

## **Section 4: CCAS**

This section provides an introduction to the appraisal and reward system of AcqDemo. It is called the Contribution-based Compensation and Appraisal System, or CCAS for short. We will highlight its key elements throughout this section.

### **4.1 The Appraisal Cycle**

The CCAS appraisal period follows the government fiscal year, beginning on 1 October and ending on 30 September of the following year. The full CCAS cycle includes this appraisal period plus the three months immediately following the appraisal period for the pay pool panel process.

As long as an employee is under AcqDemo for at least 90 consecutive calendar days and in AcqDemo on 30 September, they will receive an appraisal and be eligible to be considered for a compensation payout.

#### **4.1.1 New Cycle Contribution Planning**

The New Cycle discussion is the first of three annual formal conversations that must be held between supervisors and employees and is focused on contribution planning for the new appraisal cycle. It should be held within 30 days of the start of each appraisal cycle.

It is imperative that supervisors understand the mission, and more importantly the annual organizational goals, and convey that information to employees. This information is the driver for contribution planning purposes.

It is expected that not all work assignments will be known at the beginning of the appraisal cycle. Therefore the contribution planning that takes place in October will likely need to be adjusted throughout the appraisal cycle as new contribution expectations materialize.

Ensure that all 6 factors are addressed in the Contribution Plan, as all 6 factors must be scored at the conclusion of the appraisal period. Any metrics used should point to contribution expectations.

Check local policy for the format to be used to document the contribution planning results.

#### **4.1.2 Mid-Point Review Discussion**

The second required conversation during the appraisal cycle occurs in the March-April timeframe and is called the Mid-Point Review.

As part of the Mid-Point Review, a self-assessment is optional but highly encouraged, subject to local policy. Written by an employee, it is meant to portray a complete, concise picture of their contributions, and communicate the impact made to the organization's strategic goals through this part of the contribution cycle. It is an opportunity to see if the expected contributions identified during the contribution planning phase are on track to be met or if any course corrections need to be made.

### **4.1.3 Employee Self-Assessments**

At the end of appraisal cycle, an Annual Appraisal Self-Assessment is optional but highly encouraged, subject to Component or local policy. Written by an employee, it is meant to portray a complete, concise picture of their contributions, and communicate the impact made to the organization's strategic goals.

### **4.1.4 Supervisor Annual Appraisal**

A supervisor's annual appraisal does not need to document every one of an employee's contributions. Rather, the purpose is to highlight those contributions that had the largest impact on accomplishing the goals of your organization.

Before beginning to write an appraisal, Supervisors should obtain a copy of the factors for the broadband level to which the employee is assigned, as well as the levels immediately above and below. Seldom will an employee perfectly match all of the descriptors in the set for a particular level, and it is not necessary to write something to match every descriptor. Using the factor descriptors and discriminators, supervisors can write statements that describe how and what the employee has contributed that relates to the mission.

## **4.2 Broadband Level Point Ranges**

This chart shows the different point ranges for each AcqDemo broadband level.

At the beginning of the appraisal cycle each employee receives an Expected Overall Contribution Score which is calculated using their current base salary. This becomes the expected target at which employees should aim to contribute.

At the end of the performance cycle, Supervisors and Pay Pool Panels will rate the employee's level of contribution to the mission for each of the six factors. The average of the six factor scores will create an Overall Contribution Score (OCS). The OCS is then compared with the Expected OCS to determine if and how much of a change in compensation is appropriate.

The goal of CCAS is to make pay consistent with employees' contributions to the mission of the organization.

## **4.3 Expected Contribution Range Calculator**

Employees may determine their Expected Overall Contribution Score (EOCS) and Expected Contribution Range (ECR) at any time by using the online OCS Calculator. The OCS Calculator provides the employee's

expected score in the Standard Pay Line (SPL) column, as well as the upper and lower ranges for that score.

The website calculator can be found on-line at:

[http://acqdemo.dau.mil/tools/2015\\_Expected\\_Calculator.xls](http://acqdemo.dau.mil/tools/2015_Expected_Calculator.xls)

#### **4.4 Overall Contribution Score**

At the end of the appraisal cycle, the pay pool process begins.

