

T-79

3

There have been
changes since this was
done

NATIONAL BUREAU OF STANDARDS

NIST
~~NBS~~

PERSONNEL

MANAGEMENT

DEMONSTRATION

PROJECT

HANDBOOK



NBS Personnel Management Demonstration Project

Introduction

This handbook introduces you to the NBS Personnel Management Demonstration Project--an alternative personnel management system designed to improve the ability of managers to attract highly qualified candidates, motivate employees, and retain successful performers.

The Demonstration Project, a pay for performance system, strengthens management's authority and accountability for personnel management. Benefits of this system include more flexible classification, direct hiring, and the opportunity to set higher entry salaries and give recruitment and retention allowances.

The Project covers all GS/GM positions. Excluded are Wage Grade, intermittent consultants and experts, and Schedule C appointees. All 5 U.S.C. 3104 (ST) positions are affected only to the extent that they are in the same performance appraisal and awards systems as other covered positions. Senior Executive Service (SES) positions are not affected by the Demonstration Project.

The Personnel Management Board (PMB), consisting of MOU Directors, the Personnel and Equal Employment Officers, and chaired by the NBS Deputy Director, determines personnel management policy.

Table of Contents

Classification	
Authority and Accountability	1
Classification and Position Description System	1
Menu-Driven System	1
Submitting Classification Action	2
Staffing and Employment	
Authority and Accountability	3
Staffing Options	3
Direct Hire Authority	3
Agency-Based Staffing	4
Merit Assignment Plan	5
Limitations on Hiring	5
Paid Advertising	5
Paid Employment Services	5
Travel and Transportation Expenses to First Duty Station	6
Probation Period	6
Promotion	6
Non-competitive Promotion	6
Competitive Selection	6
Time-in-Pay Band	6
Reduction-in-Force	7
Pay Administration	
Authority and Accountability	8
Performance Appraisal System	8
Performance Increase	9
Determining Performance Increase Payout	9

Performance Bonus	9
Incentive Awards	10
Recruitment and Retention Allowances	10
Supervisory Pay Differential	11
Appendix A Direct Hire Chart	13
B Career Path/Pay Bands Chart	14
C Sample Payout Matrices	15

Classification

Authority and Accountability

Refer to MOU written delegation.

Classification and Position Description System

NBS continues to have an organization-wide classification policy; classification errors will be corrected when they occur.

Menu-driven program installed on a personal computer produces position descriptions.

Supervisor classifies positions and obtains MOU approvals.

Positions are classified within appropriate career path:

Scientific and Engineering Career Path

Technical professional positions.

Scientific and Engineering Technician Career Path

Positions which provide technical support for scientific and engineering activities.

Administrative Career Path

Administrative professional positions such as finance, procurement, personnel, public information, technical information, accounting, administrative computing, and management analysis.

Support Career Path

Positions for which special skills and knowledges are required such as secretaries, clerks, clerk-typists, guards, and firefighters.

Menu-Driven System

Allows selection from the following options:

Create new position description

Create new position description based on another

Revise existing position description

Print position description

Export position description

Import position description

Submitting Classification Action

Supervisor submits the following to the Personnel Division:

Floppy disk containing the position description;

Paper copy of the position description;

Form AD-332, Position Description Cover Sheet; and

SF-52, Request for Personnel Action.

Personnel Division checks package for compliance with Bureau policy and assigns effective date.

Staffing and Employment

Authority and Accountability

Refer to MOU written delegation.

Staffing Options

Managers choose one or a combination of staffing options:

Direct Hire (shortage occupations and shortage highly-qualified candidates)

Agency-Based Staffing

Merit Assignment

Reinstatement

Reassignment

Managers are encouraged to use direct hire authority, when appropriate, to expedite the hiring process.

Direct Hire Authority

Direct hire authority applies to critical shortage occupations and critical shortage highly-qualified eligibles; refer to Direct Hire Chart, Appendix A.

Critical Shortage Occupations

Engineer, all pay bands;

Mathematical Statistician, all pay bands;

Metallurgist, all pay bands;

Computer Scientist, all pay bands;

All S&E series, pay band III and above;

Nuclear Engineering Technician, pay band III;

Clerk-typist, pay bands I and II;

Clerk-stenographer, pay bands II and III;

All clerical positions with typing, stenography or data transcribing option, pay bands I through IV; and

Secretary with typing, stenography or data transcribing option, pay bands II through IV.

Candidates must meet X-118 qualification standards.

Tests are not required.

Numerical ratings are not assigned.

