

Department of Defense Civilian Acquisition Workforce Personnel Demonstration  
Project (AcqDemo)

# Contribution-based Compensation and Appraisal System (CCAS) for Employees

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# CCAS for Employees

Welcome to the AcqDemo CCAS for Employees course. It will take approximately 45 minutes to complete all sections. In order to receive credit for completion, you will need to finish all sections and quizzes. Please click the “NEXT” button to begin.

## Introduction

This course is a continuation of the AcqDemo eLearning series. We hope you’ve had the opportunity to take AcqDemo 101 prior to the start of this course as several related topics presented here were first explained in AcqDemo 101. The goal of this course is to enhance your understanding of the Contribution-based Compensation and Appraisal System (CCAS) Process.

The specific objectives of this course are to:

- Summarize the CCAS process and tools
- Understand your role in the six steps of the CCAS process: contribution planning, mid-point review, annual appraisal self-assessment, annual appraisal, pay pool panel, and end-of-cycle discussion. Additional activities may include additional feedback and closeout assessment.

## CCAS Process

Let’s take a first look at the Contribution-based Compensation and Appraisal System or CCAS process. The CCAS process is meant to link your contribution to your organization’s mission. It is intended to increase communication between you and your supervisor.

The CCAS process involves formal meetings and informal feedback throughout the cycle, and uses contribution planning and assessment documents in CAS2Net, the CCAS software tool.

To be eligible for a CCAS rating, you must be under AcqDemo for at least 90 consecutive calendar days during the period of 1 July through 30 September.

To be eligible for the payout based on your CCAS rating, you must be in an AcqDemo organization on the effective date of the payout, which is the beginning of the first full pay period in January.

An employee who leaves after the end of the appraisal period, but before the effective date of the payout may receive compensation in the form of a Special Act or other such award.

Select [The Rating Official Change and Employee Movement Matrix](http://acqdemo.dau.mil/tools/Employee_Movement_Matrix_082113.pdf) ([http://acqdemo.dau.mil/tools/Employee\\_Movement\\_Matrix\\_082113.pdf](http://acqdemo.dau.mil/tools/Employee_Movement_Matrix_082113.pdf)) for the various scenarios and available compensation.

The software tool that supports the CCAS process IS CAS2Net. To access CAS2Net:

1. Go to the following URL: <https://acqdemoii.army.mil>.
2. Select one of your installed CAC digital certificates, and click OK.
3. Enter your CAC PIN.
4. At the Usage Policy page, click "I Agree" button.
5. At the Login page, click CAC Login button.
6. If you have trouble, contact your pay pool administrator.

You and your supervisor use CAS2Net for: Contribution Planning; Additional Feedback; Closeout Assessments; Mid-Point Review; Employee Self-Assessment; and Annual Appraisal.

The AcqDemo workforce includes three career paths: business management and technical management professional (NH), technical management support (NJ), and administrative management support (NK). Each career path contains three or four broadband levels and associated point ranges for scoring factors during the appraisal process.

All employee contributions are assessed against the same six factors: Problem Solving, Teamwork and Cooperation, Customer Relations, Leadership and Supervision, Communications, and Resource Management. Each factor has its own descriptors and discriminators. Descriptors indicate the type of contribution appropriate for the high end of each level. They differ for each career path and level.

Discriminators, on the other hand, refine the factors to help your supervisor rate your contributions and are the same for all levels of contribution. For example, discriminators for problem solving factor include scope and impact; complexity and difficulty; independence; and creativity. They are the same for this factor for each career path and level.

## **CCAS Appraisal Period**

Now let's look at the major steps of the CCAS cycle. The CCAS cycle includes the CCAS appraisal period plus three months following the appraisal period for the pay pool panel process. The CCAS process includes 6 steps: (1) Contribution Planning; (2) Mid-point Review; (3) Annual Appraisal Self-Assessment; (4) Annual Appraisal; (5) Pay Pool Process; (6) End-of-Cycle Discussions. The CCAS process calls for a required meeting for contribution planning, mid-point review and annual appraisal.

