety of unusual conditions, problems, or questions in areas which affect a wide range of major activities. Points out areas for investigation or improvement in their area of expertise.	Applies deep and diversified knowledge to atypical or highly difficult assignments. Thoroughly evaluates various alternatives for meeting objectives, considering applicable technical factors as well as related factors, and recommends the best one. Reviews, analyzes and integrates work performed by others and changes in technology as they relate to the possible impact on projects or programs, systems or processes in employee's area of expertise. Assignments are frequently complicated by many operations which equipment or systems must perform, and many variables that must be considered. Precedents are sometimes absent, but more commonly, the relationships of precedents to particular assignments is obscure. Must deal with conflicting issues.	Supervisor outlines requirements, objectives and operational requirements. Technicians must then analyze problems and develop own approaches and work plans; receives little technical advice or guidance; technical decisions and recommendations are usually accepted by higher authority except when policy, program, or budgetary considerations are overriding.	
V	59 - 66	Must plan, organize and direct extensive development efforts including broad programs of applied research and development. Uses judgment and ingenuity in converting overall objectives into programs or policies for others to use. Must adjust broad activities carried out to the latest advances in technology and to the changing program needs of an area of research/development.	Provides expert advisory services and leadership for broad and complex programs that advance the state of the art. Programs span various disciplines, are greatly affected by advances in technology and are characterized by highly complex problems for which precedents are lacking in areas critical to the overall effort. Work requires originating new techniques, establishing criteria, or developing new information. Research/development approach is not easily determined and considerable modification of existing techniques is required. Produces documentable modification of existing theories or existing technology.	Supervisor outlines only broad policy and operational objectives and requirements. Technician determines the general research/development approach. Technical supervision is limited to reviewing broad hypotheses and overall approach. Interpretations made by the technician are reviewed but are generally accepted as technically accurate. Supervisor is kept informed and only broad changes in the direction of the work require clearance.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, work is performed in a timely, efficient, and cooperative manner; work products demonstrate completion of established objectives for the assignment, adherence to instructions and guidance of supervisor and team leader, and acceptable quality as deemed by supervisor.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS

17 December 1998

Science and Engineering Technical

ELEMENT 2. COOPERATION/CUSTOMER RELATIONS/SUPERVISION

Instructions: Assign a value (0 - 73) which best represents employee's contributions in the overall element. Descriptors define contributions at high end of each level.

DISCRIMINATORS				D E S C R I P T O R S
Level	Point Range	Teamwork/Customer Relations	Supervision/Subordinate Development (consider only if employee is a supervisor)	
I	0 - 21	Provides work product which affects the accuracy, reliability, or acceptability of assignments, projects or equipment of broader scope. Independently carries out requests within limited area of responsibility or refers to other appropriate personnel.	Not applicable.	
II	18 - 39	Provides work product which 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. Refers to others the more complex and critical aspects of problem exploration, evaluation of approaches, and development or new solutions.	Carries out full range of supervisory duties with respect to Level I or lower Level II employees. Identifies and resolves developmental needs and problems, completes necessary administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
III	36 - 47	Provides work product which is a complete conventional project of relatively limited scope, or a portion of a larger and more diverse project. Project requires coordination of several parts, each requiring independent analysis and solution. Technician reviews, analyzes and integrates work performed by other groups or individuals outside the organization.	Carries out full range of supervisory duties with respect to lower level staff including one or more who is a senior Level II. Identifies and resolves developmental needs and problems, completes necessary administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
IV	44 - 59	Applies deep and diversified knowledge to atypical or highly difficult assignments in a subject matter or functional area. Acts as spokesperson for their activities; authorize important modifications which conform to broad policy. Coordinate assignments with those of engineers in other disciplines or subject matter areas; represent their offices in the exchange of data and discussion of technical problems at meetings.	Carries out full range of supervisory duties with respect to lower level staff, including one or more who is a senior Level III. Identifies and resolves developmental needs and problems, completes necessary administrative actions, complies with EEO/Safety and other regulations/policies. Develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties.	
V	59 - 66	Recognized as a significant contributor to a scientific or engineering field as a leader of a productive research/development team or a leader in the conception and formulation of productive research/development ideas. Recognized as an expert in own field and is regularly sought out for consultation and/or takes leadership on important committees dealing with technical matters.	Oversees the overall planning, direction, and timely execution of a technical support program, including development, assignment, and higher level clearance of goals and objectives for subordinates. Carries out full range of supervisory duties with respect to subordinates: identifies and resolves developmental needs and problems; completes appropriate administrative actions, complies with EEO/Safety and other regulations/ policies; develops/maintains resources and processes which enhance ability of subordinates to effectively carry out their duties. Manages policy & organizational changes, and changes to the structure/content of the program directed. Provides leadership in developing, implementing, evaluating, and improving processes and procedures for enhancing performance of subordinates.	

ACCEPTABLE PERFORMANCE STANDARDS: With minor exceptions, personal interactions foster cooperation and teamwork; timely, accurate and acceptable quality service is provided to customers; customer interactions demonstrate appropriate knowledge for level of interaction required by the position; and, **if employee is a supervisor**, treatment of subordinates is based on merit and fitness considerations, is consistent with law/rules/regulations/policies, is judged fair and equitable by superiors, and fosters commitment/cooperation/teamwork amongst subordinates.

SPECIFIC OBJECTIVES, TASKINGS, STANDARDS, AND/OR EXAMPLES MAY BE COMMUNICATED TO EMPLOYEES USING THE CCS FORM OR OTHER APPROPRIATE MEANS