

U.S. ARMY MEDICAL RESEARCH AND MATERIEL COMMAND



**PERSONNEL DEMONSTRATION
PROJECT TRAINING MANUAL
MARCH 2007**

Medical Research and Materiel Command
Personnel Demonstration Project (PDP)

The purpose of this training package is to provide you information on the PDP personnel system. This system has been designed for covered employees of the Medical Research and Materiel Command. This system was developed under the authority of the National Defense Authorization Act, Public Law 103-337 dated October 5, 1994. This scripted package will provide you an overview of all the interventions included in this Personnel Demonstration Project, in particular, those which will affect your pay, career progression, and retention.

If you desire more detailed information than what is presented here, please refer to your copy of the Federal Register Vol. 63, No. 41, dated March 3, 1998, or contact the CPAC Front Desk at 301-619-2247.

PDP Website: <https://mrmc-pdp.amedd.army.mil>

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Introduction

- Purpose
- Sponsorship
- Changes Required
- Expected Benefits

The Personnel Demonstration Project (PDP) is one of 16 Army personnel demonstrations being implemented. We are at the forefront with an experimental personnel system that has been designed for specific needs and cultures of the U.S. Army Medical Research and Materiel Command (USAMRMC). The purpose of the project is to build and sustain the best workforce for the USAMRMC through facilitation of workforce adjustments consistent with mission changes and through greater management flexibility in performance of personnel functions while, expanding opportunities available to employees through a more responsive and flexible personnel system.

The foundations of this project are based on linking performance to pay, simplifying paperwork in processing classification and other personnel actions; emphasizing partnerships among management, employees and union; and delegating classification and other authorities to line managers.

This project is under the joint sponsorship of the Assistant Secretary of the Army for Acquisition, Logistics and Technology and the Assistant Secretary of the Army for Manpower and Reserve Affairs. The Commander, U.S. Army Medical Command (MEDCOM), will execute and manage the project. Although this project has no legislated time limit, a self imposed major evaluation will take place in five years.

This project is expected to demonstrate that a human resource system tailored to the mission and requirements of the USAMRMC will result in: (a) increased quality in the total workforce and the products they produce; (b) increased timeliness of key personnel processes; (c) increased retention of high quality employees and increased non-retention of poor quality employees; and (d) increased satisfaction with the USAMRMC and its products by all customers served.

USAMRMC activities that contain PDP employees will receive personnel services from the Civilian Personnel Advisory Center (CPAC) located at Fort Detrick, Maryland and the Northeast Civilian Personnel Operations Center (NECPOC) located at Aberdeen Proving Ground, Maryland.



Introduction

REFERENCES:

- (a) National Defense Authorization Act, Public Law 103-337, October 5, 1994.
- (b) Federal Register Vol. 63, No. 41, March 3, 1998.
- (c) Title 5, United States Code (5 U.S.C.)
- (d) Title 5, Code of Federal Regulations (5 C.F.R.)
- (e) Office of Personnel Management (OPM) Handbook of Occupational Groups and Series
- (f) OPM Position Classification Standards
- (g) DoD Directive 5500.7R, Standards of Conduct
- (h) DoD 5000.52M, Acquisition Career Development Program
- (i) Science and Technology (S&T) Reinvention Laboratory Policy 97-1, Classification, Recruitment and Pay Policy for Positions that Exceed GS-15 Classification Equivalency, dated March 17, 1998
- (j) OPM Qualification Standards Handbook for General Schedule Positions
- (k) Army Regulation (AR) 672-20, Decorations, Awards and Honor Incentive Awards

The above references reflect the personnel regulations and laws used in developing the personnel portion of the project. These are available for review, in the Civilian Personnel Advisory Center, Building 810, Fort Detrick, by contacting your activity point of contact or by request of the individuals listed in the front of this manual.

Item (a) is the law that authorized this personnel demonstration project. Item (i) is the Army Policy on the new policies governing positions that exceed GS-15 in payband V of the Engineers and Scientists Occupational Family. DoD has been allocated 40 of these positions. Item (b) is the final Federal Register Notice which gives approval for the personnel demonstration project.



Project Coverage

- Included:
 - All USAMRMC GS/GM civilian appropriated fund employees
 - * Competitive Service
 - * Excepted Service
 - Interns
 - Personnel added to USAMRMC in like positions will be converted to the PDP.

Personnel added to the USAMRMC in like positions covered by the project (either through appointment, promotion, reassignment, change to lower grade or where their functions and positions have been transferred into USAMRMC) will be converted into the project.



Coverage

- Excluded:
 - Scientific and Technical Employees (ST)
 - Senior Executive Service Employees (SES)
 - Federal Wage System Employees (WG, WS, WL)
 - Civilian Intelligence Personnel Management System Employees (CIPMS)
 - Employees on Temporary Appointments



Experimentation and Revision

- Many Aspects of the Project Are Experimental.
- The USAMRMC May Make Minor Modification Without Further Notice changes.
- Major Changes Will Be Published in the Federal Register.

Many aspects of a demonstration project are experimental. Modifications may be made from time to time as experience is gained, results are analyzed, and conclusions are reached on how the system is working. The USAMRMC will make minor modifications, such as changes in the occupational series in an occupational family without further notice. Major changes, such as a change in the number of occupational families, will be published in the Federal Register.



Personnel Management Board

- Established December 1997

COMPOSITION:

- Chairperson: Chief of Staff, USAMRMC
- Voting Members:

Chief of Staff, USAMRMC

Commander, USAARL

Commander, USAHFPA

Commander, USAISR

Commander, USAMMA

Commander, USAMRIID

Commander, USARIEM

Commander, WRAIR

Director, USAMRAA

Commander, USAMMDA



Personnel Management Board

COMPOSITION:

- Non-Voting Advisory Members:
 - Equal Employment Opportunity Officer
 - DCS - Comptroller
 - DCS - Personnel
 - LQEP Program Coordinator
 - Personnel Demonstration Project Manager
- USAMISSA Director
- USAMRICD Commander
- Career Program Managers will be invited as the need arises.

The USAMRMC Commanders/Directors will delegate management and oversight of the demo project in their respective activities through a Personnel Management Board (PMB) whose members, Chairperson, and staff will be appointed by the Commander, USAMRMC. The Personnel Demonstration Project Manager, the Equal Employment Opportunity Officer, and the LQIP Program Coordinator will have permanent membership on the PMB and will serve as advisors/consultants. The establishment of the Board will not affect the authority of any management official in the exercise of their management rights.



Personnel Management Board

RESPONSIBILITIES:

The Board is responsible for:

(1) Ensuring personnel policies are in compliance with USAMRMC initiatives.

(2) Developing and recommending to the Commander, USAMRMC, procedures to be utilized under the Personnel Demonstration Project authority, including motivating workforce support and participation in USAMRMC initiatives.

(3) Previewing operation of pay pools, including standards and performance ratings, for fairness and equity purposes.



Personnel Management Board

RESPONSIBILITIES:

The Board will provide guidance and clarification in management of the Personnel Demonstration, as follows:

(1) Managing the Personnel Demonstration pay pools, including: guidance to pay pool managers; resolving disputes in pay pool issues, and overseeing the civilian pay budget.

(2) Reviewing and approving recommended hiring and promotion salaries.

(3) Conducting review and oversight of specialty code development.

(4) Developing and recommending to the USAMRMC major changes in organizational structure and staffing.

(5) Assessing the need for changes to procedures and policies.

(6) Ensuring in-house budget discipline.



Personnel Management Board

RESPONSIBILITIES:

The Personnel Demonstration Project Manager will serve as the Executive Secretary to the Board.



Personnel Management Board

- Method of Operation
 - All Actions Taken by the Board Will Be by Consensus.

It is understood by the USAMRMC's management officials, Personnel Demonstration Project Manager, the EEO Officer, and the LQIP Program Coordinator that the PMB will operate on a consensus basis where consensus is defined basically as agreement by all parties involved in any Board decision or action. Consensus occurs only after deliberation and discussion of pros and cons of the issues, and when all (not a majority) of the members are in agreement. Each member of the PMB must be satisfied as to the ultimate course of action to be taken. Likewise, every member of the PMB will have access to the same information on any issue brought before the PMB.



Position Classification

- Demo position classification system
- Delegated Classification Authority
- Documenting classification decisions
- Classification appeals

The personnel demo improves the current General Schedule classification system, which has been viewed as overly complex and specialized, and hampers the manager's ability to shape the workforce and match the positions while making the best utilization of employees. Under the demo, managers are given local control of positions and their classification to move both employees and vacancies within their organization. The demo position classification system is designed to better meet the manager's needs.



Position Classification System

- Occupational Families
- Paybands
- Benchmark Position Descriptions

The demo project position classification system combines OPM General Schedule (GS) occupational series and grade levels into broad occupational families and paybands. Benchmark position descriptions are used to document position classification decisions in all occupational families and paybands except those bands covering positions that exceed the GS-15 level. Positions that exceed the GS-15 level will be classified in accordance with S&T Reinvention Laboratory Policy 97-1, Classification, Recruitment and Pay Policy for Positions that Exceed GS-15 Classification Equivalency.



Occupational Families

- Engineers and Scientists (DB)
- E & S Technicians (DE)
- Administrative (DJ)
- General Support (DK)

Occupational Family is a broad classification category containing groups of occupations which are sufficiently alike to warrant similar treatment in personnel and pay administration. There are four occupational families in the demo project:

Engineers and Scientists: This occupational family includes all technical professional positions, such as positions in the biological, physical and social sciences, medical, veterinary, mathematical, and engineering fields. Ordinarily, specific course work or educational degrees are required for these occupations. Positions in this occupational family are coded DB. (For detailed list see page 17).

E&S Technicians: This occupational family contains specialized functions in fields that provide direct technical support to the scientific/engineering effort. Positions in these occupations may or may not require completion of formal college course work. However, training and skills in the various specialties are generally required. Positions in this occupational family are coded DE. (For detailed list see page 18).

Administrative: This occupational family contains specialized functions in such fields as management analysis, accounting, budgeting, contracting, purchasing, legal, business and industry, library, quality assurance, and supply management. Special skills in administrative fields or special degrees are required. Positions in this occupational family are coded DJ. (For detailed list see pages 19-20).

General Support: This occupational family is composed of positions requiring special skills and knowledges, such as typing, shorthand, or office automation skills, and job related experience. Clerical work usually involves the processing and maintenance of records. Assistant work requires knowledge of methods and procedures within a specific administrative area. Support functions include positions such as secretary, mail clerk, medical clerk, accounting technician and supply technician. Positions in this occupational family are coded DK. (For detailed list see page 21).

Occupational Series by Occupational Family:

DB - Engineers & Scientists

0101 Social Science
0180 Psychology
0190 Anthropology
0401 Biology
0403 Microbiology
0405 Pharmacology
0408 Ecology
0410 Zoology
0413 Physiology
0414 Entomology
0415 Toxicology
0440 Genetics
0601 General Health Science
0602 Medical Officer
0610 Nurse
0630 Dietitian & Nutritionist
0644 Medical Technologist
0662 Optometrist
0701 Veterinary Medical Science
0801 General Engineering
0808 Architecture
0830 Mechanical Engineering
0855 Electronics Engineering
0858 Biomedical Engineering
1301 General Physical Science
1306 Health Physics
1310 Physics
1320 Chemistry
1520 Mathematics
1529 Mathematical Statistician
1530 Statistician

DE - E & S Technicians

0181 Psychology Aid/Technician
0404 Biological Science Laboratory Technician
0499 Biological Science Laboratory Student Trainee
0620 Practical Nurse
0640 Health Aid & Technician
0645 Medical Technician
0646 Pathology Technician
0647 Diagnostic Radiologic Technologist
0649 Medical Instrument Technician
0802 Engineer Technician
0809 Construction Control
0818 Engineering Drafting
0856 Electronics Technician
1311 Physical Sciences Technician
1521 Mathematics Technician

DJ - Administrative

0018 Safety & Occupational Health Management
0028 Environmental Protection Specialist
0080 Security Administration
0201 Civilian Personnel Management
0205 Military Personnel Management
0301 Miscellaneous Administration & Program
0332 Computer Operation
0334 Computer Specialist
0340 Program Management
0341 Administrative Officer
0342 Support Services Administration
0343 Management/Program Analysis
0346 Logistics Management
0391 Telecommunications
0501 Financial Administration & Program
0505 Financial Management
0510 Accounting
0511 Auditing
0560 Budget Analysis
0905 General Attorney
1008 Interior Design
1020 Illustrating
1035 Public Affairs
1040 Language Specialist
1060 Photography
1071 Audiovisual Production
1082 Writing & Editing
1083 Technical Writing & Editing
1084 Visual Information
1102 Contracting
1105 Purchasing
1152 Production Control
1222 Patent Attorney
1410 Librarian

DJ - Administrative (cont)

1412 Technical Information System
1601 General Facilities & Equipment
1640 Facility Management
1670 Equipment Specialist
1710 Educational & Vocational Training
1740 Education Services
1801 General Inspection, Investigation, and Compliance
1910 Quality Assurance
2001 General Supply
2003 Supply Program Management
2010 Inventory Management
2050 Supply Cataloging
2181 Aircraft Operation

DK - General Support

0086 Security Clerical & Assistant
0099 General Student Trainee
0204 Military Personnel Technician
0302 Messenger
0303 Miscellaneous Clerk and Assistant
0304 Information Receptionist
0305 Mail and File
0312 Clerk-Stenographer/Reporter
0318 Secretary
0322 Clerk-Typist
0326 Office Automation Clerical/Assistant
0335 Computer Clerk/Assistant
0344 Management Clerical/Assistant
0525 Accounting Technician
0561 Budget Clerical/Assistant
0675 Medical Records Technician
0679 Medical Clerk
1016 Museum Specialist & Technician
1087 Editorial Assistant
1106 Procurement Clerical/Technician
1411 Library Technician
1499 Library and Archives Student Trainee
1531 Statistical Assistant
2005 Supply Clerical/Technician
2102 Transportation Clerk/Assistant



Paybands

PAYBANDS AND OCCUPATIONAL FAMILIES

Occupational Families	BANDS															
Corresponding GS Grades	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	Above 15
Engineers & Scientists (DB)	I (N)				II (*)						III (E)		IV (E)	V (E)		
E&S Technicians (DE)	I (N)				II (*)			III (*)			IV (E)					
Administrative (DJ)	I (N)				II (*)						III (E)		IV (E)		V (E)	
General Support (DK)	I (N)				II (*)			III (*)								

FLSA CODES: N-Nonexempt E-Exempt *-Nonexempt or Exempt

Paybands (levels), within an occupational family, there are discrete levels of pay which correspond to recognized advancement within the occupations. Paybands in the demo project classification system replace grade levels in the GS classification system. Each payband covers the same pay range now covered by one or more grades. The chart illustrates the paybands within each occupational family.

NOTES:

1. For purposes of preparing travel orders and any other situation involving protocol precedence, an employee may designate as their current grade/level the highest equivalent general schedule grade represented in his/her payband.

