

Superior Contribution Increase Process

It is strongly recommended that every Subject Matter Expert read the SCI Desk Guide for Fiscal Year 2002, preview the video, test the VCR, and prepare for any additional questions and/or key points related to his/her specific organization that are anticipated in addition to the ones listed in this Guide.

PREPARATION: MATERIALS

You should have:

- A copy of the SCI Desk Guide, Fiscal Year 2002, for each viewer;
- A Video Guide for each Subject Matter Expert facilitator;
- An *SCI Process* video;
- A training session evaluation form for each viewer;
- Additional resources (e.g. notepaper, pens, pencils, web site addresses, etc.) as desired; and
- An attendance roster (if required).



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Center for Management Development
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PREPARATION: CONTENT

You should:

- Have the pooling information for your LOB/SO, with decision and approval levels clearly marked.
- Have knowledge of your LOB/SO’s administrative procedures for discussions about challenges to SCI decisions.
- Be aware of the differences in SCI compensation plans if your LOB/SO has a bargaining unit involved with the process.
- Know when to stop the video:
 - Stop #1 after “Concepts and Principles”;
 - Stop #2 after Step 6 and “Record Keeping”; and
 - Stop #3 after the video has ended.
- Know when **not** to stop the video:
 1. After “Relationship between PMS and SCI” (since all PMS/SCI design and implementation decisions have been completed for fiscal year 2002 and cannot be altered);
 2. After “Criteria” (since the majority of questions will be about pooling at this point, and the next stop is after that subject is covered).

VCR TROUBLESHOOTING TIPS

What may initially appear to be trouble is not always a real problem.

Symptoms	Possible Causes	Check Points
Picture is noisy, not in color, or blurred.	Incorrect tracking TV not tuned to VCR Video heads dirty	Adjust tracking Check TV tuning Clean video heads
Tape will not rewind.	Tape has already been rewound.	Check tape
Tape does not run in the record mode.	Is the PAUSE/STILL button pressed?	Press PLAY to release.

CLOSING

ROSTER, EVALUATION, AND RESOURCES

1. Ensure that you have a completed roster to document attendance (if required).
2. Give every individual the opportunity to complete an evaluation form.
3. Provide information about resources (e.g. web site addresses, contact information for Subject Matter Experts, etc.)

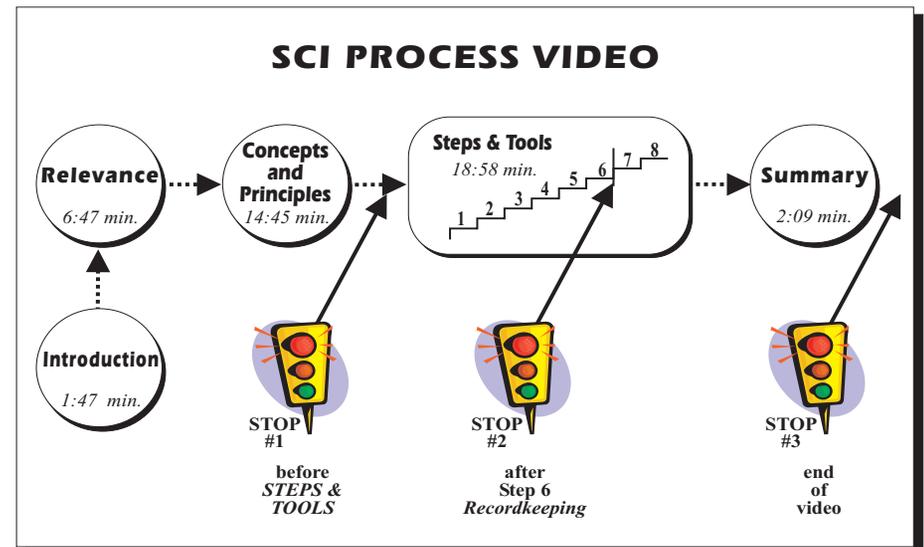
Superior Contribution Increase Process

Employee Training

OBJECTIVES

- Describe the relevance of the SCI process to the Agency’s initiatives.
- Explain the overarching concepts and principles of the process.
- Identify each step in the SCI process and the tools needed to support them.

The following diagram represents the overview of the *SCI Process* video and provides a road map to follow for supporting the training session. The numbers on the diagram indicate the places to stop the video for group discussions. Each stopping point includes **Possible Questions** and **Key Points** for the Subject Matter Expert’s use.



CONCEPTS AND PRINCIPLES



STOP #1:

CONCEPTS AND PRINCIPLES

*(Stop after
“Sphere of Influence” portion.)*

This first stop will generate considerable discussion, perhaps taking 20-30 minutes. The discussion will focus on pools, reviews, and decision levels within your LOB/SO. (Desk Guide, pages 7-8)

Possible Questions

1. What pool am I in and why?

2. If I don't like the pool I'm in, what can I do about it?

3. How can the decision level manager make a valid judgment about my contribution when I don't have any interaction with him/her?

