

APPENDIX C, Army Operating Procedures

NJ - BROADBAND LEVEL DESCRIPTORS

CAREER PATH: (2) TECHNICAL MANAGEMENT SUPPORT

FACTOR: 1. - PROBLEM SOLVING

FACTOR DESCRIPTION: This factor describes/captures personal and organizational problem-solving.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Completed work meets project/program objectives. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Conducts activities on a task; assists supervisors or other appropriate personnel. • Resolves routine problems within established guidelines. • Works with others in solving problems with appropriate guidance. • Takes initiative in selecting and implementing appropriate procedures. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity
<p>LEVEL II</p> <ul style="list-style-type: none"> • Plans and conducts technical activities for projects. • Identifies and resolves non-routine technical problems utilizing established patterns and methods. • Identifies and resolves problems; adapts accepted policies, procedures, or methods with moderate guidance. • Adapts existing plans and techniques to accomplish projects. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity
<p>LEVEL III</p> <ul style="list-style-type: none"> • Plans and conducts challenging and difficult technical activities for projects/programs. • Develops, integrates, and implements solutions to complex problems on projects/programs. • Identifies problems; develops solutions and action plans with minimal guidance. • Develops plans and techniques to fit new situations. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Identifies and resolves complex problems that may cross functional/technical boundaries and promulgates solutions. • Develops, integrates/implements solutions to diverse, complex problems which may cross multiple projects/programs or functional/technical areas. • Independently resolves and coordinates technical problems involving multiple projects/programs. • Develops plans and techniques to fit new situations and/or to address issues that cross technical/functional areas. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity

CAREER PATH: (2) TECHNICAL MANAGEMENT SUPPORT

FACTOR: 2. - TEAMWORK/COOPERATION

FACTOR DESCRIPTION: This factor describes/captures individual and organizational teamwork and cooperation.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions exhibit and foster cooperation and teamwork. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Works with others to accomplish routine tasks. • Contributes ideas in own area of expertise. Interacts cooperatively with others. • Regularly completes assignments in support of team goals. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness
<p>LEVEL II</p> <ul style="list-style-type: none"> • Works with others in accomplishing projects. • Contributes ideas in own area of expertise. Facilitates cooperative interactions with others. • Supports others in executing team assignments. Proactively functions as an integral part of the team. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness
<p>LEVEL III</p> <ul style="list-style-type: none"> • Works with others to accomplish complex projects/programs. • Guides others to resolve or collaborate on complex projects/programs issues. Promotes cooperative interactions with others. • Integrates technical expertise and guides activities to support team accomplishment. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Leads others to accomplish complex projects and programs. • Applies innovative approaches to resolve unusual/difficult technical/management issues. Promotes and maintains environment for cooperation and teamwork. • Leads and guides others in formulating and executing team plans. Expertise is sought by others. 	<ul style="list-style-type: none"> - Scope of Team Effort - Contribution to Team - Effectiveness

CAREER PATH: (2) TECHNICAL MANAGEMENT SUPPORT

FACTOR: 3. - CUSTOMER RELATIONS

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of personal and organizational interactions with customers (anyone to whom services or products are provided), both internal (within an assigned organization) and external (outside an assigned organization).

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Personal and organizational interactions enhance customer relations and actively promote rapport with customers. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Assists customer support activities. • Participates as a team member to meet customer needs. • Interacts with customers on routine issues with appropriate guidance. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>LEVEL II</p> <ul style="list-style-type: none"> • Actively participates with others to satisfy customer requests. • Interacts with customers to respond to customer needs/expectations. • Interacts with customers to communicate information and coordinate action. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>LEVEL III</p> <ul style="list-style-type: none"> • Guides the technical efforts of individuals or teams as they relate with customers. Deviates from standard approaches when necessary. • Initiates meetings and interactions with customers to understand customer needs/expectations. • Interacts independently and proactively with customers to identify/define problems and to implement solutions. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Leads and coordinates technical efforts of individuals or teams in support of customer interactions. Develops innovative approaches to satisfy customers. • Establishes customer alliances; anticipates and fulfills customer needs and translates customer needs to projects/programs. Organizes and leads customer interactions. • Interacts proactively with customers to identify and define complex/controversial problems and to develop and implement strategies or techniques for resolving projects/programs issues. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level

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FACTOR: 4. - LEADERSHIP/SUPERVISION

