

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

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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