

APPENDIX C, Army Operating Procedures

NK - BROADBAND LEVEL DESCRIPTORS

CAREER PATH: (3) ADMINISTRATIVE 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 segment of a task. Assists supervisor or other appropriate personnel. • Applies standard rules, procedures, or operations to resolve routine problems. • Independently carries out routine tasks. • 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 administrative activities for projects. • Develops, modifies, and/or applies rules, procedures, or operations to resolve problems of moderate complexity/difficulty. • Independently plans and executes assignments; resolves problems and handles deviations. • Identifies and adapts guidelines for new or unusual situations. 	<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 complex administrative activities. • Develops rules, procedures, or operations for complex/difficult organizational tasks. • Identifies issues and determines approaches and methods to accomplish tasks. Initiates effective actions and resolves related conflicts. • Identifies issues requiring new procedures and develops appropriate guidelines. 	<ul style="list-style-type: none"> - Scope/Impact - Complexity/Difficulty - Independence - Creativity

CAREER PATH: (3) ADMINISTRATIVE 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
LEVEL I <ul style="list-style-type: none">• Works with others to accomplish routine tasks.• Contributes ideas on routine procedures. Interacts cooperatively with others.• Regularly completes tasks in support of team goals.	<ul style="list-style-type: none">- Scope of Team Effort- Contribution to Team - Effectiveness
LEVEL II <ul style="list-style-type: none">• Works with others to accomplish tasks.• Resolves administrative problems; facilitates cooperative interactions with others.• Guides others and coordinates activities in support of team goals. Proactively functions as an integral part of the team.	<ul style="list-style-type: none">- Scope of Team Effort- Contribution to Team - Effectiveness
LEVEL III <ul style="list-style-type: none">• Works with others on complex issues/problems that may cross functional areas.• Applies expertise in resolving complex administrative issues. Promotes and maintains environment for cooperation/teamwork. Sets tone for internal/external cooperation.• Leads and guides others in formulating and executing plans in support of team goals.	<ul style="list-style-type: none">- Scope of Team Effort - Contribution to Team - Effectiveness

CAREER PATH: (3) ADMINISTRATIVE 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. • Meets routine customer needs. • Interacts with customers on routine issues within specific guidelines. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>LEVEL II</p> <ul style="list-style-type: none"> • Guides the administrative efforts of individuals or team members as they interact with customers. • Independently interacts with customers to understand customer needs/expectations. • Interacts independently with customers to communicate information and coordinate actions. 	<ul style="list-style-type: none"> - Breadth of Influence - Customer Needs - Customer Interaction Level
<p>LEVEL III</p> <ul style="list-style-type: none"> • Identifies, defines, and guides administrative efforts in support of customer interactions; coordinates and focuses activities to support multiple customers. • Establishes customer alliances and translates needs to customer service. • Works independently with customers at all levels to define services and resolve non-routine problems. 	<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 in administrative/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 or leader; takes initiative to accomplish assigned projects. • Guides others in accomplishing projects. • 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"> • Provides guidance to individuals/teams; resolves conflicts. Expertise solicited by others. • Guides and accounts for results or activities of individuals, teams, or projects. • Promotes individual/team development; leads development of training programs for self and others. 	<ul style="list-style-type: none"> - Leadership Role - Breadth of Influence - Mentoring/Employee Development

CAREER PATH: (3) ADMINISTRATIVE SUPPORT

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.Writes timely and accurate draft documentation.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">Interprets and communicates administrative procedures within immediate organization.Prepares, coordinates, and consolidates documents, reports, or briefings.Communicates/presents internal administrative/functional procedures and tasks internally and externally.	<ul style="list-style-type: none">- Level of Interaction (Audience)- Written- Oral
<p>LEVEL III</p> <ul style="list-style-type: none">Develops and advises on administrative procedures and communicates them to all levels, both internally and externally.Prepares, reviews, and/or approves documents, reports, or briefings.Explains and/or communicates administrative/functional procedures at all levels.	<ul style="list-style-type: none">- Level of Interaction (Audience)- Written- Oral

CAREER PATH: (3) ADMINISTRATIVE SUPPORT

FACTOR: 6. - RESOURCE MANAGEMENT

FACTOR DESCRIPTION: This factor describes/captures personal and organizational utilization of resources to accomplish the mission. (Resources include, but are not limited to, personal time, equipment and facilities, human resources, and funds.)

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

Work is timely, efficient, and of acceptable quality. Available 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
LEVEL I <ul style="list-style-type: none">• Uses assigned resources to accomplish tasks.• Plans individual time and assigned resources to accomplish tasks.• Effectively accomplishes assigned tasks.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency
LEVEL II <ul style="list-style-type: none">• Identifies and uses resources to accomplish projects.• Plans resources to achieve project schedules.• Effectively accomplishes projects within established resource guidelines.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency
LEVEL III <ul style="list-style-type: none">• Plans, acquires, and allocates resources to accomplish objectives.• Coordinates resources across projects.• Optimizes resource utilization across projects.	<ul style="list-style-type: none">- Scope of Responsibility- Planning/Budgeting- Execution/Efficiency