FACTOR DESCRIPTION: This factor describes/captures individual and organizational leadership and/or supervision. Recruits, develops, motivates, and retains quality team members in accordance with EEO/AA and Merit Principles. Takes timely/appropriate personnel actions, communicates mission and organizational goals; by example, creates a positive, safe, and challenging work environment; distributes work and empowers team members.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):
 Work is timely, efficient, and of acceptable quality. Leadership and/or supervision effectively promotes commitment to mission accomplishment. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Takes initiative in accomplishing assigned tasks. Asks for assistance as appropriate. • Provides input to others in technical/functional area. • Seeks and takes advantage of developmental opportunities. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development
<p>LEVEL II</p> <ul style="list-style-type: none"> • Actively contributes as team member; takes initiative to accomplish assigned projects. • Consults and coordinates with others to complete projects within established guidelines. • Identifies and pursues individual/team developmental opportunities. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development
<p>LEVEL III</p> <ul style="list-style-type: none"> • Actively contributes as team member or leader. Recognized for functional/technical expertise. • Defines, organizes, and assigns activities to accomplish goals. Guides, motivates and oversees others in accomplishing projects/programs. • Promotes developmental opportunities for self and team. Advises others to seek specific training. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Provides guidance to individuals/teams; resolves conflicts. Serves as subject matter expert. • Guides, motivates, and oversees multiple complex projects/programs. • Directs assignments to encourage employee development and cross-technical/functional growth to meet organizational needs. Pursues self-development. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development

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FACTOR: 5. - COMMUNICATION

FACTOR DESCRIPTION: This factor describes/captures the effectiveness of oral/written communications.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Communications are clear, concise, and at appropriate level. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Communicates routine task/status/results as required. • Provides data and accurate draft documentation of assigned tasks for input to reports or documents. • Explains status/results of assigned tasks. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
<p>LEVEL II</p> <ul style="list-style-type: none"> • Communicates team or group project status/results at equivalent levels within the agency. • Writes segments of management/technical reports or documents. • Communicates group/team results. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
<p>LEVEL III</p> <ul style="list-style-type: none"> • Communicates projects/programs status/results to management. • Consolidates input and writes management/technical reports/documents for projects/programs. • Presents projects/programs briefings. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Determines and communicates projects/programs positions at senior levels. • Prepares, reviews, and approves management/technical reports for internal and external distribution. • Presents projects/programs briefings to obtain consensus/approval. Represents the organization as technical subject matter expert. 	<ul style="list-style-type: none"> - Level of Interaction (Audience) - Written - Oral

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FACTOR: 6. - RESOURCE MANAGEMENT

FACTOR DESCRIPTION: This factor describes/captures personal and organizational utilization of resources to accomplish the mission.

EXPECTED PERFORMANCE CRITERIA (Applicable to all contributions at all levels):

Work is timely, efficient, and of acceptable quality. Resources are utilized effectively to accomplish mission. Flexibility, adaptability, and decisiveness are exercised appropriately.

Descriptors indicate the type of contribution appropriate for the high end of each level. Descriptors are not to be used individually to assess contributions, but rather are to be taken as a group to derive a single evaluation of the factor.

LEVEL DESCRIPTORS	DISCRIMINATORS
<p>LEVEL I</p> <ul style="list-style-type: none"> • Uses assigned resources to accomplish tasks. • Plans individual time to accomplish tasks. • Effectively accomplishes assigned tasks with appropriate guidance. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
<p>LEVEL II</p> <ul style="list-style-type: none"> • Identifies and uses resources appropriately to accomplish projects. • Plans resources to achieve task schedules. • Independently accomplishes assigned tasks. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
<p>LEVEL III</p> <ul style="list-style-type: none"> • Plans and utilizes appropriate resources to accomplish projects/programs. • Optimizes resources to accomplish projects within established milestones. • Effectively accomplishes projects/programs within established resource guidelines. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency
<p>LEVEL IV</p> <ul style="list-style-type: none"> • Plans and allocates resources to accomplish multiple project/program goals. • Identifies and optimizes resources to accomplish multiple project/program goals. • Effectively accomplishes multiple project/program goals within established thresholds. Develops innovative approaches to attain goals and minimize resource expenditures. 	<ul style="list-style-type: none"> - Scope of Responsibility - Planning/Budgeting - Execution/Efficiency