The CCAS appraisal cycle begins October 1<sup>ST</sup>. This is the time when you and your supervisor discuss the new cycle contribution planning expectations for the coming months through September of the following year.

The timing of the Mid-Point Assessment is locally determined, but usually falls in the March to May time frame. Supervisor and employee work together to document progress and problems.

Starting October 1<sup>st</sup> of the following year, at the end of the rating period, you will complete your Annual Appraisal Self-Assessment in accordance with local policy.

The 3-month pay pool panel process begins in October. During Annual Appraisal your supervisor assesses your level of contribution to the organization's mission throughout the year. He or she reviews your self-assessment and assigns categorical scores to each of the 6 factors. Note that categorical scores break up the contribution levels into ranges. You will learn about these in more detail later in the course.

The sub-pay pools meet to review the categorical scores proposed by your supervisor and assign a numerical score to each of the 6 factors. The Pay Pool Panels usually meet in November or early December to finalize scores and determine compensation.

At the end of the pay pool process, your supervisor communicates to you the results approved at the pay pool meetings. This end-of-cycle discussion typically occurs in early January. At the conclusion of the meeting, you and your supervisor sign the CCAS Salary Appraisal Form. The pay adjustments are effective the first full pay period in January.

## **Contribution Planning**

Let's take a closer look at the start of the new cycle.

The first required step in the CCAS process is contribution planning. Starting in October, you and your supervisor meet to plan and discuss how you will contribute to the mission during the appraisal year. You discuss the contribution and results that are expected from you based on the organization's goals, your position requirements document, the six contribution factors, factor discriminators and descriptors, and expected contribution level corresponding to your current salary.

The position requirements document replaces the position description used in general schedule system.

Now, let's see what the contribution planning discussion between you and your supervisor may involve.

*Margaret Manager: Joe, our major project this year is our new Tankathon vehicle. This year you need to refine the requirements of the stirring control system, which is a critical design element. We have tight deadlines and the Combat Command, our client, has high expectations for the maneuverability of the Tankathon. You need to solve technical problems and write requirements that are clear to management and contractor and ensure we do not go over budget. You're the lead for the control system development.*

*Joe Contributor: We can look at what's coming from testing from our prototype vehicle and ask for help from the lab to see what improvements we can make.*

*Margaret Manager: Let me clarify contribution. There is an opportunity for you to contribute at a high end of your level under Problem Solving factor. Your ideas of reaching out to the lab indicate you're taking initiative. As we look at your career development, it would be good to show you're indeed ready for more responsibilities. By being engaged and taking initiative you'll be in the right direction.*

The contribution planning process can be initiated either by you or your supervisor. With your supervisor's guidance, you may initiate the contribution planning process by drafting an initial contribution plan. Enter the text into CAS2Net to create a draft plan that both you and your supervisor can view and edit online.

When your supervisor finalizes the contribution plan, he or she schedules a meeting to review the content with you and makes sure you understand the elements of your contribution plan. From CAS2Net, your supervisor selects the date and method of communication and clicks "Submit" indicating the contribution planning process is complete.

## **Mid-Point Review**

The second required step in the CCAS cycle is the mid-point review. This usually occurs in a timeframe starting in March through the end of May. At that meeting, you may refer to activities and major accomplishments you achieved up to that point in the CCAS cycle. It is a good idea to keep a personal record of those accomplishments as they occur. Most of us tend to remember only our latest activities and achievements.

Your supervisor continuously monitors and documents your progress; he or she provides additional coaching and feedback throughout the cycle; addresses contribution issues immediately upon identification; and provides mentoring for career development. The mid-year meeting provides a scheduled opportunity to discuss your progress with your supervisor.

The records used to support your mid-point review meeting may be written notes collected during the appraisal cycle, such as emails from others or personal notes kept by your supervisor. Your supervisor may also use the additional feedback module in CAS2Net to record comments to the employee at any time during the cycle.