Applications are accepted by the Personnel Division on an open-continuous basis and retained for 90 days for referral to NBS managers as requested.

Veterans preference does not apply.

Critical Shortage Highly-Qualified Eligibles

S&E career path, pay band II; candidates must have at least 2.9 Grade Point Average (GPA) out of 4.0 or Master's degree.

S&E Technician career path, pay bands I and II; candidates must have at least 2.9 GPA out of 4.0 in two years of study for pay band I or four years of study for pay band II.

Candidates must meet X-118 qualification standards.

Tests are not required.

Numerical ratings are not assigned.

Applications are accepted by the Personnel Division on an open-continuous basis and retained for 90 days for referral to NBS managers as requested.

Veterans preference applies.

Agency-Based Staffing

Allows supervisors to advertise positions and hire non-status (non-government) candidates without OPM approval.

Test are not required.

Allows hiring of candidates with GPA of less than 2.9.

Vacancies are advertised at OPM Federal Job Information Centers and state employment offices.

Applicants are rated using X-118 qualification standards and ranked according to crediting plan developed by selecting official.

Veterans preference applies.

Personnel Division issues certificates of eligibles.

Selecting officials must select one of top three eligibles on the certificate or justify non-selection to Personnel Officer.

Personnel Division answers inquiries from applicants, maintains records of all applicants, and adjudicates passover of veterans.

Merit Assignment Plan

NBS continues to use its Merit Assignment Plan (MAP).

Limitations on Hiring

Apply to direct, agency-based and MAP hiring.

At pay band V of S&E and Administrative career paths, security clearance and DoC clearance required.

Proof of U.S. citizenship.

Proof of current registration under the Selective Service Act.

References.

Paid Advertising

Supervisors decide when to use paid advertising.

Personnel Division coordinates Bureau-wide.

Paid Employment Services

Supervisors use to fill critical, short-term clerical jobs.

Personnel Division coordinates Bureau-wide.

Travel and Transportation Expenses To First Duty Station

All career paths.

Approval subject to MOU delegation of authority.

Probation Period

Appointments in the S&E career path are subject to a three-year probation period.

Employees may grieve a decision to be continued on probation beyond the first and/or second year.

Appeal procedures apply to a decision to terminate employment.

Promotion

A change from one career path to another, or from one pay band to another within the career path, which results in an increase in base pay.

Minimum of 6% increase, up to top of pay band.

Non-Competitive Promotion

Includes career ladder promotions.

Linked to performance rating and requires:

Outstanding from bottom interval of pay band

At least commendable from middle interval of pay band

At least fully successful from top interval of pay band

Competitive Selection

Promotion resulting from selection from Merit Assignment Program (MAP).

Not linked to performance rating, except when the selecting official is the rating official of the selectee.

Time-In-Pay-Band

Minimum of one year.

Reduction-In-Force

Competitive area is the career path.

Employees may bump or retreat to positions in their career path and current or next lower pay band.

Pay Administration

Authority and Accountability

Refer to MOU written delegation.

Performance Appraisal System

Links pay to performance through annual performance evaluation.

Modeled after the Department of Commerce Performance Management and Recognition System (PMRS).

Integrates the systems for appraising, rewarding and correcting employee performance with organizational planning and management systems.

Covers all employees except SES and Wage Grade.

Performance cycle is October 1 through September 30.

Performance plans contain critical elements only.

Rating scale:

Outstanding	460-500
Commendable	380-459
Fully Successful	300-379
Marginal	200-299
Unsatisfactory	Less than 200

MOU Directors manage their organizational performance pay and bonus pools.

Second-level supervisors serve as approving officials for performance ratings, performance increases and bonuses.

Performance plans and appraisals are maintained in each MOU for a period of three years.

Privacy Act restrictions apply.

Performance ratings and payouts are recorded in each MOU for electronic transmission to NFC by the Personnel Division.

Performance Increase

Adjustment to base pay.

Hard link between rating and increase.

Performance increase pool includes within-grade increases, quality step increases, and promotion dollars.

Given only at the end of the rating cycle to eligible employees with ratings of at least fully successful.

Employees must occupy covered positions for at least 120 days and be eligible for performance ratings on the last day of the performance appraisal cycle.

Percent of increase depends on:

Career Path

Rating

Pay Band

Interval in Pay Band

Percent of increase is grievable.

Increase range is not grievable.

Determining Performance Increase Payout

Locate base salary and performance rating on appropriate career path/pay band payout matrix to determine appropriate interval; refer to sample payout matrices, Appendix C.

Select the actual percent within the interval.