2. The conversion procedures provided in the final Federal Register, Section V, will be applied to determine the employee equivalent GS grade when representing themselves on applications for training and non-demonstration employment and any other situations where a general schedule grade designation is required.



**Benchmark Position
Descriptions**

- Type of work
- Occupational family
- Payband level
- Generic duties

(See sample)

Benchmark Position Descriptions are general descriptions of duties within a given payband and occupational family that, when combined with a completed benchmark position description cover sheet, serve to document demo project position classification decisions. Benchmark position descriptions usually cover a range of complexity in terms of duties and responsibilities within a given payband.

[SAMPLE] BENCHMARK POSITION DESCRIPTION

A. TYPE OF WORK: Simple/Repetitive/Standardized Clerical Support

B. OCCUPATIONAL FAMILY: DK (General Support)

C. PAYBAND LEVEL: I (GS 1-4)

D. FLSA: All employees properly covered by this benchmark description are **nonexempt** from the overtime provisions of the Fair Labor Standards Act.

E. DESCRIPTION:

1. This level represents a range of the least complex type of general support work, performed within a framework of procedures, precedents, or instructions.

2. At the lowest range of this level, the employee performs simple, routine, or repetitive tasks, requiring little or no subject-matter knowledge. Employee works under immediate supervision with little or no latitude for the exercise of independent judgment. The instructions are clear, and the employee follows them exactly.

3. At the highest range of this level, the employee performs a full range of standard work and resolves recurring problems. The work consists of related steps, processes, or methods which require the employee to identify and recognize differences among a variety of recurring situations. Actions to be taken or responses to be made differ in nature and sequence because of the differences in the particular characteristics of each transaction or situation. In addition to knowledge of how to carry out procedures, the work requires some knowledge of an organization's programs, of a type of practice, or of a body of standardized rules, processes, or operations.

4. At the highest range of this level, work is assigned in terms of methods to follow and results expected, typically in certain recurring assignments. The employee works independently in carrying out assignments of a continuing or recurring nature according to accepted practices. Procedures for doing the work have been established but the employee must use judgment in locating and selecting the most appropriate guidelines, references, and procedures. The employee makes minor deviations to adapt the guidelines in specific cases. The supervisor or a higher graded employee is available to provide advice or assistance in unusual situations.

Performs other duties as assigned.



Benchmark Position Description Coversheet

- Job Number
- Organization Location
- Title
- Occupational Family
- Payband
- Occupational Series
- Specialty Code(s)

Specialty Code Website: <https://mrmc-pdp.amedd.army.mil>

An official Demo Project Position Description must include a completed Benchmark Position Description Cover Sheet attached to an appropriate Benchmark Position Description. Neither the Cover Sheet nor the Benchmark Position Description can stand alone or serve as official documentation of a demo position classification decision.

[SAMPLE]

BENCHMARK POSITION DESCRIPTION COVER SHEET (For USMRMC Demonstration Project Use Only. For use of this form, see Federal Register Vol. 63, #41, 3 Mar 98 and USAMRMC Internal Operating Procedures).				1. POSITION DESCRIPTION NUMBER:	
2. INSTALLATION OR HEADQUARTERS OFFICE			3. ORGANIZATIONAL LOCATION		
4. TITLE			5. OCCUPATIONAL FAMILY AND PAYBAND LEVEL		6. OCCUPATIONAL SERIES
7. SPECIALTY CODE	8. FUNCTIONAL CODE	9. FINANCIAL STATEMENT REQUIRED <input type="checkbox"/> YES <input type="checkbox"/> NO	10. FAIR LABOR STANDARDS ACT <input type="checkbox"/> EXEMPT <input type="checkbox"/> NONEXEMPT	11. ACQUISITION <input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> CRITICAL	12. COMP LEVEL
<p>13. EVALUATION APPROVAL</p> <p>TITLE, OCCUPATIONAL FAMILY, PAYVAND LEVEL AND OCCUPATIONAL SERIES OF THIS JOB HAVE BEEN FIXED IN ACCORDANCE WITH OFFICIAL POLICY AND EVALUATION CRITERIA.</p> <p>_____ (Signature) _____ (DATE)</p>					
<p>14. JOB CONTENT APPROVAL</p> <p>I CERTIFY THAT THIS IS AN ACCURATE STATEMENT OF THE DUTIES AND RESPONSIBILITIES OF THIS POSITION AND ITS ORGANIZATIONAL RELATIONSHIPS AND THAT THE POSITION IS NECESSARY TO CARRY OUT GOVERNMENT FUNCTIONS FOR WHICH I AM RESPONSIBLE. THIS CERTIFICATION IS MADE WITH THE KNOWLEDGE THAT THIS INFORMATION IS TO BE USED FOR STATUTORY PURPOSERS RELATED TO APPOINTMENT AND PAYMENT OF PUBLIC FUNDS AND THAT FALSE OR MISLEADING STATEMENTS MAY CONSTITUTE VIOLATIONS OF SUCH STATUTES OR THEIR REGULATIONS.</p> <p>_____ (Signature of Approving Supervisor) _____ (DATE)</p>					
<p>• RATIONALE FOR FLSA EXEMPTION</p>					

USAMRMC FORM 72-R-E
1 MAY 1998

Instructions for completion of the cover sheet are as follows (for purposes of completing this form, the term "manager" below refers to USAMRMC managers who have written delegated classification authority):

Block 1 - Position description number: CPOC will enter the position description number in this block after the manager has completed classification action, and will repeat the position description number in the upper right hand corner of all pages of the attached benchmark.

Block 2 - Installation or Headquarters office: Manager will enter "U.S. Army Medical Research and Materiel Command, Fort Detrick, MD 21702".

Block 3 - Organizational location: Manager will enter the name of the activity (USAMRMC, USAMRIID, USAMRAA, USAMMDA, USAMMA, USACEHR, USARIEM, USAARL, USAHFPA, USAISR, WRAIR) where the position is located; lower organizational levels may be entered at manager's discretion.

Block 4 - Title: Manager will enter the position's official title, using titling guidance in OPM position classification standards.

Block 5 - Occupational family and payband level: Manager will enter occupational family (DB, DE, DJ, or DK) and the payband level, using Roman numerals, e.g., DB-II, DE-III, DJ-I, DK-II.

Block 6 - Occupational series: Manager will enter the occupational series, using OPM Handbook of Occupational Groups and Series.

Block 7 - Specialty code: Manager will enter a specialty code from a listing of all available codes.

Block 8 - Functional code: Manager will enter an OPM functional code for positions in the Engineers and Scientists Occupational family.

Block 9 - Financial statement: Manager will enter an "x" in the appropriate block to indicate the need for the incumbent to file a financial statement in accordance with criteria in DoD Directive 5500.7R, Standards of Conduct.

Block 10 - Fair Labor Standards Act: Manager will enter an "x" in the appropriate block to indicate whether the incumbent of the position is exempt or nonexempt from the overtime provisions of the Fair Labor Standards Act, using guidelines in Appendix E.

Block 11 - Acquisition: Manager will enter an "x" in the appropriate block to indicate the position's status against the criteria in DoD 5000.52M, Acquisition Career Development Program.

Block 12 - Competitive level/Competitive area: CPOC will assess the position and assign an appropriate competitive level and competitive area after the manager has completed classification action.

* Block 13 - Evaluation approval: Manager with delegated classification authority will sign and date this block after completing classification action, before forwarding the position description to CPAC/CPOC for review/concurrence. In most instances, the immediate supervisor will sign block 14 before the manager signs here.

* Block 14 - Job content approval: Immediate supervisor (or higher level supervisor within the position's chain of command) will sign and date this block, usually before the manager with delegated classification authority signs in block 13.

* Blocks 13 and 14 are currently being handled with electronic signatures via electronic request for personnel action.



Delegated Classification Authority

! Medical Command (MEDCOM)



! USAMRMC Commanding General



! Activity Commanders/Directors

The Commanders/Directors, USAMRMC have been delegated classification authority from the USAMRMC Commander. This authority may not be delegated any lower than the level reflected above, and may be withdrawn at the discretion of the granting authority. Managers do not have the authority to classify their personal position of record.



Documenting Position Classification Decisions

- Supervisor's Role
 - Series and Occupational Family
 - Benchmark Position Description
 - Position Title and Specialty Codes
 - Fair Labor Standards Act (FLSA)
 - Recommended Classification Decision

Supervisors, in coordination with CPAC will:

Identify the OPM occupational series and demo project occupational family through comparison of a position's duties and responsibilities to the OPM Handbook of Occupational Groups and Series.

Select the benchmark position description which most closely matches the level of regular and recurring work assigned to the position. To be credited at a higher level, a position's duties must considerably exceed the level of work described in lower level benchmark descriptions. These higher level duties must be regular and recurring. Duties and responsibilities that are not regular and recurring in a position may exceed the stated criteria in a given benchmark position description but not warrant selection of position description at a higher level.

Identify the position title using those prescribed in current OPM Position Classification Standards. For example, Microbiologist is the title for the 403 occupational series; Budget Analyst is the title for the 560 occupational series, etc. A supervisory prefix is used only in situations where a benchmark position description is selected that depicts the continuous assignment supervisory duties.

Identify the occupational series specialty code, financial statement indicator, and acquisition position indicator.

Identify the appropriate OPM functional code for positions in the Engineers and Scientists occupational family.

Determine whether the position is exempt or nonexempt from the provisions of the Fair Labor Standards Act consistent with criteria in 5 CFR part 551.

Document classification decisions on the Benchmark Position Description Cover Sheet and submit the position description and completed cover sheet along with a Request for Personnel Action (SF-52) to the manager with delegated classification authority.



Documenting Position Classification Decisions

- Manager's Role
 - Certifying subordinate Supervisor's Recommendations (see previous slide).
 - Final Classification Decision/Delegated Classification Authority (DCA).
 - Evaluate Position Management or Classification Concerns.
 - Develop new benchmark descriptions and specialty codes.

Managers with delegated classification authority will:

Certify to all items identified by supervisor and indicate approval by signing block 13 of Benchmark Position Description Cover Sheet.

Evaluate any position management or classification concerns and recommendations from the CPAC or the CPOC, and where deemed necessary, revise and resubmit the Benchmark Position Description Cover Sheet and the requested personnel action in accordance with CPAC or CPOC recommendations. The final position classification decision will be made by demo project managers with delegated classification authority.

Develop new specialty codes as needed, in conjunction with supervisors.



Documenting Position Classification Decisions

- Civilian Personnel Advisory Center (CPAC) Role
 - Advise and assist.
 - Position management review and advice.
 - Submit final classification actions to Civilian Personnel Operations Center (CPOC).
 - Provide current classification guidance to managers.

The CPAC will:

Advise and assist demo managers/supervisors in choosing or developing benchmark position descriptions and specialty codes, and in completing the Benchmark Position Description Cover Sheet.

Advise the managers of any position management concerns, e.g., supervisory layering, functional overlap/duplication, etc., and provide recommended alternatives to address these concerns.

Submit final classification actions to the CPOC for execution.

Assure current position classification guidance (benchmark descriptions, specialty codes, occupational series, etc.) is provided to the USAMRMC managers.



Documenting Position Classification Decisions

Civilian Personnel Operations Center (CPOC) Role

- Review classification decisions
- Assign job number
- Assign competitive level
- Prepare written classification advisories

The CPOC will:

Review classification decisions made by demo project managers and concur or non-concur with the manager's classification decision. If the CPOC concurs with the decision, they will assign or validate the benchmark position description cover sheet number and competitive level, and execute the requested personnel action. If the CPOC does not concur with the classification decision, they will provide written rationale and recommended alternatives to the manager. Following receipt of the manager's final written classification decision, the CPOC will execute the requested personnel action.



Position Classification Appeals

- Employee can appeal
 - Position to which officially assigned
 - Occupational family
 - Occupational series
 - Payband

An employee may appeal the occupational family, occupational series, or payband level of his or her position at any time. The appeal can only be initiated if the employee is officially assigned to the position in question.



Position Classification Appeals

- Employee cannot appeal
 - Assignment of the occupational series to an occupational family
 - Accuracy of the occupational family
 - Title of a position
 - Position description accuracy
 - Demo project classification criteria
 - Pay-setting criteria
 - Salary schedule
 - Grievable matters

An employee may not appeal the assignment of the occupational series to an occupational family; the accuracy of the occupational family; the title of a position; the accuracy of the position description; the demonstration project classification schedule; or matters grievable under an administrative or negotiated grievance procedure or alternative dispute resolution procedure. An employee requesting a classification decision that would exceed the equivalent of a GS-15 level may not submit the appeal to OPM.



Position Classification Appeals

- Sequential steps
 - 1) verbally or in writing to immediate chain of command.
 - 2) in writing to DoD appellate level.
 - 3) in writing to Office of Personnel Management (OPM) - final and binding.
- CPAC and CPOC will assist managers in responding to appeals and compiling data for appellate reviews.
- Appeals are forwarded through CPAC and CPOC to appellate reviewers.

The appeal process is outlined below:

EMPLOYEE

1. Raises the classification issue with supervisors in the chain of command, either orally or in writing.

2. If dissatisfied with the outcome of the classification complaint, may initiate a formal classification appeal by preparing a written package containing the information required.

3. Forwards the complete appeal package through supervisory channels to the activity Commander/Director. The Commander/Director forwards the appeal to the servicing CPAC for further processing.

CPAC

1. Advises employee on procedural aspects of filing an appeal. Obtains signatures of employee and supervisor attesting to the accuracy of the position description. Attaches the activity response to any classification issues presented in the appeal and a copy of the performance standards. Provides any supplementary information bearing on the position's duties and responsibilities.

2. Forwards the package to CPOC for completion.

CPOC

1. Attaches a copy of the official position description and classification evaluation statement of the appellant and the appellant's supervisor. If the position appealed is supervisory, attaches copies of the subordinate position descriptions and evaluation statements used for determining base level of work supervised. Includes in the package applicable organizational charts, mission and function statements, and a copy of the employee's latest SF-50.

2. Reviews package to ensure all necessary documents are attached. Prepares transmittal letter, including name and address of point of contact within the CPOC, and forwards package to the appropriate appellate level.



Staffing

- Simplified Assignment Process
- Impact of Paybands
- CPAC/CPOC Roles
- Contingent Appointments and Extensions
- Voluntary Emeritus Program
- Promotions
- Probationary Periods

Overview of topics to be covered in the Staffing section of this training manual.



Staffing

Simplified Assignment Process

- New
 - Reassignments by Memorandum
- Unchanged
 - OPM Standards will be used for Qualifications
 - No change in pay

Simplified Assignment Process. Managers may assign employees, within benchmark position descriptions, without competition and without official personnel action. Simplified assignments may be made consistent with the needs of the organization and employees' payband, benchmark position description and capabilities. Simplified assignments to projects, tasks, or functions with like paybands and position descriptions may be made under this authority anywhere within the organizational entity. Similarly, a manager may be assigned to manage any similar function or organization consistent with that individual's capabilities, specialty codes, position description and payband. However, formal assignment measures are required where there are competitive area changes or changes in the exempt/nonexempt status under the Fair Labor Standards Act (FLSA). Therefore, this simplified process may not be used where such changes are involved.