Use CAS2Net to enter your mid-point review self-assessment. Your supervisor enters his or her mid-point assessment right below your input in the mid-point review module of CAS2Net. This is done for each of the 6 factors. Once both inputs are in CAS2Net, your supervisor schedules your mid-point review meeting and provides feedback on your contribution level so far into the CCAS cycle. The mid-point review meeting is a chance to discuss your contributions against the expectations set during contribution planning and communicates any required changes, progress and/or problems.

Now let's see what a mid-point review discussion between a supervisor and an employee may involve.

*Joe Contributor: We finished our analysis of the test results and are still waiting for more input from the lab on ideas we're working with them. We have most of the requirements drafted, reviewed among the team members and are still working on the fine points that will be a source of improvements. I sent you a draft. Have you had a chance to review the draft of requirements?*

*Margaret Manager: From your draft I am concerned about costs. Remember that we talked about initiative earlier this year. Keep in mind I expect you to think out of the box and think through the issues of cost that are developing right now. As you know I'm trusting that you're ready to take greater responsibilities as you move up in your career path. Please use your best judgment to help us solve this problem and let me know if I can help you in that endeavor.*

## **Annual Appraisal Self-Assessment**

The third required step in the CCAS cycle is the Annual Appraisal Self-Assessment. At the end of the rating period and in accordance with local policy you will complete an Annual Appraisal Self-Assessment.

Compare your contributions against the appraisal criteria (the six factors, the discriminators that refine each factor, and by level descriptors, which indicate the type of contribution appropriate for the high end of each level) and the expectations documented while conducting contribution planning at the beginning of the CCAS cycle. A contribution may warrant mention under more than one factor.

When writing your Annual Appraisal Self-Assessment, remember the following points: Highlight those contributions which made the most impact throughout the appraisal cycle; describe them in concise statements. Remember to use language that all pay pool panel members can understand.

When drafting your Annual Appraisal Self-Assessment, remember your contributions to date, accomplishments, achieved results, and report their impact on the organization's mission against your contribution plan. Make sure that each statement passes the "So what test?" for

each of the six contribution factors. For example, I performed a certain activity that led to a specific result and had notable impact on the mission of my organization.

Let's examine some contribution statements. Here's an example of a contribution statement for the teamwork cooperation factor:

**“Mentored staff on management of complex and critical tasks.”**

What do you think? Is this contribution statement effective or ineffective? Go ahead and make your selection.

This contribution statement is quite short and contains an activity, but does not contain a result or impact. It is not specific. Based on this contribution statement we do not know how many employees were mentored, the frequency of that mentoring, the result of that mentoring, or whether it had any effect on the organizational mission. It does not pass the “so what” test.

Now, let's take a look at another example of contribution statements for the problem solving factor.

**“Reviewed and provided comments and recommendations based on subject matter expertise on applying new or revised procurement regulations to the current procurement process. Coordinated with our headquarters regarding these requirements and objectives prior to providing comments and recommendations.”**

What do you think? Go ahead and make your selection.

This example is much longer than the previous ineffective example, but it is still ineffective. Length alone is not an indicator of the contribution statements' effectiveness. Like the previous ineffective example this contribution statement contains an activity, but it does not contain a result or an impact so we do not know how this activity contributed to progress toward accomplishing the organization's mission. It is factual and accurate, but not specific and it does not pass the “so what” test.

Here is another example of a contribution statement for the problem solving factor:

**“Developed a computer program to track the material storage and delivery of weapon system parts from the Supply Department to the Operating Forces. This tracking system cut the reorder costs by 20% and improved delivery time on average by 20 days.”**

What do you think? Is this contribution statement effective or ineffective? Go ahead and make your selection.

The contribution statement contains an activity. It also contains results and impact although the two are in the same sentence. The contribution statement is factual and specific and it passes the “so what” test.