Multiply base salary by percent selected to determine new base pay.

Performance Bonus

Lump-sum payment.

Soft link between rating and bonus.

Performance bonus pool includes Sustained Superior Performance and PMRS Performance Award dollars.

Each award up to \$10,000.

<u>Bonus</u>	<u>Approval Level</u>
\$5,000 or less, except as below	MOU Director (or designee)
\$5,000 or less, when MOU Director is recommending official	NBS Deputy Director
\$5,001 - \$10,000	NBS Deputy Director

Given only at the end of the rating cycle to selected employees with ratings of at least fully successful.

A performance bonus is not grievable.

Incentive Awards

Awards continued:	Special Act/Service NBS monetary awards, e.g., Stratton
Awards discontinued:	PMRS Quality Step Increases Sustained Superior Performance

Recruitment and Retention Allowances

Decisions on allowances are based on salary comparability, salary offer issues, programmatic urgency, shortage categories, special skills, etc.

An allowance may not exceed \$10,000.

<u>Allowance Type</u>	<u>Authority to pay</u>	<u>Method of Payment</u>	<u>Length of Service Agreement</u>
Recruitment	MOU Director	May be in lump sum or increments over a period of time not to exceed 36 months.	3-36 months

Retention	PMB	Increments over period of time not to exceed 36 months.	none
-----------	-----	---	------

Supervisory Pay Differential

Reference: Career Path/Pay Bands Chart, Appendix B.

Automatic Pay Increase Effective January 17, 1988:

Covers S&E supervisors with at least three subordinates in the S&E career path.

S&E Group Leaders receive 3% within their pay band. Pay band V, limited to GS-15/10.

S&E Division Chiefs receive 6% within their pay band. Limited to ES-3.

No automatic adjustment after January 17, 1988.

Automatic Placement in Supervisory Pay Band Effective January 17, 1988:

Applies to supervisors in all career paths with at least three subordinates.

No immediate pay increase.

Supervisory pay band exceeds regular pay band by 6%.

Advancement in pay band is based on annual performance.

Administrative Division Chiefs limited to ES-3.

Others limited to top of their pay band, with GS-15/10 cap for pay band V.

Detail/Temporary Promotion to Supervisory Position:

Employee may be detailed to another supervisory position with no increase in pay.

Employee detailed from a covered supervisory position retains the differential.

Employee may be temporarily promoted to a supervisory position for 120 days or less without competition.

Temporary promotion for longer than 120 days must be competed.

Employee temporarily promoted receives supervisory differential.

Supervisor sets pay within supervisory pay band, consistent with promotion policy.

Recruitment of Supervisors:

Applies to all career paths.

All assignments from non-supervisory to supervisory positions, including group leaders, must be competed.

Salary offer includes supervisory differential.

SCIENTIFIC & ENGINEERING CAREER PATH PAY BAND IV PAYOUT MATRIX

\$59,488

O

C

FS

4-6%	1-3%	0
6-8%	3-5%	1%
8-10%	4-6%	2%

INTERVAL

\$54,874

778%

INTERVAL

\$47,954

44,4%

INTERVAL

\$38,727

EQUIVALENT TO GS-13/14

APPENDIX C

SCIENTIFIC & ENGINEERING TECHNICIAN CAREER PATH PAY BAND IV PAYOUT MATRIX

\$42,341	O	C	FS	
	1-3%	.5-1.5%	0	INTERVAL
\$38,970				<i>77.82</i>
	2-4%	1-3%	1%	INTERVAL
\$33,914				<i>44.4%</i>
	3-5%	2-4%	2%	INTERVAL
\$27,172				
EQUIVALENT TO GS-11/12				

16

November 6, 1987

APPENDIX C

ADMINISTRATIVE CAREER PATH PAY BAND III PAYOUT MATRIX

\$42,341	O	C	FS	
	4-6%	2-4%	1%	INTERVAL
\$38,970	6-8%	3-5%	1.5%	77,896 INTERVAL
\$33,914	7-11%	5-7%	3%	44,470 INTERVAL
\$27,172				
EQUIVALENT TO GS-11/12				

17

November 6, 1987

APPENDIX C

SUPPORT CAREER PATH PAY BAND IV PAYOUT MATRIX

\$26,435

O

C

FS

1-3%	1-2%	1%
3-5%	2-4%	1.5%
5-7%	3-6%	3%

INTERVAL

\$24,640

77.8%

INTERVAL

\$21,948

44.4

INTERVAL

\$18,358

EQUIVALENT TO GS-7/8