Documentation. Simplified assignments do not result in official personnel actions but will be documented by memorandum approved by USAMRMC Commander/Director of the organization. The memorandum will adequately record the assignment, identify any changes to the applicable rating chain and include the effective date.

A copy of the memorandum will be provided to the employee, new rating chain managers/supervisors and the Civilian Personnel Advisory Center (CPAC). The signatory official will also maintain a copy for audit purposes.



Staffing

Filling Vacancies

- Internal
- External

All vacancies will be treated on a case-by-case basis. Managers have the option of choosing one or a combination of the applicable staffing options after consideration has been given to the DoD Priority Placement Program and other mandatory placement systems.

Managers may elect to fill vacancies through internal or external sources and by methods consistent with competitive procedure requirements and merit principles.

Recruitment for positions which are at payband levels equivalent to mandatory career referral levels will be accomplished in accordance with career program procedures. At the option of the manager, local recruitment methods may be used in conjunction with mandatory career program methods to supplement the recruitment effort.

Managers are accountable for understanding affirmative action concepts and equal employment opportunity goals. Further, managers are responsible for implementing policies and recruitment strategies designed to meet organizational objectives.



Staffing

Impact of Paybands

- New
 - Management, With CPAC Advice, Will Determine Payband Placement
- Unchanged
 - OPM Qualification Standards

A candidate's basic eligibility for assignment to a payband will be determined using Office of Personnel Management's (OPM) Qualification Standards Handbook for General Schedule Positions. Candidates must meet the minimum standards for entry into the payband. For example if the payband includes positions in grades GS-5 and GS-7, the candidate must meet the qualifications for positions at the GS-5 level. Specific experience/education required will be determined based on whether a position to be filled is at the lower or higher end of the band. Selective placement factors will be established in accordance with the OPM Qualification Standards Handbook, when judged to be critical to successful job performance. These factors will be communicated to all candidates for particular position vacancies and must be met for basic eligibility. Ordinarily, an individual will be hired at the lowest salary in a payband. Exceptional qualifications, specific organizational requirements, or other compelling reasons may lead to a higher entrance level within a band.

Priority Placement Program (PPP)

PROCEDURES

1. Requisitioning:

a. Except as provided in paragraph (c) below, requisitions will be submitted at the target grade reflected in the payband to which the position corresponds. The target grades for occupational families and paybands are as follows:

Engineers & Scientists Payband (DB):

DB-I: GS-04
DB-II: GS-12
DB-III: GS-14
DB-IV: GS-15
*DB-V: Above GS-15

E & S Technicians Payband (DE):

DE-I: GS-04
DE-II: GS-08
DE-III: GS-11
DE-IV: GS-13

Administrative Payband (DJ):

DJ-I: GS-04
DJ-II: GS-10
DJ-III: GS-12
DJ-IV: GS-14
DJ-V: GS-15

General Support Payband (DK):

DK-I: GS-04
DK-II: GS-08
DK-III: GS-10

b. *Positions in Occupational Family DB (Engineers & Scientists) at Payband V (above GS-15) are not subject to the PPP.

c. In accordance with current PPP policy, positions covered by a formal training program are requisitioned at the entry grade. The requisition must include the "trainee" (TRA) option code. For example, an intern position in DB-II will be requisitioned at the grade level requested by management, with the "TRA" option code.

2. Registration:

a. Demonstration project employees who are entitled to PPP registration must be registered using the General Schedule pay plan.

b. The conversion procedure provided in Section V, Federal Register will be applied to determine the registrant's equivalent GS grade. That grade will be used as the basis for determining the grade level(s) for which PPP registration is appropriate.

RESPONSIBILITIES

1. Management will consult with the CPAC to determine if and when a PPP would apply.

2. Civilian Personnel Advisory Center (CPAC) will provide PPP counseling and registration and forward registration to the Civilian Personnel Operations Center (CPOC) for review and input to Defense Data System Center (DDSC).

3. The CPAC will prepare File Maintenance when required and forward to CPOC for input to DDSC.

4. The CPOC is responsible for requisitioning all vacancies. The CPOC will determine qualifications for all PPP matches in conjunction with management in accordance with the Personnel Demonstration Waivers for Science and Technology (S&T) Reinvention Laboratories.



Hiring and Appointment Authorities

Types of Appointments

- New
 - Contingent Appointments [NTE 5 years with extension of 1 additional year]
- Unchanged
 - Career/Career Conditional

Under the demo project, there will continue to be career and career conditional appointments, using existing authorities and entitlements.

Non-permanent positions (exceeding one year) needed to meet fluctuating or uncertain workload requirements will be filled using a Contingent appointment authority.

Employees hired for more than one year, under the contingent appointment authority, are given initial contingent appointments in the competitive service for no longer than five years. The Commander USAMRMC is authorized to extend a contingent appointment one additional year. These employees are entitled to the same rights and benefits as term employees and will serve a one year trial period. The Pay-for-Performance Management System rules apply to contingent employees.

Employees hired under the contingent authority may be eligible for conversion to career-conditional appointments. To be converted, the employee must (a) have been selected for the term/contingent position under competitive procedures, with the announcement specifically stating that the individual(s) selected for the term position(s) may be eligible for conversion to career-conditional appointment at a later date; (b) served two years of substantially continuous service in the term position; (c) be selected under merit promotion procedures for the permanent position; and (d) have a current rating of "Exceptional" or better.

Employees serving under regular term appointments at the time of conversion to the demo project were converted to the new contingent appointments provided they were hired for their current positions under competitive procedures. These employees may become eligible for conversion to career-conditional appointments if they have a current rating of "Exceptional" or better (or one of the top two ratings on the current evaluation system), and are selected under merit promotion procedures for their permanent position after having completed two years of continuous service. Time served in term positions prior to conversion to the contingent appointment is creditable toward the requirement for two years of continuous service stated above, provided the service was continuous.



Hiring and Appointment Authorities

Voluntary Emeritus Program

- Previous Federal Employee
- No Cost to Government
- Supplement Expertise During Drawdown
- Void Agreement in 10 Working Days (Employee or Management)

Under the demonstration project, the USAMRMC Commanders/ Directors will have the authority to offer voluntary assignments to employees who have retired or separated from Federal service. Voluntary Emeritus Program assignments are not considered "employment" by the Federal government (except for purposes of injury compensation). Thus, such assignments do not affect an employee's entitlement to buyouts or severance payments based on an earlier separation from Federal service. The Voluntary Emeritus Program will ensure continued quality research while reducing the overall salary line by allowing higher paid individuals to accept retirement incentives with the opportunity to retain a presence in the scientific community. The program will be of most benefit during manpower reductions as senior employees could accept retirement and return to provide valuable on-the-job training or mentoring to less experienced employees. Voluntary service will not be used to replace any employee or interfere with career opportunities of employees.

To be accepted into the voluntary emeritus program, a volunteer must be recommended by USAMRMC supervisors to the USAMRMC Commanders/Directors. Everyone who applies is not entitled to a voluntary assignment. The USAMRMC Commander/Director must clearly document the decision process for each applicant (whether accepted or rejected) and retain the documentation throughout the assignment. Documentation of rejections will be maintained for two years.

To ensure success and encourage participation, the volunteer's federal retirement pay (whether military or civilian) will not be affected while serving in a voluntary capacity. Retired or separated federal employees may accept an emeritus position without a break or mandatory waiting period.

Volunteers will not be permitted to monitor contracts on behalf of the government or to participate on any contracts or solicitations where a conflict of interest exists. The same rules that currently apply to source selection members will apply to volunteers.

An agreement will be established between the volunteer, the subordinate Commander/Director and the servicing CPAC/CPOC. The agreement will be reviewed by the HQ USAMRMC Legal Office for ethics determinations under the Joint Ethics Regulation. The agreement must be finalized before the assumption of duties.



Internal Placement And Retention

Promotions

- New
 - Paybands
 - Target Levels
 - Minimum of 6% or Minimum rate of new payband (Whichever is greater)
 - Maximum of \$10,000
- Unchanged
 - Follows Merit Practices
 - Highest Previous Rate
 - Intern Regulations

A promotion is a change of an employee to (1) a higher payband in the same occupational family, or (2) a payband in another occupational family in combination with an immediate increase in the employee's salary. Positions with known promotion potential to a specific band within an occupational family will be identified when they are filled. Not all positions in an occupational family will have promotion potential to the same band. Movement from one occupational family to another will depend upon individual knowledges, skills and abilities and the needs of the organization.

Promotions will follow basic Federal merit promotion practices. Each position will have a specific target level payband within an occupational family. However, the target level will not always be the top payband level within an occupational family.

Upon promotion to a higher payband, an employee will be entitled to a minimum of a 6% pay increase or the minimum rate of the new payband to which promoted, which ever is greater. Highest previous rate also may be considered in setting pay upon promotion, under rules similar to the highest previous rate rules in 5 CFR 531.203(c) and (d). A pay increase upon promotion will not exceed \$10,000.

Interns are provided promotions and pay raises in accordance with their Intern plan. Interns must be rated "Exceptional" or better on their performance appraisal to receive promotions/pay raises.



Internal Placement And Retention

Probationary Period

- 3 Years - E & S (DB)
- 2 Years - All others (DE, DJ, DK)
- 1 Year - Trial Period for Contingent Employees

The current one year initial probationary period will be extended "up to three years" for all newly hired career and career-conditional employees in all paybands. The purpose of extending the probationary period is to allow supervisors an adequate period of time to fully evaluate an employee's ability to complete a research cycle and/or to fully evaluate an employee's contributions and conduct.

The length of the extended probationary period for the Engineers and Scientists Occupational Family (i.e., DB) will be three years.

The probationary period for all other occupational families (e.g., DE, DJ, and DK) will be two years.

Aside from extending the time period, all other features of the current probationary period regulations are retained including the potential to remove an employee without providing full substantive and procedural rights afforded non-probationary employees.

Contingent employees are entitled to the same rights and benefits as term employees and will serve a one year trial period. The Pay for Performance Management System applies to contingent employees.

Probationary employees will be terminated when the employee fails to demonstrate proper conduct, technical competency, and/or adequate contribution for continued employment. When USAMRMC decides to terminate an employee serving a probationary period because his/her work performance or conduct during this period fails to demonstrate their fitness or qualifications for continued employment, the employee will receive written notification of the reasons for separation and the effective date of the action. The information in the notice as to why the employee is being terminated will, as a minimum, consist of the manager's conclusions as to the inadequacies of performance or conduct.



Internal Placement And Retention

Supervisory Probationary Period

- 1 year Additional

Supervisory probationary periods will be made consistent with 5 CFR part 315, Section 315.901. Employees who have successfully completed the initial probationary period will not be exempt from the requirement to complete an additional one year probationary period for the initial appointment to a supervisory/managerial position.

If, during the probationary period, the decision is made to return the employee to a non-supervisory position for reasons solely related to supervisory/managerial performance, the employee will be returned to a comparable position of no lower payband and basic pay than the position held just prior to supervisory/managerial position assignment. The employee must be notified in writing to include specific reasons the action is being taken.



Internal Placement And Retention

Merit Promotion

- Announcements will Refer to Payband Not Grade
- All Promotions - Rating of "Exceptional" or Better Required.
- Noncompetitive Promotion - 180 Days.

A promotion is:

(1) the movement of an employee to a higher payband within the same occupational family;

(2) the movement of an employee to a payband in a different occupational family which results in an immediate increase in the employee's salary.

To be promoted an employee must meet minimum standards and have a current performance rating of "Exceptional" or better (or equivalent under other systems).

Progression within a payband is based upon performance pay increases. These actions are pay adjustments and not considered promotions. The following actions may be processed as exceptions to competitive procedure requirements:

a. Re-promotion to a position in the same payband and occupational family as the employee previously held on a permanent basis within the competitive service.

b. Promotion, reassignment, demotion, transfer or reinstatement to a position having promotion potential no greater than the potential of a position the employee currently holds or previously held on a permanent basis in the competitive service.

c. A position change through reduction-in-force procedures.

d. Promotion of an employee who was appointed through competitive procedures to a position with a documented career ladder.

e. A temporary promotion or detail to a position in a higher payband for 180 days or less. Prior service during the preceding 12-month period under noncompetitive time limited promotions and noncompetitive details to higher paybands counts toward the 180-day total.

f. Promotion resulting from impact of person on the job, accretion of duties, and Factor IV process, re-evaluation of E&S payband V employees, etc.

g. Promotion resulting from the correction of an initial classification error or the issuance of a new classification standard.

h. Conversion to permanent promotion from a competitive temporary promotion provided the possibility for permanent promotion was advertised initially.

i. Movement of an employee from one occupational family to another (vertically on the payband chart, rather than crossing paybands horizontally) where his/her salary is encompassed in the new occupational family payband (no immediate increase to salary), the action is considered a lateral reassignment.



Performance Management System

- Responsibilities
- Interns
- Performance Evaluation System
- Pay for Performance

This portion of the training begins our discussion of the Performance Management System, which includes the systematic process of integrating performance, pay, and award systems to improve individual and organizational effectiveness in the accomplishment of missions and goals.

There are four required performance-related meetings throughout the year between supervisor and employee:

Initial Meeting—Develop Objectives and Weight Elements

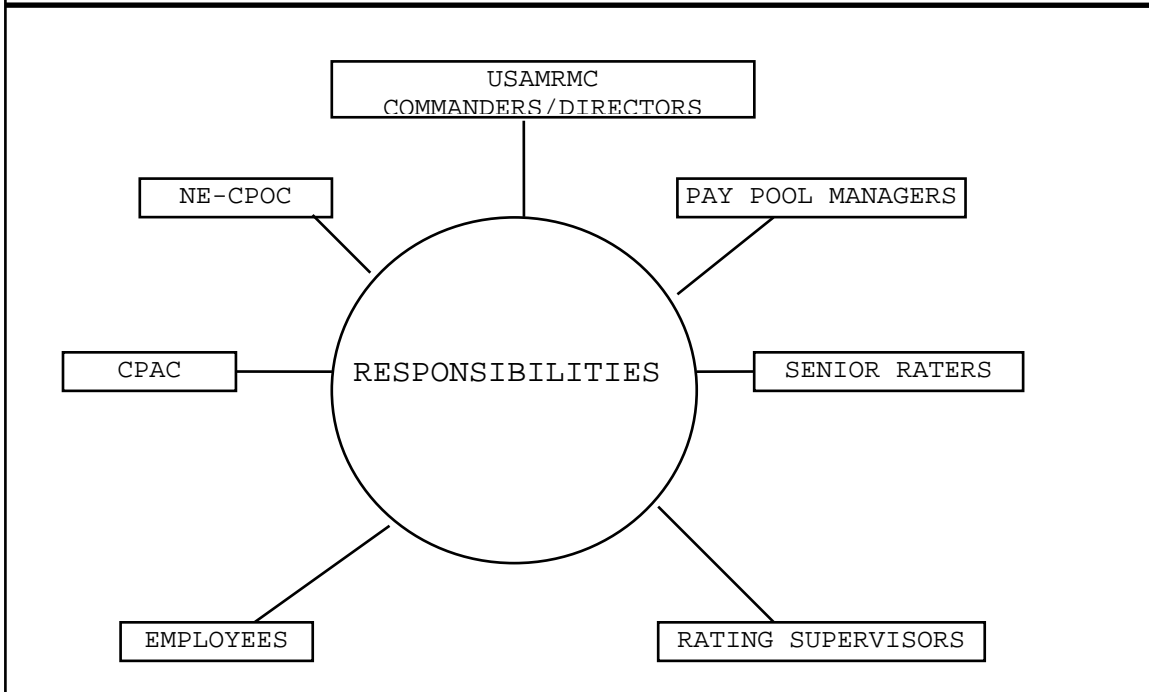
Mid-Point Meeting—Discuss Employee Accomplishments to midpoint.