Now let’s take a look at another example of a contribution statement for the teamwork cooperation factor:

**“Coordinated with a number of organization elements and contractors to resolve a classified email problem that resulted in the enhancement of operational security for all parties involved. This solution was adopted DoD-wide.”**

What do you think? Go ahead and make your selection.

This contribution contains an activity. It contains a result. This example also contains a separate sentence that describes the impact of the activity. The contribution statement is factual, specific enough that the activity, result, and impact are all understood, accurate and passes the “so what” test. You can replay this interaction, view more examples of contribution statements or move to the next page where you can practice categorizing them.

Do you think you can accurately categorize contribution statements as effective or ineffective? Go ahead and try. Select one of two options to categorize contribution statements as effective or ineffective.

## **Annual Appraisal**

The fourth step in the CCAS cycle occurs within the annual appraisal process; it is the annual appraisal assessment. During this step your supervisor assesses your contributions.

During the Annual Appraisal activities, your supervisor is responsible for reviewing employee contribution planning documentation, mid-point and annual self-assessment if available, any additional feedback and/or closeout reports. We’ll describe an additional feedback and closeout report later in this course.

For the annual appraisal, your supervisor writes a narrative for each of the six factors considering expectations set during your contribution planning and the impact your contributions had on the organization’s mission. Since contributions may warrant mention under more than one factor, your supervisor usually highlights contributions with the greatest impact on accomplishing organizational goals instead of a list of all contributions.

Next, your supervisor will compare your contributions to the factor discriminators and descriptors to assign categorical scores. Factor descriptors cannot be modified or supplemented. Each organization reviews the descriptors and discusses how to apply them to their organization’s mission.

Your supervisor need not perfectly match all descriptors for a particular level and input for each discriminator is not necessary. The descriptors should be used as a group to derive a single evaluation of each factor. Descriptors are written at the top of the broadband. Your supervisor determines the degree by which your contributions have met or exceeded the factor descriptor. Categorical ratings break up the level into regions. For example, if employee is rated 3H OR 3 High it means the employee's contribution fits the factor descriptors. 3M OR 3 Medium and 3L or 3 Low ratings indicate the middle and low end of level 3.

Your supervisor may refer to the contribution scores by career path chart to see the relationship between your categorical and numerical scores. In other words, categorical scores define a specific range of numerical scores for each career path.

### **Exercise: Categorical Score**

Let's assume the role of a supervisor and determine the categorical score for Joe Contributor, an NH career path employee at level 3 and his contribution to the problem solving factor.

Before you can assess his contribution, his supervisor needs to know what to assess it against. As an NH, Level 3 employee, here are the problem solving discriminators and level 3 descriptors. Go ahead. Compare Joe's contribution and check against the descriptors for problem solving factor at level 3. Assess Joe's contribution.

#### **3 High (3H) Feedback**

Correct! Joe would be rated at 3 High. He led the team for the Tankathon project, which overcame several unexpected obstacles, but finished the project early and under budget. He did independently lead a highly challenging project, matching the first descriptor. He also developed sound solutions and actions plans that ensured program/mission accomplishment—early and under budget, matching the third descriptor for Problem Solving at Level 3.

#### **3 Medium (3M) Feedback**

Joe would probably not be rated at 3 Medium. He led the team for the Tankathon project, which overcame several unexpected obstacles, but finished the project early and under budget. He did independently lead a highly challenging project, matching the first descriptor. He also developed sound solutions and actions plans that ensured program/mission accomplishment—early and under budget, matching the third descriptor for Problem Solving at Level 3.

### 3 Low (3L) Feedback

Joe would not be rated at 3 Low. He led the team for the Tankathon project, which overcame several unexpected obstacles, but finished the project early and under budget. He did independently lead a highly challenging project, matching the first descriptor. He also developed sound solutions and actions plans that ensured program/mission accomplishment—early and under budget, matching the third descriptor for Problem Solving at Level 3.

Take a look at contribution assessments for the other NH level 3 employees in the same pay pool as Joe Contributor. Although their contributions vary the pay pool panel may agree to set their ratings to 3.