Using assessment information provided by the supervisors, and optionally the employees as well, based on local policy, the pay pool considers the context of the contributions of each member of the pay pool. Numerical scores are then assigned to each of the six factors for each employee, and those scores are averaged and rounded to the nearest whole number to produce a preliminary Overall Contribution Score (OCS).

After considering each preliminary OCS for equity and consistency, the pay pool manager approves a final OCS for each employee.

#### **4.5 Pay Pool Funds Distribution**

Based on the scoring results, the pay pool manager, in consultation with the pay pool panel, determines the potential salary adjustment and contribution award for each employee. Overall, there are three pots of money available to the pay pool for distribution at the end of each appraisal cycle:

The amount of money available within the pay pool for salary increases, here called a Contribution Rating Increase (or CRI), is determined by the money that would traditionally have been available in GS for quality and within-grade step increases, and career promotions. The CRI pool of money will be set at no less than 2% of the activity's total salary budget (base salaries plus locality pay). These floors represent a budgetary minimum amount. Components may set higher amounts within their budgetary limits, unless a ceiling amount is directed by the Program Office within any given year.

The General Pay Increase (or GPI) is an optional annual increase recommended by the President of the United States and approved by Congress.

The Contribution Award (or CA) pool includes what were formerly performance awards under the General Schedule. This pool will be used for awards given under the CCAS process. The fund will be set at no less than 1 % of the activity's total salary budget. This fund will not exceed 90 % of the total awards budget, so as to allow for other awards not related to the CCAS process, e.g., on the spot awards and group awards.

The dollar amounts to be included in the pay pool will be computed based on the employees in the pay pool as of 30 September each year.

#### **4.6 End-of-Cycle Discussion**

At the conclusion of the CCAS cycle, an End-of-Cycle Discussion is held between each employee and their supervisor. The purpose is to discuss the employee's appraisal, OCS, and pay pool payout decision. It should be a retrospective look at lessons learned and insights that can be carried forward into the current appraisal period to improve outcomes and organizational impact. It occurs in December or January, following the conclusion of the pay pool process.

#### **4.7 Inadequate Contribution**

The demonstration project aims to go beyond a performance-based rating system by linking rewards to the levels of contribution. Therefore, the system also accounts for those whose contributions are documented to be less than adequate.

During the appraisal cycle, informal and frequent communication between supervisor and employee is essential. This must include discussion of any inadequate contribution in one or more of the factors. Inadequate contribution in any one factor at any time during the appraisal period is considered grounds for reassigning employees, reducing their pay or removing them from Federal Service.

Every effort should be made to provide the guidance and tools necessary to help the employee improve their contribution. If, however, the desired improvement is not made, the supervisor may place the employee on a Contribution Improvement Plan (CIP).

There are many component unique requirements of preparing improvement actions so we advise all supervisors to work with their HR specialist for assistance on these matters but a CIP must contain these items:

- Specific areas in which the employee is inadequately contributing
- Standards for adequate contribution
- Actions required of the employee
- Time in which contribution improvement must be accomplished
- Assistance from the service or agency
- Consequences of failure to improve

#### **4.8 CCAS Grievance Process**

An employee may grieve their OCS (rating of record). If an employee is covered by a negotiated grievance procedure that includes grievances over appraisal scores, then the employee must resolve a grievance over an appraisal score under that procedure.

If an employee is not covered by a bargaining unit, then they should follow these, or other local, procedures:

Employee will submit the grievance first to the supervisor, who will submit a recommendation to the pay pool panel.

Pay pool panel may accept the supervisor's recommendation or reach an independent decision. In the event that the pay pool panel's decision is different from the supervisor's recommendation, appropriate justification will be provided.

Pay pool panel's decision is final unless the employee requests reconsideration by the next higher official to the pay pool manager. That official would then render the final decision on the grievance.

Check with your Component for specific grievance process timeline details.