Performance Review Meeting—Discuss Employee Accomplishments for entire rating period.

Evaluation Feedback Meeting—Following final approval of the rating, provide rating information to employee.



Performance Management System (PMS)



The USAMRMC Commanders/Directors are responsible for the success of the PMS and will:

- (1) Format and execute the civilian pay budget.
- (2) Determine the composition of the pay-for-performance pay pools.
- (3) Provide guidance to pay pool managers.
- (4) Administer funds allocation to pay pool managers.
- (5) Manage the award pools.
- (6) Select participants for the Expanded Developmental Opportunities Program, long term training, and any special developmental assignments.

(7) Ensure in-house budget neutrality to include tracking of average salaries, full-time equivalents (FTEs), etc.

(8) Contact the PMB designee for problem resolution, recommending changes in policy/procedure, etc.

(9) Determine hiring and promotion salaries as well as exception to pay-for-performance salary increases.

(10) Ensure that all employees are treated in a fair and equitable manner in accordance with all policies, regulations, and guidelines that cover this project.

Pay Pool Managers are appointed by each Commander/Director and are responsible for managing the allocated pay pool. They also ensure timely completion of performance appraisals and must certify in writing to the Commander/Director that all performance appraisals have been completed no later than 45 days following the end of the rating period.

Senior Raters are responsible for communicating organizational goals to subordinates and for conducting meetings to familiarize employees with the pay-for-performance system. They are also responsible for assessing individual contributions in the broader perspective of overall mission accomplishment. In fulfilling these responsibilities, they will approve performance appraisals in a timely manner, assuring accuracy and compliance with the requirements. They will resolve disagreements between supervisors and employees and will consider performance appraisals and ratings when making personnel management and pay decisions.

Rating Supervisors are responsible for assigning work and for working with employees in establishing job-related performance objectives. They provide information to and obtain feedback from employees on goals and priorities, performance, and professional development plans. To accomplish their responsibilities, supervisors will:

(1) Identify the performance rating chains to their employees. Explain if and how any individuals who are not in the official supervisory chain but who assign work and/or monitor the employee's performance will be involved in rating the employee's performance. If any individuals, other than the official supervisory chain, are involved in rating the employee's performance, their written input will be submitted to the rating supervisor and will be based on result(s) of tasking(s).

(2) Communicate organizational goals and priorities to employees at the beginning of each rating period, at the mid-point in the rating period, and informally throughout the rating period.

(3) Develop initial performance objectives within 30 days following the start of a review period, and work with employees in establishing individual performance and professional development goals and expectations that should be attainable and that reflect organizational needs. Performance objectives should be outcome oriented and measurable. Absent agreement between employee and supervisor, final authority to establish performance objectives and element weights rests with management.

(4) All employees who receive a "Failure" performance rating must be notified in writing. A structured Performance Improvement Plan (PIP) will be prepared to identify the unacceptable performance and the period of time for improvement for those employees and will be forwarded to the senior rater for approval.

(5) Monitor progress on achieving the objectives delineated in the PIP, conduct a re-evaluation, and recommend appropriate action (termination, reassignment, or pay adjustment) to the senior rater.

Employees are responsible for understanding organizational expectations and discussing their ideas about the work and professional development goals with their supervisor. They are responsible, as well, for performing to the best of their abilities. In fulfilling these responsibilities, employees will:

(1) Take an active role in developing their performance and professional development objectives.

(2) Try to accomplish their objectives, and inform their supervisor when they have questions and/or needs, when problems occur or when they believe work processes could be improved.

(3) Provide their supervisor with timely feedback on their accomplishments so that the supervisor can use them in preparing performance appraisals.

The CPAC is responsible for supporting the USAMRMC participating laboratories and other activities in implementing and administering a viable and constructive Performance Management System. In fulfilling this responsibility, they will:

(1) Advise and assist supervisors in executing their daily performance management responsibilities and keep the Commanders/Directors informed of program status and program improvements that are needed.

(2) Train or arrange training for supervisors and disseminate information to employees concerning the Performance Management System.

The CPOC will input performance rating data into computerized database and file a copy of finalized rating in the employee's Official Personnel Folder.



INTERNS

- Training and Career Development Plan
- Promotions and Pay Raises In Accordance With Individual Plan - Must Be Rated "Exceptional" or Better.
- Appraised Under Demo Performance Management System
- Special Performance Appraisal at 6-Month Period
- Accelerated Compensation Within Paybands Controlled by Commander/Director.

The career development and compensation for interns will be in consonance with their individual Intern Plans. The provisions of their plans will be generally in accordance with those of DA interns. Interns must be rated "Exceptional" or better on their performance appraisals to receive pay raises and/or promotions.

Interns will be appraised in accordance with the pay-for-performance management system that will be described in subsequent charts. At the six month point of the initial rating cycle of internship, in conjunction with the in-process appraisal review, interns will be given a special performance appraisal to determine their eligibility for a pay raise and/or promotion in accordance with their Intern Plan, regulatory, and qualification requirements.

Pay pool managers may request approval from the Personnel Management Board or its designee to grant a performance pay increase to an intern that is higher than the compensation formula. This will permit accelerated compensation within paybands and is a management tool to attract and retain quality interns.



Performance Evaluation System

- Performance Objectives: Statements of job responsibilities based on the work unit's mission, goals, and supplemental benchmark position descriptions.
 - Deals with expected results.
 - Developed jointly by the employees and supervisors.
 - Reflect duties/responsibilities of the respective payband.
 - In place 30 days after start of rating period.
 - Recorded on the PERFORMANCE OBJECTIVES WORKSHEET (see Sample).
 - Can be modified during the rating period.

Performance Objectives. Employees and supervisors will jointly develop performance objectives. These objectives will be based on and reflect the types of duties and responsibilities expected at the respective payband.

The performance objectives, representing efforts of employees and their rating chains, should be in place within 30 days after the beginning of each rating period.

Objectives may be modified during the rating period as necessary to reflect significant changes.

Performance objectives are recorded on the Performance Objectives Worksheet and become effective on the date the senior rater initials the form.

A Performance Objectives Worksheet will be completed and agreed upon by the ratee and the rater at the initial Performance Conference.

Notice the verification block in the bottom right hand corner for documenting the initial development of the performance objectives and the mandatory mid-point performance conference review. It must be initialed by both the ratee and the rater. The results of the mid-point and any other performance conferences held during the rating period should be documented on page 2 of the form. Both the employee and the supervisor should keep a copy.

[SAMPLE]

PERFORMANCE OBJECTIVES WORKSHEET - Page 1		
(For MRMC Demonstration Project Use Only. For use of this form, see Federal Register Vol.63, #41, 3 Mar 98 and MRMC Internal Operating Procedures.)		
PERIOD COVERED (YYMMDD)		
FROM		TO
NAME (Last, First, MI)	SOCIAL SECURITY NUMBER	OCCUPATIONAL FAMILY/SERIES/BAND
RATER (Type or Print):	SENIOR RATER (Type or Print):	
MUTUALLY DEVELOPED PERFORMANCE OBJECTIVES:		

USAMRMC FORM 70-R-E
1 May 1998

PERFORMANCE OBJECTIVES WORKSHEET - Page 2																																
PERFORMANCE CONFERENCE (All Elements Are Critical & Elements a.-e. Are Mandatory)	a. Technical Competence	b. Working Relationships	c. Communications	d. Resource Management	e. Customer Relations	f. Mgt./Leadership	g. Supv./EEO	TOTAL POINTS																								
CRITICAL ELEMENTS																																
WEIGHT RANGE	15-50	5-15	5-15	15-50	10-50	0-50	15-50	TOTAL																								
WEIGHT ASSIGNED																																
PERIOD COVERED (YYMMDD)	RATEE'S NAME (Last, First, MI)					SSN																										
<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>AGREEMENT ON ASSIGNED WEIGHTS</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 20%;">INITIAL</th> <th style="width: 20%;">DATE</th> </tr> </thead> <tbody> <tr> <td>SENIOR RATER</td> <td></td> <td></td> </tr> <tr> <td>RATER</td> <td></td> <td></td> </tr> <tr> <td>RATEE</td> <td></td> <td></td> </tr> </tbody> </table> </div> <div style="width: 45%;"> <p>VERIFICATION OF PERFORMANCE CONFERENCE</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 15%;">DATES</th> <th style="width: 20%;">RATEE'S INITIALS</th> <th style="width: 35%;">RATER'S INITIALS</th> </tr> </thead> <tbody> <tr> <td>INITIAL</td> <td></td> <td></td> <td></td> </tr> <tr> <td>MIDPOINT</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> </div> </div> <div style="margin-top: 30px; text-align: center;"> <p>RATEE _____ Date _____ Signature</p> <p>RATER _____ Date _____ Signature</p> </div>										INITIAL	DATE	SENIOR RATER			RATER			RATEE				DATES	RATEE'S INITIALS	RATER'S INITIALS	INITIAL				MIDPOINT			
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Performance Evaluation System

- Performance Elements: Generic attributes of job performance that an employee exhibits in performing job responsibilities and objectives.
- There are seven performance elements:
 - a. Technical Competence
 - b. Working Relationships
 - c. Communications
 - d. Resource Management
 - e. Customer Relations
 - f. Management/Leadership
 - g. Supervision/EEO
- All elements are critical.
- All employees will be rated against elements a-e.
- Employees whose duties require manager/leader responsibilities will be rated on element f.
- Supervisors will be rated on element g.

Performance elements are generic attributes of job performance, such as technical competence, that an employee exhibits in performing job responsibilities and associated performance objectives. Each performance element is assigned a weight, in multiples of five, between a specified range. The total weight of all elements is 100 points. The supervisor, in concert with the employee, assigns each element some portion of the 100 points in accordance with its importance for mission attainment. As a general rule, essentially identical positions will have the same critical elements and the same weight. These weights will be developed along with employee performance objectives and recorded. All employees will be rated against at least the five generic performance elements, a through e. All of these elements are critical. In case of disagreements, the decision of the rater will prevail. Only those employees whose duties require manager/leader responsibilities will be rated on element f. Supervisors will be rated against an additional critical performance element, listed at g.



Weighting System for Performance Elements

- Each Performance Element in the employee's Performance Plan is assigned a weight between a specified range.

Technical Competence:	15-50
Working Relationships:	5-15
Communications:	5-15
Resource Management:	15-50
Customer Relations:	10-50
Management/Leadership:	0-50
Supervision/EEO:	15-50

- The sum of the weights for all of the elements in the Performance Plan must equal 100.
- As a general rule, identical positions will have the same weights assigned to each element.

The weight assignments for the rating period will be developed at the beginning of the rating period and will be documented on page 2 of the Performance Objectives Worksheet.

a. **Technical Competence.** Exhibits and maintains current technical knowledge, skills, and abilities to produce timely and quality work with the appropriate level of supervision. Makes prompt, technically sound decisions and recommendations that add value to mission priorities and needs. For appropriate career paths, seeks and accepts developmental and/or special assignments. Adaptive to technological change. (Weight range: 15 to 50).

b. **Working Relationships.** Accepts personal responsibility for assigned tasks. Considerate of others' views and open to compromise on areas of difference, if allowed by technology, scope, budget, or direction. Exercises tact and diplomacy and maintains effective relationships, particularly in immediate work environment and teaming situations. Always willing to give assistance. Shows appropriate respect and courtesy. (Weight range: 5 to 15).

c. **Communications.** Provides or exchanges oral/written ideas and information in a manner that is timely, accurate and cogent. Listens effectively so that resultant actions show understanding of what was said. Coordinates so that all relevant individuals and functions are included in, and informed of, decisions and actions. (Weight range: 5 to 15).

d. **Resource Management.** Meets schedules and deadlines, and accomplishes work in order of priority; generates and accepts new ideas and methods for increasing work efficiency; effectively utilizes and properly controls available resources; supports organization's resource development and conversation goals. (Weight Range: 15 to 50).

e. **Customer Relations.** Demonstrates care for customers through respectful, courteous, reliable and conscientious actions. Seeks out and develops solid working relationships with customers to identify their needs, quantifies those needs, and develops practical solutions. Keeps customer informed and prevents surprises. Within the scope of job responsibility, seeks out and develops new programs and/or reimbursable customer work. (Weight Range: 10 to 50).

f. **Management/Leadership.** Actively furthers the mission of the organization. As appropriate, participates in the development and implementation of strategic and operational plans of the organization. Develops and implements tactical plans. Exercises leadership skills within the environment. Mentors junior personnel in career development, technical competence, and interpersonal skills. Exercises due responsibility to oversee technical/ acquisition/organizational positions assigned to them. (Weight Range: 0 to 50).

g. **Supervision/EEO.** Works toward recruiting, developing, motivation, and retaining quality team members; takes timely/appropriate actions, applies EEO/merit principles; communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members. (Weight Range: 15 to 50).



Performance Appraisals

Key Features

- Must Be Completed Within 30 Days After the End of the Rating Period.
- Employees Will Provide List of Accomplishments to Supervisor Prior to Performance Review Meeting.
- Supervisor:
 - Uses Employee's Input Plus Appropriate Inputs From Other Sources.
 - Assesses Performance by Assigning Points to Each Element Using The Benchmark Performance Standards.
- Any Element Scored Less Than 50% of Its Weight Will Result in an Unsatisfactory Rating.

A performance appraisal is scheduled for the final weeks of the annual performance cycle, although an individual performance appraisal may be conducted at any time after 60 days on approved standards. The performance appraisal process brings supervisors and employees together for formal discussions on performance and results in (1) written appraisals, (2) performance ratings, (3) performance pay increases and/or bonuses, (4) cash awards, and (5) other individual performance-related actions, as appropriate. A performance appraisal may consist of two meetings held between employee and supervisor: the performance review meeting and the evaluation feedback meeting.

Employees will provide information to the supervisor for consideration prior to the performance review meeting. Supervisors will consider the employee's input and may also consider input from any other appropriate source.

Supervisors can use the Benchmark Performance Standards which were developed to assist them in assigning scores to performance elements. These standards will be used in conjunction with the employee's performance objectives and position description.

Any critical element that receives a score of less than 50% of the element's weight will result in an unsatisfactory performance rating for the employee.