After the supervisors submit their categorical scores CAS2Net makes them available to the sub pay pool panel.

### Pay Pool Process

The fifth required step in the CCAS cycle is the pay pool process. During this step the sub pay pools review and adjust employees' scores as needed and the pay pools determine final scores and compensation for approval by the pay pool manager.

Even though you do not have direct roles in this step, you may want to become familiar with the process.

First the sub pay pool panels meet to review categorical scores for equity, consistency, and grouping and make adjustments as necessary.

Sub pay pools use discriminators and descriptors for each factor, the written assessments and knowledge of your and other employees' contributions to rank order the results; they use rank order and knowledge of the employee's contributions to determine numerical scores for each factor. This is why completing your self-assessment is so important. The sub pay pool panels then refine and review initial numerical scores with your expected contribution level based on your salary to confirm consistency. This is more formally called your expected overall contribution score or EOCS and we will show you how it is used later in the course. The expected overall contribution score is based on your current salary. Your supervisor may view a large discrepancy between your numerical score and expected overall contribution score as a potential red flag.

After the sub pay pool panels assign numerical scores, the pay pool panels review scores from all sub pay pools and make changes as needed. The pay pool panel has the authority to make

score adjustments, after discussion with your supervisor, to ensure equity and consistency in the rating of all employees in the pay pool.

The pay pool panel uses the Compensation Management Spreadsheet or CMS to calculate the Overall Contribution Score or OCS. The OCS is used to determine eligibility for compensation. It is determined by averaging the numerical scores assigned to the six factors. The pay pool manager runs the pay pool panel, so he or she has already agreed to the numerical scores by the time the OCS's are finalized in the spreadsheet.

The CMS computes the recommended overall contribution score. For example, Joe Contributor's OCS is 74, which is the average of his numerical scores by factor ( $441/6$  factor). In our example, the pay pool panel discusses Joe's contributions along with those of his peers and may change the factor scores. Once the pay pool panel agrees, the Pay Pool Manager approves the final scores.

Compensation is decided during the pay pool meetings. Three forms of compensation may be available to eligible employees. A Contribution Rating Increase or CRI is a continuing salary increase. CRI funding is intended to be consistent with funds historically spent in General Schedule (GS) on within-grade increases, quality-step increases and promotions between grades that are now banded. The pay pool administrator will enter the CRI and award percentages in the Parameters tab of the CMS.

General Pay Increase or GPI funding accounts for the cost of labor and percentage increase for the GS pay table.

Contribution Awards or CA is a one-time bonus. CA funding was intended to be consistent with funds historically spent in GS on performance awards.

You do not have to do the calculations; the CMS does all the calculations for you. First, pay pool administrators determine who is in the pay pool as of the end of the rating period on 30 September.

Then the CMS totals the base salaries of the identified employees for use in CRI calculations and aggregate salaries for use in Contribution Award calculations. The pay pool manager communicates the funding percentages for CRI and CA for the pay pool. The minimum funding level for CRI (2.0%) and CA (1.0%) will be used in our example.

The CMS multiplies the salary totals by the funding level percentages to establish the funds available for CRI and CA. To calculate the CRI fund, multiply the Total Base Salary by CRI funding

level. The CRI fund is \$7,049. To calculate CA fund multiply the Aggregate Salary by the CA funding Level Total 1.0% and allowable percent for CA 90 percent. The CA fund is \$3,621.

Now that we've discussed how we tie the expected contribution to actual compensation using a graphic illustration, let's see how the rating affects pay using Joe Contributor's example.