4. What's an example of Sphere of Influence in our LOB/SO?



SUMMARY

Key Points

- Consider having a handout with LOB/SO specific dates for the SCI process.
- Consider having a handout with the names and phone numbers of the LOB/SO points of contact for the process.
- Be prepared to discuss the skills of coaching, mentoring, and feedback in relation to the SCI process. Recommend the resources that are available to address these skills, such as the CMD Lending Library, Human Resource Specialists, training, etc.
- Remember that the LOB/SOs cannot communicate to their employees the decisions on the SCI until the Administrator has made the determination on whether or not there will be an increase and what the amount of that increase is. This is NOT an automatic process. Each year the Administrator looks at whether or not the agency achieved its goals and then determines if there will be an increase and what the amount will be.

SUMMARY



STOP #3:

SUMMARY
*(Stop for discussion
after video has ended.)*

*This will be a brief question and answer period of probably
10 minutes. (Desk Guide, pages 12-13)*

Possible Questions

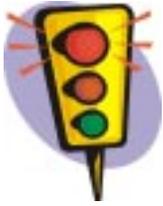
1. When do I find out if I have received an SCI?
2. My manager says he/she recommended me for an SCI-1, but that's not what I got. How do I find out what happened?
3. What skills will help make the discussion more productive?

CONCEPTS AND PRINCIPLES

Key Points

- Be prepared to provide information regarding additional LOB/SO criteria if appropriate.
- Consider providing a Handout with clearly identified pools, reviews, and decision levels in your LOB/SO.
- Be prepared to explain the rationale for any pools that are organized on the basis of anything other than job categories.
- Provide two Sphere of Influence examples from your LOB/SO.
- The Administrator has the discretion to set the amounts of the OSI or SCI either upward or downward. The specifics discussed represent the **current** formula: OSI equals the GI + 1%; SCI 2 equals OSI + .6%; SCI 1 equals OSI + 1.8%.
- The LOB/SO should be specific about the performance management system(s) they are under. No matter which system, the employee must “meet expectations” to be **eligible** for the OSI or SCI.
- The ATO organization may not be actualized before October 1, but just in case, those LOBs that will be affected need to anticipate the possible impact on their pooling arrangements.
- LOB/SOs may want to mention the various programs they have operationalized in order to highlight or underscore the type of change taking place within the FAA or within their organization. The SCI process is just **one** of a number of changes.
- LOB/SOs may want to speak to specific performance standards that they have that are in alignment or mirror the SCI criteria, i.e., collaboration, customer service, impact on organization success.
- In the event an LOB/SO does not have its pooling specifics in place by the end of June, it will know this when the training is conducted. The LOB/SOs should be explicit about this with the employees and managers. Let them know when this will be finalized. They should be sure to articulate that not having this in place at that time does NOT flaw the SCI process.

TOOLS AND SPECIAL CIRCUMSTANCES



STOP #2:

TOOLS AND SPECIAL CIRCUMSTANCES

(Stop after “Record Keeping” portion.)

This stop will be brief, with specific questions about employees on details, transfers, and temporary promotions within your LOB/SO. (Desk Guide, pages 11-12)

Possible Questions

1. How can I challenge an SCI decision?
2. Does the CADA contain both negative and positive information about my contributions?
3. Which approval points within our LOB/SO receive both my Self-Assessment and the CADA?
4. Who else has access to my CADA and my Self-Assessment documents?

TOOLS AND SPECIAL CIRCUMSTANCES

Key Points

- There will be concerns about the amount of time needed to complete the Employee Contribution Self-Assessment form, as well as the writing skills required. *(Remind them that there is a learning curve which will improve with practice and that bullets are preferred over narrative essays.)*
- Managers will be concerned about the amount of time needed to complete CADAs for each employee, act as Peer Review Managers, as well as completing their own Self-Assessment. *(Periodic discussions about contributions will minimize the time needed to complete the documents.)*
- Both employees and managers will have questions about why they can't combine the SCI and Performance Management System processes/steps. *(The distinction is that performance management is focused on meeting basic position-related expectations, while SCI is focused on superior contributions related to specific criteria above and beyond those expectations.)*
- Employees have access to the CADA; can see the CADA; can have copies of the CADA. The protocol for this, i.e., whether copies of CADAs are given to employees all at one time or are given when employees ask on a case by case basis is an LOB/SO decision. Nevertheless, employees have access to and can see the CADA.
- The CADA should contain the results of the contributions against the criteria. In some instances, as applicable, this may include some “negative results.” Only by articulating the actual results against criteria, positive or negative, can the contributions against criteria be accurately assessed in the present or be enhanced in the future.