Benchmark Performance Standard Summary

LEVELS OF ACHIEVEMENT & CHARACTERISTICS OF EACH LEVEL

100%:

- ✓ Exceptional Initiative
 - ✓ Versatility
 - ✓ Originality
 - ✓ Creativity
 - ✓ Convey Complex Issues
 - ✓ Minimal Supervision
 - ✓ Cooperative
 - ✓ Responsive
 - ✓ Resolves Conflict
 - ✓ Leadership
 - ✓ Integrity
 - ✓ Competency
 - ✓ Commitment
 - ✓ Candor
 - ✓ Sense of Duty
-

70%:

- ✓ Elements Attained Effectively and Efficiently
 - ✓ High-Quality Work
 - ✓ High Quantity of Work
 - ✓ Orderly
 - ✓ Timely
 - ✓ Correct Communications
 - ✓ Thorough
 - ✓ Cost-Effective
 - ✓ Consistently above Average Reliability
 - ✓ Resourceful
 - ✓ Productive Cooperative Efforts
 - ✓ Clear, Precise, Convincing
-

50%:

- ✓ Elements Accomplished
 - ✓ Mostly Reliable
 - ✓ No Unacceptable Delays
 - ✓ Minimally Correct
 - ✓ Reasonable Cooperation
 - ✓ Clear and Concise Communications
-

Unsatisfactory (Below 50%)*

- ✓ Failure in Quality
- ✓ Failure in Completeness
- ✓ Failure in Quantity
- ✓ Failure in Timeliness
- ✓ Products Were Deficient
- ✓ Contrary to Direction
- ✓ Did Not Meet Minimum Specs
- ✓ Inconsistent
- ✓ Incomplete
- ✓ Flawed/Substandard

*If any performance element is assessed at the unsatisfactory level of achievement (numerical score <50% of assigned weight), the overall rating will be “Failure” for the Performance Appraisal.



Benchmark Performance Standards

THESE BENCHMARK PERFORMANCE STANDARDS ARE USED TO EVALUATE AND SCORE PERFORMANCE AGAINST THE WEIGHTED PERFORMANCE ELEMENTS. THIS SHEET MUST BE USED IN CONJUNCTION WITH BENCHMARK JOB DESCRIPTION AND PERFORMANCE OBJECTIVES.

ELEMENT WEIGHTS

<p>100% Performance elements were attained demonstrating exceptional initiative, versatility, originality, and creativity. This individual demonstrates the ability to grasp, understand, organize, and convey complex issues to others and carry the job assignment to successful completion with minimum direct supervision. Performance elements were effectively achieved utilizing cooperation, responsiveness, conflict avoidance, or conflict resolution. Written and oral communications were appropriately demonstrated effectively and efficiently. Performance elements were achieved with demonstrated leadership, integrity, competency, commitment, candor, and sense of duty.</p>	50 45 40 35 30 25 20 15 10 5 49 44 39 34 29 48 43 38 42 33 28 46 37 41 32 45 36 27 18 9 40 31 22 44 35 39 30 26 43 39 42 38 34 41 37 33 40 36 32 28 24 20 16 12 8 4 39 35 31 38 34 27 37 33 30 26 22 19 36 29 18 32 25
<p>70% Performance elements were attained effectively and efficiently with consistently high quality and quantity of work. This individual has demonstrated the ability to complete the job assignments in an efficient, orderly sequence that culminated in results that were timely, correct, thorough and cost effective. Performance elements were attained with consistently above average quality and reliability while effectively utilizing accepted procedures and resolving problems with skill and resourcefulness. Performance elements were attained with consistently productive cooperative efforts and with clear, precise, and convincing written and oral communication.</p>	35 28 21 14 7 34 27 24 33 30 23 20 17 26 13 10 32 29 26 22 16 31 28 25 19 30 27 24 21 18 15 12 9 6 3 29 26 23 28 20 17 14 25 22 11 27 24 19 16 26 21 18 13
<p>50% Performance elements were accomplished, were mostly reliable, and delivered without unacceptable delays. Procedures were minimally correct and problems were dealt with satisfactorily. Attained performance elements, using work methodology that demonstrated a reasonable degree of cooperation with other clear and concise written and oral communications.</p>	25 20 15 10 5
<p>UNSATISFACTORY (Below 50%) Performance elements were not successfully completed because of failure in quality, quantity, completeness, responsiveness, or timeliness of work. Performance elements products were deficient, because they were contrary to direction or guidelines; did not meet minimum specifications; were inconsistent with organizational procedures; were significantly flawed or substandard in quality; demonstrated insufficient technical knowledge or skill; were incomplete; were unacceptably late; laced essential cooperative involvement or support; or problems that arose during performance of performance elements activities were not satisfactory resolved.</p>	24 22 19 17 14 12 9 7 4 2

Above are the Benchmark Performance Standards that were developed as a guide for supervisors to use when assigning scores against the weighted performance elements.

Once the supervisor determines the rating for the performance element, he/she enters it on the performance appraisal form in the respective "RATING" block. When completed for all of the elements, the total score is added and becomes the numerical rating for the employee. The appropriate box is checked in the "RATINGS" to determine the rating which will be used to compute compensation, if any.

Remember, any critical performance element which is rated less than 50 percent of its assigned weight will result in a failure rating. When this happens, the supervisor must attach comments on why the rating is failure.

PERFORMANCE APPRAISAL Page 1

(For MRMC Demonstration Project use Only. For use of this form, use Federal Register Vol 63, #41, 3 Mar 98 and MRMC Internal Operating Procedures.)

PERIOD COVERED (YYMMDD)	FROM:	TO:
NAME (Last, First, MI)	SOCIAL SECURITY NUMBER	OCCUPATIONAL FAMILY/SERIES/BAND

Date Initial Employee/Rater Meeting _____ Date Written Accomplishments to Rater _____
 Date Mid Year Review _____ Date Performance Review Meeting _____
 (Discussion of Accomplishments/Performance only)

CRITICAL ELEMENTS

	Weight Range	Weight Assigned	Management's Numerical Rating
Technical Competence	15-50		
Working Relationships	5-15		
Communications	5-15		
Resource Management	15-50		
Customer Relations	10-50		
Management/Leadership	0-50		
Supervisory/EEO	15-50		
TOTAL	100		

	TYPED NAME	SIGNATURE	DATE
Rater			
Senior Rater			
Review Board (optional)			

OVERALL RATING	TYPE OF RATING	CPAC
(85-100) <input type="checkbox"/> Superior - A	<input type="checkbox"/> Special	Number of Shares Recommended _____
(70-84) <input type="checkbox"/> Exceptional - B	<input type="checkbox"/> Annual	Total Dollar Value of Shares _____
(50-69) <input type="checkbox"/> Successful - C	<input type="checkbox"/> Corrected	Bonus (Lump Sum) _____
(0-49) <input type="checkbox"/> Failure - F		Base Pay Increase _____

Date Evaluation Feedback Meeting _____
 (Employee notified of Management's rating)

EMPLOYEE SIGNATURE* _____ **DATE** _____

*Signature does not constitute agreement or disagreement with the evaluation of the Rater and Senior Rater but merely verifies administrative data and receipt.

PERFORMANCE APPRAISAL Page 2

Rater Comments (Mandatory for Failure Appraisal, Optional for all other Ratings)

Senior Rater Comments (Optional)

Review Board Comments (Optional)



Performance Appraisal

Process

Performance Review Meeting Between Employee and Supervisor

- Discussion of Job Performance and Accomplishments Relative to the Performance Elements, Objectives, And Planned Activities in the Performance Plan.
- No Performance Scores/Ratings Assigned.

Evaluation Feedback Meeting Between Employee and Supervisor

- Supervisor Informs Employee of Management's Appraisal Of The Employee's Performance.
- Employee and Supervisor Document Performance Objectives And Element Weights for the Next Rating Period.

There are two major parts of the Performance Appraisal Process.

First, the Performance Review Meeting is held to discuss job performance and accomplishments of the employee. Supervisors will not assign performance scores or performance ratings at this meeting. The supervisor notifies the employee of the review meeting in time to allow the employee to prepare a list of accomplishments. Employees will be given an opportunity at the meeting to give a personal performance assessment and describe their accomplishments. The supervisor and employee will discuss job performance and accomplishments in relation to the performance elements, objectives, and planned activities established in the performance plan.

A second meeting called the Evaluation Feedback Meeting, will be held between the employee and supervisor. In this meeting the supervisor actually provides the employee with the appraisal of the employee's performance on the performance objectives, and the scores and ratings on the performance elements.

Also during this second meeting, the supervisor and employee discuss and document performance objectives and element weights for the next rating period.



Performance Appraisal

Rating Periods

Minimum Rating Period - 60 days

Annual Rating Periods

- All Employees Rated for 12-Month Period.
- Interns Will Also Be Given a Special Performance Appraisal at the Six Month Point in the Rating Cycle for The Purpose of Determining Their Eligibility for a Pay Raise/Promotion in Accordance With Their Plan.
- Employees Moving Into Different Position 60 Days or Less Before End of Rating Period - Rated on Old Position.
- New USAMRMC Hires With Less Than 60 Days Before the End of The Rating Period - Not Rated That Year.

The minimum rating period is 60 days. Employees cannot be rated until they perform under approved performance objectives and weighted performance elements for at least 60 days.

The normal rating period is 12 months. All employees will be rated for a 12-month period. (1 July - 30 June).

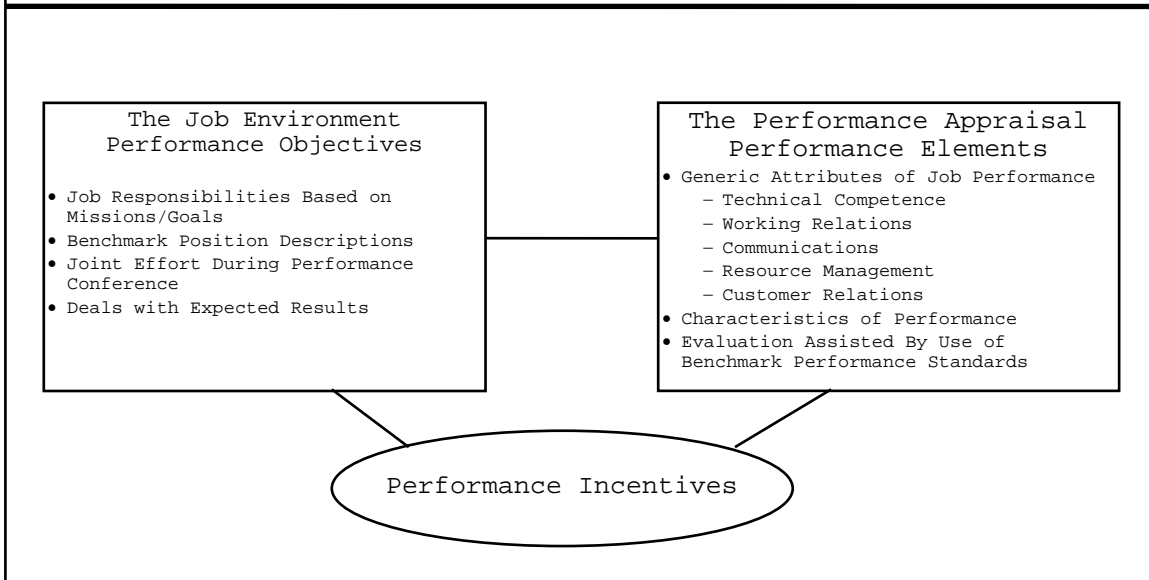
Interns will also be appraised in accordance with this plan. At the six month point in the rating cycle, in conjunction with the in-progress review, they will be given a special performance appraisal for the purpose of determining their eligibility for a pay raise/promotion in accordance with their Intern Plan.

Employees who move into a different position 60 days or less prior to the end of the rating period will be rated at the time of their move based on their performance in the old position.

Newly hired employees in the USAMRMC with less than 60 days to the end of the rating period will not be rated that year but will receive the full amount of any general increase.



PERFORMANCE MANAGEMENT SYSTEM



Now, let us put together the key elements of the performance management system. Here we see the links that will exist between performance objectives, performance elements, the performance appraisal and performance incentives-which will be discussed in the next section.

Pay pool managers must certify to the Commander/Director via memorandum that all performance appraisals have been completed no later than 45 days following the end of the rating period. This will assure that payouts from performance pay pools can be calculated and submitted timely to the Civilian Personnel Advisory Center. Additionally, pay pool managers may request approval from the Commander/Director to grant a performance pay increase to an employee that is higher than the compensation formula within the payband to recognize the extraordinary achievement or to provide accelerated compensation for interns.



Performance Appraisals

Special Requirements

- Ratings for Temporary Promotions and Details.
- Long Term Training (LTT).
 - LTT Developmental Assignments.
 - LTT Classroom.
- Reconsideration Process.

Ratings for Temporary Promotions and Details: Temporary promotions and details for 60 days or more require performance objectives and weighted performance elements and normally are documented by special appraisals. Information provided in the special appraisal should be considered in preparing the annual appraisal.

(1) The exception to preparing a special rating involves temporary promotions which are ongoing at the end of the employee's annual rating period. A temporarily promoted employee officially occupies the position to which promoted. Therefore, if the employee's scheduled annual rating period ends while on a temporary promotion which has lasted 60 days and the employee has performed under approved performance objectives and weighted performance elements for at least 60 days, the supervisor of the position to which the employee was temporarily promoted prepares the annual appraisal.

(2) Conversely, an employee who is detailed continues to occupy the position from which detailed for official purposes. Thus, the supervisor of the detailed position prepares a special appraisal if the employee's annual rating period ends during the detail. The supervisor for the position from which the employee is detailed may either attach the special appraisal to the annual appraisal he/she prepares or, if the detail lasted for most of the rating period, adopt the special appraisal as the annual appraisal.

Long Term Training: - Long Term Training (LTT) falls into two categories: classroom and developmental (on the job) training:

(1) LTT Developmental Assignments should be treated as any other temporary assignment that continues for 120 days or more. Performance objectives and weighted performance elements are established and the employee receives a special or annual rating upon completion.

(2) LTT Classroom. If the training covers most or all of the rating period, two options exist:

(a) Render a rating for the classroom LTT. The supervisor and employee establish written performance objectives and weighted performance elements for the classroom LTT, based upon study objectives either developed locally or set forth by the educational institution, the employee may be rated for the school period. Such ratings should be carefully rendered to meet current evaluation requirements, especially since the rating chain will have no opportunity to observe the individual's performance and must depend on information provided by the educational institution.

(b) Render a rating as soon as the employee returns to the position and completes 60 days under performance objectives and weighted performance elements. The employee receives an annual rating based on performance during the extended minimum rating period.

Reconsideration Process: Employees who are dissatisfied with their performance appraisals and cannot resolve the problem informally may request formal reconsideration. The formal request for reconsideration should be submitted in the form of a grievance, first to the rater, then to the senior rater, then to the Commander/Director, and finally to the PMB if necessary. Other existing grievance and appeal procedures may be used as necessary.