## The "CCAS Rails" video script

*Mr. Darryl Burgan: I'd like to welcome you to a discussion about the use of our graphic that illustrates how we tie expected contribution to actual compensation. In talking about this graph we're going to cover a few things. First I want to talk about the construction of the graph and from that I'll talk about its use. We'll show how it sets up what's expected from you as far as your contribution and then how you're actually compensated by showing how you performed in relation to the graph. So, with that as a brief introduction, let's get started.*

*You see the illustration here to my left that we have a graph that's based primarily on two axes. The Y-axis actually looks at salaries and these salaries correspond to all salaries that are available within the GS pay scale, up to the GS 15. Along the X axis we have your overall contribution scores and they correspond to a span of scores within the Contribution-Based Compensation and Appraisal System or CCAS ranging from 0 to 100.*

*Now what shows the relationship between these two is this red line known as the Standard Pay Line. This Standard Pay Line starts at a point that's equivalent to a GS1, Step 1 salary and if we are looking at 2012 dollars, looking at base salary that equates to about \$17,803. It starts at this point and it ends at a point equivalent to the GS15, Step 10 salary, which again, in 2012 dollars equates to \$129,517. Now again, showing the relationship with each of the points along this range you'll see that it would correspond to one of our OCS points. So, an OCS score of 0 actually equates to the GS 1, Step 1 salary with the OCS score of 100 equating to a salary of the \$129,517 base salary.*

*Now that's how the Standard Pay Line itself is set up, but supporting the standard pay line we have a couple of rails that offset it known as upper and the lower rail. You will see here that they are indicated in blue and each of these rails are 8% in salary value away from this Standard Pay Line. If we're to look at scores looking along the horizontal axis you'll see that the Standard Pay Line is offset by the upper and lower rail by approximately 4 points to each side. Now, why does this become important? Well first it becomes important as we set your expected contribution.*

*Let's say that you are making \$64,000 when you enter AcqDemo. The way we determine what your expected score is, we actually use the Standard Pay Line by tracking your salary to where it intersects with the Standard Pay Line and at that point it drops down to the vertical along our OCS scale. I just so happen to know that for a salary value of \$64,000, the score that corresponds to that is a 64. So, that sets up your exact contribution score, your expected contribution score. You'll also see where this salary figure intersects this range, which is known as the normal pay range at three different points. If*

*we were to track the first point, again offset about 4 points, we'll see this is actually offset 3 points. That's where the approximation comes in. And it first intersects this normal pay range at the point value of 61. And the last point it intersects is at a point value of 68, meaning that anywhere between a 61 and a 68, you would be operating at what's known as your Expected Range of Contribution. So, this range here located between the blue lines is known as Zone C because it determines your normal pay range. There may be some fluctuation in your actual contribution, but normally you should score roughly between a 61 and 68 based on your salary value.*

*Now, what are the other two zones? As opposed to C, let's say that instead of when you are scored you actually score someplace less than 61. This now brings you back and it places you above the normal pay range. So, zone A showing that it's above the range, shows that you're actually overcompensated for the amount of contribution that you're giving. In other words, your score is back here; however, your salary value is much higher than what would normally correspond with that score that you received. The third range is known as Zone B and this shows that you're undercompensated for your level of contribution. Let's say that again with that same \$64,000 salary that instead you score over here let's say at about a 72. It's saying that for a score of 72 if you were to track that back to that normal pay range, we're talking about something much higher as far as a salary. So, that talks again about what's expected, let's talk about what actually happens when a person is scored.*

*Let's say that this individual with an expected score of 64 actually scores 66 for this appraisal period. To look to determine what's the value of that score is we really just work in reverse of the original process that I showed. We take the 66, we would track it back up to the Standard Pay Line and we would bring it back over to your Y-axis, your salary line. If we were to track it in that fashion we'd see that a 66 is worth \$65,964. Again, that is in 2012 dollars. And if we show the difference, we show that the increase in contribution would be worth roughly \$1,964 difference, saying that that's what would take to really bring you up to the level of compensation you should receive based upon your contribution.*

*There are a lot of different factors that go into what you'll actually receive as far as pay pool funding and other things, but as far as the basic mechanics of how the normal pay range and the scale itself works, that's it.*

Now that we've discussed how we tie the expected contribution to actual compensation using a graphic illustration, let's see how the rating affects pay using Joe Contributor's example.