Performance Appraisal

- Performance Which Fails to Meet Expectations
 - Performance Improvement Plan (PIP)
 - Change in Assignment (optional)
 - Reduction in Pay (optional)
 - Removal

Performance Which Fails to Meet Expectations. The USAMRMC demo plan has a two step process to deal with poor performers. This process may lead to involuntary separations if the employee receives a score of less than 50 percent of the points for any weighted elements.

The process will begin with the recognition that an employee's performance is unacceptable (any element rated less than 50 percent of its assigned benchmark weight). The two steps are as follows:

(1) Performance Improvement Plan (PIP) - When the employee is determined to be performing below the 50 percent level for any element, the supervisor and employee will develop a structured PIP that will be monitored for a reasonable period of time. If the employee fails to improve during this structured plan, the activity may consider a change in assignment or reduction in pay as opposed to removal if the mission, organizational structure and available resources warrant such action. The employee will be given notice of proposed appropriate action.

(a) When a PIP ends prior to the end of the annual performance cycle and the employee's performance improves to the 50 percent or above level in all assigned elements, the employee is appraised again at the end of the annual performance cycle.

(b) When, in conjunction with the completion of the PIP, the employee attains an annual rating of "Successful" or higher, they will receive the annual general increase and RIF retention years credit will be earned. In addition, employees attaining an annual rating of "Exceptional" or higher will also be eligible for an increase to base pay and/or bonus.

(c) When a PIP ends after the end of the annual performance cycle and the employee's performance has improved to the 50 percent or above level in all assigned elements, employment continues but no retroactive annual general increase, performance bonus, or RIF retention years credit is granted for that performance cycle period.

(d) Employees who receive 50 percent or less of an assigned benchmark score in any element who are on a performance improvement plan at the time pay determinations are made do not receive performance payouts or the general increase. This action may result in a base salary that is identified in a lower payband. This occurs because the minimum rates of basic pay in a payband increase as the result of the general increase (5 U.S.C. 5303). This situation, (a reduction in band level with no reduction in pay) will not be considered an adverse action, nor will band retention provisions apply.

Note: Performance-based adverse actions may be taken under 5 U.S.C., Chapter 75, or Chapter 43. Actions taken under Chapter 75 do not require a PIP.

(2) Separation - If employees are separated, they will have due process recourse as a former employee.

(a) A decision to remove an employee for poor performance may be based only on those instances of poor performance that occurred during the opportunity period. The notice of decision will specify the instances of poor performance on which the action is based and will be given to the employee at or before the time the action will be effective.

(b) All relevant documentation concerning an action taken for poor performance will be made available for review by the affected employee or designated representative. At a minimum, the record will consist of a copy of the notice of proposed action; the employee's written reply, if provided, or a summary if the employee makes an oral reply. Additionally, the record will contain the written notice of decision and the reasons therefore, along with any supporting material including documentation regarding the opportunity afforded the employee to demonstrate improved performance. An employee who sustains a performance level at least equal to a "Successful" rating for one year, will have all relevant documentation removed from the record.



Performance Appraisal

- Inability to Rate
- Forced Distribution

When annual ratings cannot be prepared at the end of the scheduled rating periods (e.g. LWOP, military leave), rating periods are extended for the time necessary to meet the 60-day requirement, at which time the annual appraisal will be prepared.

Forced Distribution - Activities may not prescribe a distribution of rating levels. Employees must be rated against their performance elements and not ranked relative to other employees.



Pay for Performance

- Pay Pool → Composed of money previously available for:
 - WGI
 - QSI
 - Performance Awards
 - Promotions between grades that are now banded
- Payouts → Mix of base pay increases and/or bonus payments.

The performance pay pool is composed of money previously available for within-grade increases, quality step increases, performance awards, and promotions between grades that are banded under the demonstration project. The payouts made to employees from the performance pay pool will be a mix of base pay increases and/or bonus payments, subject to the amount available in the performance pay pool. Some portion of the budget will be reserved for special ad hoc awards (e.g., suggestions awards or special act awards) and will not be included as part of the performance pay pool.

No base pay increases will be granted to employees at the top of their payband. In this case, payouts earned as a function of performance will be paid as a performance bonus. Also, for employees receiving retained rates above the applicable payband maximum, who receive an "Exceptional" or higher performance rating, the entire performance payout will be in the form of a bonus payment. Performance bonuses are cash payments and are not part of the basic pay.



Other Pay/Awards

- Locality Pay
- General Schedule Increase (not for "Failure" Rating)
- Special Awards (Special Act Awards, Patent Awards, Suggestion Awards, On-the-Spot Cash Awards)

Pay is composed of basic pay and locality pay. All covered employees will receive the full amount of locality pay adjustments when they occur regardless of performance. Additionally, all covered employees who have a rating of record of "Successful" or higher will receive a full General Increase. Basic pay is established within paybands to compensate employees for their performance. However, pay is linked to the GS pay scales and adjusted by the percentage specified when General Increases are authorized by Congress or the President.



Performance Pay Increases

Uses a modified TAPES system employing a rating based on an overall score that is the sum of individual performance element scores.

RATING	SCORE (POINTS RANGE)	COMPENSATION	GENERAL INCREASE	LOCALITY
Superior	85 to 100	2.0 Shares	Yes	Yes
Exceptional	70 to 84	1.0 Share	Yes	Yes
Successful	50 to 69	0.0 Share	Yes	Yes
Failure	0 to 49	0.0 Share	No	Yes

Performance payouts (base pay increases and/or bonuses) are granted by pay pool managers based on the employee's performance rating. The overall score is the sum of individual performance element scores. Employees will receive a rating of "Superior," "Exceptional," "Successful," or "Failure" depending upon the score attained. This rating will become the rating of record, and only those employees rated "Exceptional" or higher will receive performance payouts (i.e., basic pay increases, and/or performance bonuses). A rating of "Superior" will be assigned for scores from 85 to 100 points, "Exceptional" for scores from 70 to 84, "Successful" for scores from 50 to 69. An overall rating of "Failure" indicates failure to perform at the 50 percent level of any one of the assigned weighted elements. (In such a case even though the cumulative score may exceed 49 points, the employee will nonetheless receive an overall rating of "Failure"). The ratings will be used to determine performance payouts and to award additional RIF retention years.



Performance Pay Increase Equations

$$\text{Individual Performance Payout} = \frac{\text{Pay Pool Value} * \text{SAL} * \text{N}}{\text{SUM}(\text{SAL}_j * \text{N}_j); j=1 \text{ to } n}$$

Where:

Pay Pool Value = $F * \text{SUM}(\text{SAL}_k); k=1 \text{ to } n$

n = Number of employees in pay pool

N = Number of shares earned by an employee based on their performance rating (0 to 2)

SAL = An individual's basic rate of pay

SUM = Summation of entities in parenthesis over the range indicated

F = Payout Factor of combined basic rates of pay of the assigned employees.

The supervisor's role in determining the amount of the performance payouts has been replaced by a formula that computes the individual performance payout based on the (1) value of the pay pool, (2) the employee's pay, (3) the number of shares awarded the employee, and (4) the overall sum of the products of the individual basic rates of pay of each individual in the pay pool multiplied by the number of his/her shares earned. This formula assures that each employee within the pool receives a share amount equal to all others in the same pool who are at the same rate of basic pay and receiving the same rating.



Pay Pool Composition

Employee	(SAL) Salary	Rating	(N) Number of Shares
1	\$50	Exceptional	1.0
2	\$10	Superior	2.0
3	\$20	Successful	0.0

% = 2 percent (Payout factor)

SAL = individual's basic rate pay.

N = Number of shares earned by employee based on performance.

Percentage (%) is derived based on historical data of the percentage of total salary dollars historically spent on WGI, QSIs, Performance Awards, and Promotion Dollars between grades that are now banded.



Pay Pool Value

Pay Pool Value = % x Sum of the combined basic rate of pay for employees in the pay pool.

$$.02 \times (50 + 20 + 10)$$

$$.02 \times 80$$

$$\$1.60 = \underline{\text{Pay Pool Value}}$$

% = 2 percent (Payout factor)

Sum of combined basic rates of pay = \$80

Pay Pool Value = \$1.60



Numerator

Pay Pool Value * SAL * N

1) $1.60 \times \$50 \times 1 = 80$

2) $1.60 \times \$10 \times 2 = 32$

3) $1.60 \times \$20 \times 0 = 0$

Numerator of the Individual Performance Payout Equation is as follows:

for Employee 1, Numerator = 80

for Employee 2, Numerator = 32

for Employee 3, Numerator = 0



Denominator

$$\overline{\text{SUM (SAL}_j * \text{N)}_j}$$

$$\text{SUM} \left[\begin{array}{r} \text{SAL} \times \text{N} \\ 50 \times 1 = 50 \\ 10 \times 2 = 20 \\ 20 \times 0 = \underline{0} \\ \hline 70 \end{array} \right]$$

$$\text{Denominator} = 70$$

$$j = 1 \text{ to } n$$

Denominator = Sum of the products within the parenthesis. The sum of the products of the individual basic rates of pay of each individual in the pay pool times the number of his/her shares earned.

Denominator of the Individual Performance Payout equation for all employees in the pay pool = 70.



Individual Performance Payout

Numerator = Individual Performance Payout
Denominator

Employee:

$$1 \quad \frac{80}{70} = \$1.14$$

$$2 \quad \frac{32}{70} = \$.46$$

$$3 \quad \frac{0}{70} = \underline{\$0.00}$$

\$1.60 = Pay Pool

Individual Performance Payout Equation is constructed so that total payouts from the pay pool will not exceed the dollar amount of the pay pool (Pay Pool Value).



Review

Employee	SAL	Rating	N	Pay Increase
1	50	Exceptional	1	\$1.14
2	10	Superior	2	\$0.46
3	20	Successful	0	\$0.00

Employee 1, Dollar amount of share = \$1.14

Employee 2, Dollar amount of share = \$0.23

Employee 2 received an "Superior" rating, which is worth 2 shares. Total Performance payout for Employee 2 = \$0.46



Individual Performance Payout

- Base Pay Increase
and/or
- Bonus Payment (Lump Sum)

Once the individual performance payout amounts have been determined, the next step is to determine what portion of each payout will be in the form of a base pay increase as opposed to a bonus payment. An annual performance base pay increase could be all the compensation formula, some, or none of it, depending on the current basic rate of pay of the employee. Annual performance base pay increases will be limited to the difference between the particular band pay cap and the employee's current basic rate of pay, or total dollar value of share, whichever is less, with the balance converted to a performance bonus. This means that employees whose basic rates of pay have reached the upper limits of a particular payband will receive most performance compensation as a performance bonus. Cash bonuses will not become a part of the employee's basic rate of pay. Employees receiving retained rates are subject to special rules governing basic pay adjustments. An employee receiving a retained rate whose performance rating is "Failure" at the time of a general pay increase will receive no increase in the retained rate. All other employees receiving a retained rate at the time of general pay increase will receive a general pay increase equal to 50 percent of the amount of the increase in the maximum rate of basic pay payable for the payband of the employee's position.



Calculate the Share Value

$$\text{Share Value} = \frac{\text{Pay Pool Value}}{\text{Sum}(\text{SAL}_j * N_j)}$$

$$\text{Share Value} = \frac{1.6}{70}$$

$$\text{Share Value} = .023$$

Share Value is computed by dividing the amount of the pay pool by the sum of each pay pool member's basic salary multiplied by his/her share(s).



Performance Payout

(Share Value * SAL) * N = Individual Performance Payout

1) (.023 * 50) = \$1.14 x 1 Share = \$1.14 Performance Payout

2) (.023 * 10) = \$0.23 x 2 Shares = \$0.46 Performance Payout

3) (.023 * 20) = \$0.46 * 0 Shares = \$0.00 Performance Payout
\$1.60 = Pay Pool Value

Changes in rating scenarios alter Individual Performance Payouts:

If Employee 1 received an "Superior" rating and Employee 2 received a "Exceptional" rating, while Employee 3 maintained a "Successful" rating; effect on calculations is as follows:

$$\text{Share Value} = \frac{\text{Pay Pool Value}}{\text{SUM}(\text{SAL}_j * \text{N}_j)} = \frac{1.60}{110} = .0145$$

Denominator = \$50 x 2 Shares = \$100	}	→	\$110
\$10 x 1 Share = \$ 10			
\$20 x 0 Shares = \$ 0			

(Share Value * SAL) * N = Individual Performance Payout

1) (0.0145 x 50) = \$0.727 x 2 Shares = \$1.45

2) (0.0145 x 10) = \$0.15 x 1 Share = \$0.15

3) (0.0145 x 20) = \$0.29 x 0 Shares = \$0.00

\$1.60 Pay Pool Value



IMPACT OF PROMOTIONS ON PERFORMANCE PAYOUTS

- Permanent Promotions
- Temporary Promotions

Permanent Promotions:

Employees who receive a promotion after determination of their performance pay increase and/or performance bonus, but before their actual payout will receive their promotion increase and then their performance pay increase. The initial setting of their promotion salary will not be recalculated to incorporate their performance payout. Their performance payout will be in addition to their promotion increase.

If the employee is due a performance bonus, with or without a performance pay increase, the bonus will be paid out irrespective of the promotion as well.

Temporary Promotions:

If an employee is on a temporary promotion at the end of the rating cycle and is due a performance pay increase, the performance pay increase will be added to the base pay of the promotion salary. Once the employee comes off the temporary promotion, the base pay will be set for the employee's change to lower payband and then the same dollar amount performance pay increase received will be applied to the employee's base salary up to the top of the employee's payband. Any remainder above the top of the employee's payband will be paid to the employee in the form of a lump sum bonus.

If the employee received a performance bonus while on a temporary promotion, with or without a performance pay increase, the bonus will be paid out irrespective of the temporary promotion.



Supervisory Bonus

- Qualification for Supervisory Bonus
- Up to 10% of the basic rate of pay
 - Employees within the same payband
- Up to 5% of the basic rate of pay
 - Lower paybands

Supervisory bonuses of up to 10 percent of the basic rate of pay may be paid at the discretion of Commanders/Directors to supervisors with employees in the same payband. In exceptional cases supervisors who do not have employees in the same payband may be compensated up to 5 percent of basic rate of pay. Employees who qualify for the bonus include supervisors in all occupational families with formal supervisory authority meeting that required for coverage under the OPM General Schedule Supervisory Guide (GSSG).

The supervisory bonus is to recognize supervisory responsibilities required of supervisors most often receiving the same pay as non-supervisory subordinates. Bonuses, which must be negotiated annually, will not be treated as basic pay and are not a part of the performance pay pool. The bonus will be paid at the beginning of the appraisal period, if the individual leaves a supervisory position or is removed from supervisory responsibilities (unless effected through RIF action), the prorated portion of the bonus for the non-supervisory portion of the performance year will be recovered as a debt due the Government. The supervisor, prior to receiving any supervisory bonus, will sign an agreement to make any required repayment should the need arise. There are two situations in which a supervisory bonus may be warranted:

(1) Supervisors may be granted up to 10 percent of the basic rate of pay if they supervise employees within the same payband or,

(2) Up to 5 percent of the basic rate of pay for those supervising employees in lower or other paybands.



Pay and Compensation Ceilings

- Compensation in a calendar year may not exceed basic rate of pay paid in level I of the Executive Schedule.
- Each payband will have own pay ceiling.
- Except for retained rates, basic pay will be limited to maximum rates payable for each payband.

An employee's total monetary compensation paid in a calendar year may not exceed the basic rate of pay paid in level I of the Executive Schedule consistent with 5 U.S.C. 5307 and 5 CFR part 530, subpart B. In addition, each payband will have its own pay ceiling, just as grades do in the current system. Pay rates for the various paybands will be directly keyed to the GS rates. Except for retained rates, basic pay will be limited to the maximum rates payable for each payband.

Pay and compensation policies for positions in payband V of the Engineers and Scientists (E&S) occupational family have been developed. The proposed salary range is a minimum of 120% of the minimum rate of basic pay for GS-15 with a maximum rate of basic pay established at the rate of basic pay (excluding locality pay) for SES level 4 (ES-4).



Awards

- On-the-spot
- Special act
- Suggestion Awards
- Time-off Awards
- Team Awards
- Patent Awards
- Invention Awards

USAMRMC has an extensive awards program consisting of both internal and external awards. While not linked to the pay-for-performance system, awards will continue to be given for special acts and other categories, as they occur. Awards may include, but are not limited to, special acts, patents, suggestions, on-the-spot, and time-off, and may be modified or expanded as appropriate. Major Army Command (MACOM) and DoD awards and other honorary awards will be retained.

In an effort to foster and encourage team work among employees, a Commander/Director may allocate a sum of money to a team for outstanding completion of a special task or significant achievement, and the team may decide the individual distribution of the total dollars among themselves.

Unless covered by negotiated grievance procedures, employees may not grieve or appeal the decision to grant an award or the amount of an award.



General Schedule Step Increases

- Step increases come at regular time intervals.
For those in steps 1-3, increases are 52 weeks apart.
For those in steps 4-6, increases are 104 weeks apart.
For those in steps 7-9, increases are 156 weeks apart.

Step increases in the GS system come each year for employees in steps 1-3, every two years for employees in steps 4-6, and every three years for employees in steps 7-9. Using this data and the unique time-in grade information for each employee, the "prorated lump sum buyout of within-grade increase" for each employee can be determined.

Under General Schedule (GS) pay structure, employees progress through their assigned grade in step increments. Since the GS structure has been replaced under the demonstration project, employees involuntarily placed in the PDP will be awarded that portion of the next higher step based upon the portion of the waiting period they have completed prior to the date of implementation. This payment will be added to base pay upon conversion to the PDP position. Involuntary placements include employees added to USAMRMC by actions such as Transfer of Function, Base Realignment and Closure (BRAC), etc. after initial implementation. Such employees will be awarded that portion of the waiting period they have completed at the time they convert into the demonstration project.



Prorated Base Pay Payment of WGI

- Payment in base pay for portion of time accrued toward next step increase

$$\text{Payment} = \frac{\text{time in step}}{\text{time between steps}} \times \text{step increase } \$$$

- Within-grade increases are discontinued under demonstration

Involuntary placement employees will receive a payment in base pay commensurate with the number of weeks accrued toward the next higher step prior to the effective date of conversion into the project. Employees at step 10 or those receiving retained rates on their date of conversion will not be eligible for the payment since they are already at the top step of their grade. The formula for calculating the payment is - the accrued time in step divided by the waiting period between steps - multiplied by the dollar value of the step increase.



Conversion Out

- Employee's demonstration project payband is converted to a GS grade.
- Employee's demonstration project rate of pay is converted to GS rate of pay.

If a demonstration project employee is moving to a General Schedule (GS) position not under the demonstration project, or if the project ends and each project employee must be converted back to the GS system, the following procedures will be used to convert the employee's project payband to a GS-equivalent grade and the employee's project rate of pay to GS-equivalent rate of pay. The converted GS grade and GS rate of pay must be determined before movement or conversion out of the demonstration project and any accompanying geographic movement, promotion, or other simultaneous action. For conversions upon termination of the project and for lateral reassignments, the converted GS grade and rate will become the employee's actual GS grade and rate after leaving the demonstration project (before any other action). For transfers, promotions, and other actions, the converted GS grade and rate will be used in applying any GS pay administration rules applicable in connection with the employee's movement out of the project (e.g., promotion rules, highest previous rate rules, pay retention rules), as if the GS converted grade and rate were actually in effect immediately before the employee left the demonstration project.

Grade-Setting Provisions. An employee in a payband corresponding to a single GS grade is converted to that grade. An employee in a payband corresponding to two or more grades is converted to one of those grades according to the following rules:

(1) The employee's adjusted rate of basic pay under the demonstration project (including any locality payment) is compared with step 4 rate in the highest applicable GS rate range. (For this purpose, a "GS rate range" includes a rate in (1) the GS base schedule, (2) the locality rate schedule for the locality pay area in which the position is located, or (3) the appropriate special rate schedule for the employee's occupational series, as applicable.) If the series is a two-grade interval series, only odd-numbered grades are considered below a GS-11.

(2) If the employee's adjusted project rate equals or exceeds the applicable step 4 rate of the highest GS grade in the band, the employee is converted to that grade.

(3) If the employee's adjusted project rate is lower than the applicable step 4 rate of the highest grade, the adjusted rate is compared with the step 4 rate of the second highest grade in the employee's payband. If the employee's adjusted rate equals or exceeds step 4 rate of the second highest grade, the employee is converted to that grade.

(4) This process is repeated for each successively lower grade in the band until a grade is found in which the employee's adjusted rate equals or exceeds the applicable step 4 rate of the grade. The employee is then converted at that grade. If the employee's adjusted rate is below the step 4 rate of the lowest grade in the band, the employee is converted to the lowest grade.

(5) Exception: If the employee's adjusted project rate exceeds the maximum rate of the grade assigned under the above-described "step 4" rule but fits in the rate range for the next higher applicable grade (i.e., between step 1 and step 4), then the employee shall be converted to that next higher applicable grade.

(6) Exception: An employee will not be converted to a lower grade than the grade held by the employee immediately preceding a conversion, lateral reassignment, or lateral transfer into the project, unless since that time the employee has undergone a reduction in band.

Pay-Setting Provisions. An employee's pay within the converted GS grade is set by converting the employee's demonstration project rate of pay to GS rate of pay in accordance with the following rules:

(1) The pay conversion is done before any geographic movement or other pay-related action that coincides with the employee's movement or conversion out of the demonstration project.

(2) An employee's adjusted rate of basic pay under the project (including any locality payment) is converted to a GS adjusted rate on the highest applicable rate range for the converted GS grade. (For this purpose, a "GS rate range" includes a rate range in (1) the GS base schedule, (2) an applicable locality rate schedule, or (3) an applicable special rate schedule.)

(3) If the highest applicable GS rate range is a locality pay rate range, the employee's adjusted project rate is converted to a GS locality rate of pay. If this rate falls between two steps in the locality-adjusted schedule, the rate must be set at the higher step. The converted GS unadjusted rate of basic pay would be the GS base rate corresponding to the converted GS locality rate (i.e., same step position). (If this employee is also covered by a special rate schedule as a GS employee, the converted special rate will be determined based on the GS step position. This underlying special rate will be basic pay for certain purposes for which the employee's higher locality rate is not basic pay.)

(4) If the highest applicable GS rate range is a special rate range, the employee's adjusted project rate is converted to a special rate. If this rate falls between two steps in the special rate schedule, the rate must be set at the higher step. The converted GS unadjusted rate of basic pay will be the GS rate corresponding to the converted special rate (i.e., same step position).



**Conversion Out: Salary Equals or Exceeds
Step 4 of Highest Grade**

- Demonstration project adjusted base pay equals \$53,000
- DB II payband includes GS-5 through GS-12

\$53,000

\$21,421_{Min} _{Max} \$61,190

- Conversion Process:
 - 1) Compare \$53,000 to step 4 pay of highest grade in payband; GS-12, step 4 pay = \$51,774
 - 2) $\$53,000 \geq \$51,774$
 - 3) Assign GS-12
 - 4) \$53,000 is between GS-12, step 4 pay (\$51,774) and step 5 pay (\$53,343)
 - 5) Assign the greater of the two, step 5.

In the example, the DB II employee's adjusted base pay rate under the demonstration (\$53,000) is compared to step 4, GS-12 which is the highest grade in the payband. GS-12, step 4 pay equals \$51,774. Since the employee's salary is between the step 4 and 5 the higher step is awarded. Therefore, this employee converts out of the demonstration project as a GS-12, step 5.



Conversion Out: Exception to Step 4 Rule

- Demonstration project adjusted base pay equals \$51,200
- DB II payband includes GS-5 through GS-12

\$21,421 _{Min} _____ \$51,200 _____ _{Max} \$61,190

- Conversion Process:
 - 1) Compare \$51,200 to Step 4 pay of highest grade in payband beginning with GS-12 and descending each lower grade until Step 4 rate is equivalent or exceeded.
 - 2) \$51,200 > \$43,197 (GS-11, Step 4)
 - 3) Normally assign GS-11, but GS-11 Step 10 pay (\$51,049) is less than \$51,200, which fits the Step 4 exception rule.
 - 4) Since \$51,200 > \$47,066 (GS-12 step 1 pay), assign GS-12.
 - 5) \$51,200 is between step 3 and 4, assign greater of the two, step 4.

Exception to Step 4 rule: If an employee's adjusted demonstration project rate exceeds the maximum rate of the grade assigned under the previously described "Step 4" rule but fits in the rate range for the next higher applicable grade (i.e., between step 1 and step 4), then the employee shall be converted to that next higher applicable grade.

Example:

In this example, the DB II employee's salary of \$51,200 is compared to step 4 pay of the highest grade in the payband. GS-12, step 4 pay equals \$51,774. Since \$51,200 is less than \$51,774, the employee is assigned a GS-11. But, GS-11, step 10 pay equals \$51,049 and \$51,200 is greater than this amount. Therefore, the employee is assigned a GS-12. Next, since \$51,200 is between GS-12, step 3 pay of \$50,205 and step 4 pay of \$51,774, assign GS-12, step 4.



Additional Conversion Out Provisions

- E&S Payband V Employees
- Employees with Band or Pay Retention
- Within grade increase/equivalent increase

E&S Payband V Employees. An employee in Payband V of the E&S occupational family (DB-V) will convert out of the demonstration project at the GS-15 level. The USAMRMC, in consultation with the CPAC, will develop a procedure to ensure that employees entering Payband V understand that if they leave the demonstration project and their adjusted pay exceeds GS-15, step 10 rate, there is no entitlement to retained pay; their GS-equivalent rate will be deemed to be the rate for GS-15, step 10. For those Payband V employees paid below the adjusted GS-15, step 10 rate, the converted rates will be set in accordance with pay-setting provisions described on the previous pages.

Employees with Band or Pay Retention.

(1) If an employee is retaining a band level under the demonstration project, apply the procedures described previously, using the grades encompassed in the employee's retained band to determine the employee's GS-equivalent retained grade and pay rate. The time in a retained band under the demonstration project counts toward the 2-year limit on grade retention in 5 U.S.C. 5362.

(2) If an employee is receiving a retained rate under the demonstration project, the employee's GS-equivalent grade is the highest grade encompassed in his or her band level. CPAC will coordinate with OPM to prescribe a procedure for determining the GS-equivalent pay rate for an employee retaining a rate under the demonstration project.

Within-Grade Increase - Equivalent Increase Determinations. Service under the demonstration project is creditable for within-grade increase purposes upon conversion back to the GS pay system. Performance pay increases (including a zero increase) under the demonstration project are equivalent increases for the purpose of determining the commencement of a within-grade increase waiting period under 5 CFR 531.405(b).



Employee Development

- Professional Development
 - An Integral Part of the Performance Management Process Includes:
 - Performance-Related Discussions to Assist Employees in Reinforcing Strengths and Correcting Weaknesses
 - Sabbaticals
 - Classroom Training
 - On-the-Job Training
 - Mentoring
 - Special Developmental Assignments
 - Participation in Professional and Civic Organizations
 - Writing Professional Articles for Publication
 - Rating supervisors should encourage employees to seek Professional Developmental Opportunities and Reward them Appropriately.

Professional Development. Planning for professional development is an integral part of the performance management process. Along with meaningful performance-related discussions that assist employees in reinforcing strengths and correcting weaknesses, professional developmental opportunities may include sabbaticals, classroom training, on-the-job training, mentoring, special developmental assignments, participation in professional and civic organizations, and writing professional articles for publication. Rating supervisors should encourage employees to seek professional development opportunities and reward them appropriately (e.g.; through awards, challenging work assignments, and promotions) when they succeed in enhancing their value to the organization.



Employee Development

EXPANDED DEVELOPMENTAL OPPORTUNITY PROGRAM

- Covers all USAMRMC Demo Project Employees.
- Complements Existing Developmental Opportunities Such As Long Term Training, Etc.
- Various Learning or Uncompensated Work Experiences May Be Used.
- Eligible For Sabbatical After Seven Years of Federal Service.
- Announced Annually and Will Be Competitive.
- Training for Interns Will Be Determined By Their Training Plans.

Expanded Developmental Opportunity Program.

The USAMRMC Expanded Developmental Opportunities Program will cover all demonstration project employees. An expanded developmental opportunity complements existing developmental opportunities such as (1) long-term training, (2) one-year work experience in an industrial setting via the Relations With Industry Program, (3) one-year work experiences in laboratories of allied nations via the Science and Engineer Exchange Program, (4) rotational job assignments within the USAMRMC, (5) developmental assignments in higher headquarters within the Army and DoD, (6) self-directed study via correspondence courses and local colleges and universities, (7) details within USAMRMC and to other Federal Agencies, and (8) Intergovernmental Personnel Act Agreements.

Each developmental opportunity period should benefit the USAMRMC, as well as increase the employee's individual effectiveness. Various learning or uncompensated developmental work experiences may be considered, such as advanced academic teaching or research, sabbaticals, or on-the-job work experience with public or non-profit organizations.

An expanded developmental opportunity period will not result in loss of (or reduction in) basic pay, leave to which the employee is otherwise entitled, or credit for time or service. Input for performance rating purposes will be obtained from the gaining organization to ensure a rating of record is on file, and if warranted, a performance award and/or bonus and retention years credit for RIF purposes is documented.

Employees accepting an Expanded Developmental Opportunity do not have to sign a continuing service agreement as cited in 5 U.S.C. 4108 (a)(1); however, in the event that the employee fails to carry out the intent/conditions of the developmental opportunity (except for good and sufficient reason as determined by the activity Commander/Director), the employee shall be liable to the United States for payment of all expenses. The amount shall be treated as a debt due the United States.

The opportunity to participate in the Expanded Developmental Opportunities Program will be announced as opportunities arise. Instructions for application and the selection criteria will be included in the announcement. Final selection/approval for participation in the program will be made by activity Commanders/Directors. The position of employees on an expanded developmental opportunity may be backfilled by temporary promotion, or temporary/contingent employees. However, that position or its equivalent must be made available to the employee returning from the expanded developmental opportunity.