Joe Contributor is making \$66,903. You can determine Joe's expected score by tracking Joe's salary to where it intersects with the Standard Pay Line and at that point it drops down to the OCS scale. The score that corresponds to Joe's salary is a 67. So, that sets up Joe's expected contribution score. Now, let's see where Joe's salary intersects the normal pay range at three different points. By tracking the first point Joe's salary will correspond to a score of 63. Notice that this score is offset by 4 points from Joe's expected contribution score. The last point at

which Joe's salary intersects is 70. This means that Joe's Expected Range of Contribution is anywhere between 63 and 70.

Now, let's see in which zone Joe's score will place him. Based on Joe's salary value his normal pay range or Zone C is between 63 and 70 OCS points. Let's say that Joe's score is less than 63. It would place him above the normal pay range, in Zone A, which means that Joe would be overcompensated for the amount of contribution that he is giving.

If, however, his score is more than 70, that score would place Joe below the normal pay range, in Zone B, which means that Joe would be undercompensated for the amount of contribution he is giving.

The Pay Pool Panel scored Joe at 74 for the appraisal period, but his expected contribution score was 67. Now, let's see in which zone Joe's score will place him. To determine the value of 74 score you need to work in reverse of the original process and take the 74 score, track it back up to the Standard Pay Line and over to Joe's salary line on the Y-axis. Joe's score of 74 is worth \$77,313 in 2012 dollars. When we subtract Joe's base salary from his target salary we get a delta salary. This means that in order for Joe to be appropriately compensated his salary needs to be increased.

Plotting your final overall compensation score helps determine whether you are appropriately compensated or not. Your organization may choose to use the lower rail, standard pay line, or the upper rail to select target salaries for the pay pool. The more delta overall contribution score points to be compensated in the pay pool, the lower percentage of payout to the target pay for each employee due to limited funding in pay pool.

With Joe's final OCS of 74, he is appropriately compensated if he is paid:

- \$71,128 when his organization uses the lower rail;
- \$77,313 when his organization uses the standard pay line; and
- \$83,498 when his organization uses the upper rail.

Note that Joe's pay pool chose the target to be the standard pay line for CRI and the upper rail for CA. The target salary selected can have a significant impact on the determination of whether you receive a pay adjustment.

Let's look at the impact of using the lower rail to determine target salary. In this image, the sample pay pool's final overall contribution scores are plotted. When the lower rail is used to determine target salary, three employees of this sample pay pool should receive a pay adjustment, including only those employees whose final OCS plotted below the lower rail.

Now, let's examine the impact of using the standard pay line to determine target salary. In this image, the same points are plotted as in the previous image, representing a sample pay pool's final OCS scores. When the standard pay line is used to determine target salary, five employees of this sample pay pool should receive a pay adjustment; including the two employees whose final OCS plotted above the lower rail but under the standard pay line, as well as those three employees whose final OCS plotted below the lower rail.

Finally, let's see the impact of using the upper rail to determine target salary. In this image, points are plotted as in the previous image, representing a sample pay pool's final OCS scores. When the upper rail is used to determine target salary, seven employees of this sample pay pool should receive a pay adjustment. This includes the four employees whose final overall contribution score plotted between the rails, as well as those three employees whose final OCS plotted below the lower rail.

To calculate payout we need to calculate the percent of Delta Salary to be given. Remember, Delta Salary is a difference between an employee's base and target salaries.

The CMS divides available dollars for CRI and the Total Positive Delta for CRI to get a percentage of positive delta salary for CRI payout. The CMS divides available dollars for CA and Total Positive Delta for CA to get a percentage of Positive Delta Salary for CA Payout.

Calculate percent of Delta Salary to be given to Joe Contributor. Multiply the CRI Delta Salary by percent of Delta Salary for CRI payout to get the Contribution Rating Increase.

Multiply the CA Delta Salary by the percentage of Delta Salary for CA payout to get the contribution award.

The same percentage payout for CRI and CA are applied to all eligible employees.

Note that CMS truncates the CRI and CA increases to the nearest dollar, so a few dollars of total funding might not be spent.

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

The sixth required step in the CCAS cycle is the end-of-cycle. During this step your supervisor communicates to you the results from the pay pool panel meetings. You and your supervisor then sign the CCAS Salary Appraisal form. Any pay adjustment is effective the first full pay period in January.

During the end-of-cycle discussion, your supervisor communicates to you your final overall contribution score, factor scores and any pay using the Part I CCAS Salary Appraisal Form, which is available from the CMS or CAS2Net. Your supervisor also discusses with you any contribution rating increase, contribution award, areas of success and opportunities for greater contribution, regardless of results and areas of improvement.

You and your supervisor sign the original of the Part I CCAS Salary Appraisal form. You receive the original form, while your supervisor retains a copy.

Your supervisor point out to you that your signature on the form acknowledges receipt of information; not agreement with information.

Let's hear the sample end-of-cycle discussion between a supervisor and an employee.

*Margaret Manager: I think what you've done for the Tankathon design is going to allow for even more maneuverability than expected and shows we bring real value and provide great solutions for the combat command. This has shown me that you're fully capable of contributing at the top of Broadband 3.*

*Joe Contributor: Thanks*

The goal of the system is the appropriate compensation for contribution to mission effectiveness. Inadequate contribution may result in the initiation of an adverse action that could lead to: reassignment, reduction in pay and removal from Federal Service.

If you plot in region "A", your contribution is inadequate for your current pay. This will be documented in a Memo for Record or a Contribution Improvement Plan may be created depending on the circumstances.

A CIP must be issued when your contribution in any factor is numerically at or below midpoint of the next lower broadband level (for broadband Level 1 employees, a score of 0 in any factor).

CIP is optional when the overall contribution score places you in the "A" region

- If a CIP is not issued, your supervisor documents the decision in a memo for record, furnishes copies to you and to higher management.
- If a CIP is issued, your supervisor prepares a CIP, contacts the HR specialist for assistance and notifies you that your contribution should increase and be sustained at a higher level. Your inadequate contribution may result in the initiation of an adverse action that could lead to: reassignment, reduction in pay and removal from Federal Service.

A CIP must contain

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

You must then sustain adequate contribution for two years.

The grievance period begins when you sign the appraisal form that documents the end-of-cycle communication. You may grieve OCS and resulting payouts. AcqDemo does not provide a time limit for grievances. Timelines are established by the Component/Agency or the bargaining unit agreement if one is in place and it covers grievances.

## **Closeout and Additional Feedback**

Closeout assessment and additional feedback are steps that may occur at any point in the CCAS cycle. A closeout assessment may be required when there is a change in your position or rating official. You may initiate a closeout in CAS2Net by adding the start and end dates for the closeout period, reasons for closeout assessment, and providing a narrative under the closeout self-assessment section. Once you save the narrative it will become available for your supervisor in CAS2Net.

Your supervisor then enters an overall closeout assessment or supervisor assessment by each factor. You and your supervisor meet to discuss the closeout information and document your meeting. The other special use module is Additional Feedback. Your supervisor may provide additional feedback to you as many times as necessary. This is done in CAS2Net. Once your supervisor enters feedback, he or she will meet with you and discuss it.

## **Knowledge Check**

Let's test what you have remembered. Go ahead and answer the seven questions we have prepared for you.

## Summary

Congratulations! You have completed the CCAS for Employees course. We hope that you found this information helpful and that you enjoyed learning about the role employees play in the CCAS cycle.

You should now have a better understanding of the CCAS process and CAS2Net tool that supports the process. You should also be able to summarize the major elements of the CCAS cycle and have a better understanding of the employee's role during each step.

You have completed the CCAS for Employees course. In order to get credit for the course you must complete an end-of-course survey. The survey link is found in the table of contents for the course. After you complete the survey you will be able to print out your certificate of completion.