Long Term Training/Sabbaticals

	<u>Sabbatical</u>	<u>Long-Term Training</u>
Duration	3-12 months	120 days or longer
Eligibility	All employees eligible after completing 7 years federal service	Generally must be in a DA Career Program, GS-11 or greater
Frequency	Eligible for one every 10 years	No restrictions
Payback	Three times length to activity	Three times length to activity
Substance	Must result in product, service, report, or study that benefits activity	Individual professional development which benefits activity
Approval Authority	Funding source Commanders/Directors	Funding source MEDCOM/DA

Long-Term Training/Sabbaticals

Long-Term Training and Sabbaticals under the Personnel Demonstration Project are established. Nomination and approval procedures are defined below.

General Principles:

(1) Long-Term Training:

(a) Is defined as full-time training assignments in excess of 120 consecutive calendar days. Long Term Training includes formal training programs, full-time academic study programs, and planned developmental assignments. Training is the process for providing a planned, prepared, and coordinated program, course, curriculum, or routine of instruction which will improve individual and organizational performance.

(b) Selection for long-term training must be based on competitive procedures.

(c) Employee must sign an obligated service agreement prior to beginning of training period to serve three times the length of the training period in activity assigned to prior to training period. If he/she voluntarily leaves before the service obligation is completed, the employee is liable for repayment. The activity Commander/Director has authority to waive this agreement.

(2) Sabbatical:

(a) Is defined as an opportunity for career employees to engage in study or uncompensated work experience that will contribute to their development and experience. Each sabbatical must result in a product, service, report, or study that will benefit the USAMRMC mission as well as increase the individual effectiveness of the employee. Sabbaticals may include, but are not limited to: (1) advanced academic teaching, study, or research, (2) self-directed or guided study, and (3) on-the-job work experience with a public, private, commercial, or private nonprofit organization.

(b) Is 3-12 months in duration.

(c) One sabbatical may be granted to an employee in any 10-year period. All employees are eligible for sabbaticals after completing 7 years federal service.

(d) Selection for sabbaticals must be based on competitive procedures.

(e) Employees on sabbaticals will be paid their government salary and receive all benefits to which otherwise entitled.

(f) Employee must sign an obligated service agreement prior to beginning of the training or sabbatical to serve three times the length of the training period in activity assigned to prior to training period. The activity Commander/Director has authority to waive this agreement.

**Attachment 1: Application Procedures for Long Term
Training and Sabbaticals**

Long Term Training:

Step 1: Requester prepares a DD Form 1556.

Step 2: Request submitted through supervisory channels, including the Activity Career Program Manager (if applicable), to Director or equivalent.

Step 3: All applications for long-term training for employees in DA Career Programs must be submitted to DA for funding. Requesting organizations must submit a Personnel Action Request (SF-52) documenting the Long-Term Training Assignment.

Step 4: Approved applications are submitted to MEDCOM and DA for funding.

Sabbaticals:

Step 1: Requester prepares a DD Form 1556.

Step 2: Request submitted through supervisory channels, including the Activity Career Program Manager (if applicable), to Director or equivalent.

Step 3: Since sabbaticals are not funded by DA, Directors or equivalent have final approval authority and funding responsibility. Requesting organizations must submit a Personnel Action Request (SF-52) documenting the Sabbatical.

Attachment 2: Appraisals for Employees on Long-Term Training and Sabbaticals

1. Expanded development opportunities typically fit into two general categories: Classroom and developmental (on-the-job) training.

a. Classroom Training: Assignments that involve classroom work are covered by two options. The first is to render a rating as soon as the employee returns to the position of record and completes 60 days under a performance plan. In this option, the employee's performance appraisal is based on job performance only. Classroom performance is not included in the performance appraisal. The second option is to develop a performance plan and render a rating based on the classroom performance only.

b. Developmental Training: Developmental assignments should be treated as any other temporary assignment that continues for 60 days or more. A performance plan is established and the incumbent receives a special or annual rating upon completion.

2. Employees participating in expanded developmental opportunities are eligible to be considered for pay for performance increases as appropriate.

3. Employees on Long-Term Training and Sabbaticals lasting 120 days or more require performance objectives and performance is normally documented by special appraisals. Information provided in the special appraisal should be considered in preparing the annual evaluation.



Short-Term Training

- Less than 120 consecutive calendar days.
- Authority to approve.
- Appropriate training.

Authority to Approve Short-Term Training (less than 120 consecutive calendar days):

Authority to approve all short-term training is delegated to Commanders/Directors.

Supervisors may exercise this authority only after they have attended appropriate training conducted by the Civilian Personnel Advisory Center.



Income Tax Liability for Training

- Non-Taxable
- Taxable
- Potentially Taxable

Potential Federal Income Tax Liability for Training

Non-Taxable: The Internal Revenue Service rule for exclusion of employer paid educational expenses from income of employees is that the education must maintain or improve their skills as employees. The following are examples of training that would not be subject to federal tax:

(1) Employer-provided undergraduate or graduate training that will improve individual and organizational performance and assist in achieving the agency's mission and performance goals is non-taxable. For example, graduate level mechanical engineering training for a Mechanical Engineer is non-taxable since that training should improve that employee's mechanical engineering skills.

(2) Training needed or potentially needed to perform duties at the same level of responsibility that are assigned or anticipated to be assigned to an employee by his/her chain of command. For example, a mechanical engineer assigned electronics engineering tasks by his/her supervisor could attend electronics training needed to perform these new duties.

(3) Training given to employees competitively selected for programs such as upward mobility/intern/functional trainee that causes a change in his/her current job series, provided that such training begins **after** the employee has been reassigned into the new job series. For example, and Engineering Technician competitively selected for and reassigned into an Engineering position can receive engineering training **after** he/she is reassigned into the engineering position.

(4) Education expenses for students hired under programs such as the Student Career Experience Program that are related to the duties of the position to which the student is assigned. For example, science, engineering, and computer science courses for a Student Trainee (Engineering).

Taxable: Employees must be made fully aware of their potential income tax liability of their Temporary Duty (TDY) assignment, including training assignment is at one location for more than a year. A TDY assignment at one location for more than a year is considered by the Internal Revenue Service to be permanent in nature and any reimbursement received by the employee is taxable income. The Internal Revenue Service (IRS) Code, 26 USC 162(a), does not permit deduction for travel expenses (including amounts expended for meals and lodging) during a TDY assignment at one location if the assignment exceeds one year.

Potentially Taxable: Any employer-provided educational assistance that helps an employee meet minimum qualification requirements for a new occupation or prepares the employee for a different occupation that is provided to the employee **prior to** reassignment into such a position is potentially taxable. It is very difficult to assess the degree to which training will enhance the employee's ability to perform the duties of his/her current occupation/series as opposed to a different occupation/series. For example, an electronics technician's performance may be enhanced by completion of courses in calculus, differential equations, or other academic courses required for classification as an engineer. This type of training would be considered primarily as improving the electronics technician's skills in his/her current positions, even though these courses might also contribute to qualifying the electronic technician for an engineering position. However, training expenses for a personnel specialist to become an electronics engineer are potentially taxable.



Reduction in Force

- Competitive areas and Competitive levels
- Retention criteria
- Bump and Retreat rights
- Link between performance and retention

Modifications include limiting competitive area to employees in the demo project and increasing the emphasis on performance in the RIF process. Retention criteria are in the following order: tenure, veterans preference, credit for performance ratings, and length of service. Current reduction in force regulations/procedures have been adjusted in the context of the occupational family and payband classification system.

When demonstration project employees are facing separation or downgrade or furlough (for more than 30 calendar days or more than 22 discontinuous work days) due to lack of work, reorganization, insufficient personnel ceiling, or the exercise of re-employment/restoration rights, RIF procedures will be used.

The procedures outlined in 5 CFR Part 351 will be followed with specific modifications pertaining to competitive areas, assignment rights, credit for performance ratings and service computation date.



Retention Register

- Order of standing
 - Tenure Group
 - Subgroup
 - Performance Credit
 - Length of Service

Competing employees are listed on a retention register in the following order:

a. By Tenure Group (group I is career employees, group II is career-conditional employees, group III is contingent employees).

b. Within each Tenure Group, by one of three subgroups (subgroup AD is 30 percent or higher compensable veterans, subgroup A is other veterans, subgroup B is non-veterans).

c. Credit for Performance. After group and subgroup and before length of service, a credit for performance factor will be used to determine retention superiority.

d. Length of Service. An employee's length of service is determined by his/her Service Computation Date (SCD) which is not augmented by performance ratings.



Retention Register

- Separate Competitive Areas
 - Headquarters and each USAMRMC subordinate activity
 - Geographic sites/detachments
 - Occupational family
 - DA Intern

The Headquarters and each subordinate activity of the USAMRMC will be in a separate competitive area for RIF purposes. Further, within each subordinate activity, detachments located at different geographic sites will be in a separate competitive area for RIF purposes. Each of the four occupational families will be a separate competitive area within each activity. DA Interns will continue to be part of the ACTEDS competitive area.



Competitive Levels

- Competitive Levels
 - Payband, series, and similar duties/qualification requirements/working conditions
 - Competitive vs. excepted service
 - Work schedule
 - Formal trainees

Competitive levels will be established based on the payband, classification series, and where responsibilities are similar enough in duties, qualification requirements, pay schedules, and working conditions so that an employee may be reassigned to any of the other positions within the level without requiring significant training or causing undue interruption to the work program. Separate competitive levels will be established for positions in the competitive and excepted service; for positions filled on a full-time, part-time, intermittent, seasonal, or on-call basis; and separate levels will be established for positions filled by an employee in a formally designated trainee or developmental program.



Retention Criteria

- Tenure Group I - Career Employees
 - Subgroup AD - 30% or higher compensable veterans
 - Subgroup A - other veterans
 - Subgroup B - non-veterans
- Tenure Group II - Career-Conditional Employees
- Tenure Group III - Contingent Employees

Tenure Group I is career employees, group II is career-conditional employees, group III is contingent employees.

Within each Tenure Group are three subgroups. Subgroup AD is 30 percent or higher compensable veterans, subgroup A is other veterans, subgroup B is non-veterans.



Link Between Performance and Retention

- Rating "Superior" adds 10 points
- Rating "Exceptional" adds 7 points
- Rating "Successful" adds 3 points
- Rating "Failure" adds no credit

Credit for Performance - after group and subgroup and before length of service, a credit for performance factor will be used to determine retention superiority.

This credit is applied for each of the last three annual performance ratings of record, received over the last four years, for a potential credit of 30 points. Annual credits are applied as follows:

- (1) Rating "Superior" adds 10 points
- (2) Rating "Exceptional" adds 7 points
- (3) Rating "Successful" adds 3 points
- (4) Rating "Failure" adds no credit for retention

If the employee has less than three annual performance ratings of record, performance credit will be given on the basis of either an average of ratings actually on record, or if no actual ratings, modal ratings (most common) given within the employee's competitive area. When an employee is missing a rating of record, the credit assigned for the actual ratings received will be averaged, and the results thus derived will be used as the credit for the missing rating. For an employee who has no ratings of record, all credit will be based on the repeated use of a single modal rating from the most recently completed appraisal period on record. Ratings given under systems other than the USAMRMC personnel demo system will be converted to the personnel demo system rating scheme and employees will be provided the equivalent rating credit. Ratings will be converted using the summary level table in 5 CFR 430.208(d)(1).

An employee who has received a written decision to demote him/her to a lower payband because of unacceptable performance, competes in RIF from the position to which he/she will be/has been demoted. Employees who have been demoted for unacceptable performance, and as of the date of the issuance of the RIF notice have not received a performance rating in the position to which demoted, will receive either an average of ratings actually on record, or if no actual ratings, modal ratings (most common) given within the employee's competitive area.



Modal Ratings

- Use if no ratings on record.
- Current year's modal rating for the employee's competitive area.
- Basis of rating credit for past 3 performance ratings.
- Added together, not averaged.



Example "Exceptional" Modal Rating

"Exceptional" = 7 points performance credit for RIF

1998 = 7 points

1997 = 7 points

1996 = 7 points

21 points Total Performance Credit for RIF



Average Rating

- Use if only 1 or 2 ratings on record.
- Basis of rating credit is the average of actual ratings on record.



Average Rating - Example

1998 = 10 points

1997 = ?

1996 = 7 points

$$10 + 7 = 17 \quad) \quad 2 = 8.5$$

Rating for 1997 = 8.5



Performance Credit for RIF

1998 = 10

1997 = 8.5

1996 = 7

25.5 Total Performance Credit for RIF



Length of Service

- Service Computation Date (SCD).
- SCD not augmented by performance ratings.

An employee's length of service is determined by his/her Service Computation Date (SCD) which is not augmented by performance ratings. Service Computation Date (length of service) will only be used in RIF procedures when performance retention procedures result in two or more employees with the same standing. When this occurs, all creditable service (both civilian and military) will be used to determine employee retention standing.



Bump Rights

- Definition
- Subgroup A & B Employees
- Subgroup AD Employees
- Employees with current "Failure" rating

Bumping is an employee's right of assignment to a position occupied by another employee in a lower tenure group, or in a lower tenure subgroup, in another competitive level within the same competitive area. Restriction for bumping is one band below the employee's existing band.

An employee with a current annual performance rating of "Failure" has assignment rights only to a position held by another employee who has a "Failure" rating. An employee who has received a written decision of removal because of unacceptable performance will be placed at the bottom of the retention register for his/her competitive level.



Retreat Rights

- Definition
- Subgroup A & B Employees
- Subgroup AD Employees
- Employees with current "Failure" rating

Retreating is an employee's right of assignment to a position formerly held, or essentially identical to one previously held, when the position is occupied by a lower-standing employee in the same tenure subgroup and is in another competitive level in the same competitive area. Eligible employees can retreat to a position held by an employee with a later service date in the same subgroup. Restriction for retreating is to one band below the employee's existing band; a preference eligible veteran with a compensable service-connected disability of 30 percent or more may retreat to positions two bands or the equivalent of five grades below their current payband.



Evaluation Plan

PROJECT DURATION

- No mandatory expiration date
- Current test period is 5 years
- At the 5 year point, reexamine for:
 - Permanent implementation
 - Continuing test period
 - Expiration
- Major changes can be made through announcements in the Federal Register
- Minor changes (i.e., series added geographic locations) can be made by notification process

There is no mandatory expiration date for the Demonstration. Our plan is to evaluate the project after 5 years and make a decision to do one of three things: (1) implement the program permanently, (2) modify/change the program and retest for another 3-5 years, (3) let the program expire and return to the old system. We will also be monitoring the project continuously and if evaluation of existing data warrants, changes and modifications will be made through announcements in the Federal Register.



Formal Evaluation Plan

- Identifies Critical Elements for Evaluation
 - Compensation
 - Performance Management
 - Classification
 - Reduction-In-Force
 - Context



Formal Evaluation Plan

- Data Collected
 - Workforce Data
 - Personnel Office Data
 - Employee Attitudes/Feedback Surveys
 - Interviews/Focus Groups
 - Local Activity Histories
 - Core Measurements of Activity Performance
- Plan Published in Federal Register