



National Security Personnel System Reassignments and Promotions Fact Sheet October 2007

This Fact Sheet provides information on employee reassignments and promotions in NSPS. For information on other NSPS subjects, please visit the NSPS web page at <http://www.cpms.osd.mil/nsps>.

Introduction

The Department of Defense (DoD) established NSPS to help attract, recruit, and retain a high-quality civilian workforce environment. NSPS includes a compensation system that adapts to Department challenges in today's evolving national security environment. Managers and supervisors have greater authority, responsibility and flexibility to effectively manage DoD's civilian workforce with many new or modified compensation tools, two of which are reassignments and promotions.

When an employee moves to a different position or set of duties in the same pay band or a "comparable" pay band on a temporary or permanent basis, the move is a **reassignment**. A **promotion** is a move to a position in a higher pay band on a temporary or permanent basis.

NSPS lets managers and supervisors make salary adjustments upon reassignment or promotion of an employee; managers must carefully determine the most appropriate salary based on work responsibilities and a variety of other factors including:

- Labor market conditions
- Special requirements for a particular position
- Level of education or experience required for a particular position
- Scarcity of qualified candidates
- Program needs
- Current salaries of the candidate pool
- Other criteria deemed appropriate to make pay decisions

Reassignments in NSPS

When an employee moves to a position or set of duties in the same pay band or a "comparable" pay band on a temporary or permanent basis, the move is a **reassignment**. In a comparable pay band, the work performed in the new position entails the *same level of work* as the current assignment (e.g., entry/developmental level, journey level, or expert level).

- Reassignments can occur within or across the varying pay schedules and career groups in NSPS, regardless of the earning potential of the pay band.
- Reassignments give employees the opportunity to perform different types of work assignments that may provide career development opportunities.
- NSPS gives management the opportunity to provide employees with a salary increase of up to 5% on reassignment.
- Reassignment compensation is a managerial flexibility in NSPS and is not a requirement. Supervisors must carefully balance the needs of the organization, budget restrictions, and other pay-setting factors before deciding whether to compensate an employee for a reassignment and prior to determining the amount of pay.
- Criteria used in some organizations to govern the use of the reassignment increase include: (1) the position must be critical to the mission; (2) the position must be hard-to-fill based on previous recruitment efforts; or (3) the employee must possess critical skills that are not prevalent in the organization, can be applied immediately, and cannot be obtained in the absence of a reassignment pay increase.
- A reassignment is distinct from a salary increase based on promotion.

With reassignments, pay cannot be set *less than the minimum or greater than the maximum* of the pay band to which the employee is reassigned.

Types of Reassignments

Employee-Initiated Reassignment

An employee-initiated reassignment occurs when an employee applies and is selected for a position in the same pay band or in a comparable pay band. The supervisor may grant a discretionary base salary increase of up to 5%. The use of this flexibility to grant a salary increase must be consistent with local or Component-level policies.

The employee in NSPS can have several employee-initiated reassignments and receive associated increases, as long as the increases do not exceed 5% in a 12-month period.

For example: an employee may reassign in April and receive a 2% base salary increase. In September of the same year, the employee may reassign again and receive a 3% base salary increase.

An employee's base salary can also remain the same upon an employee-initiated reassignment, or it may be decreased in any amount agreed to by the employee, provided the reduction does not result in the employee's base salary being set below the minimum rate of the assigned pay band.

Management-Directed Reassignment

Management-directed reassignments are actions initiated by management to laterally move an employee to another position in the same or comparable pay band within the organization or between organizations. These actions typically occur when an employee's skills can be better utilized in another equivalent position.

With a management-directed reassignment, the employee may receive a discretionary base salary increase of up to 5% for each reassignment that is directed by management. There is no limit to the number of times an employee can receive a management-directed reassignment. An employee's base salary can also remain the same upon a management-directed reassignment, but it may not be decreased.

Involuntary Reassignment

When an employee is involuntarily reassigned to the same or comparable pay band through adverse action procedures, the base salary may be reduced by up to 10%, provided the reduction does not result in the employee's base salary falling below the minimum rate of the assigned pay band.

Promotions in NSPS

A **promotion** is a move to a position in a higher pay band on a temporary or permanent basis. For example, if an employee moves from Pay Band 1 to Pay Band 2 of the assigned pay schedule, the employee receives a promotion.

- When promoted, the employee will receive a minimum base salary increase of 6%. Management has the option of approving increases of up to 20% (or even greater with higher-level approval).
- When an employee is promoted, pay cannot be less than the minimum or greater than the maximum of the pay band to which the employee is promoted.
- When a temporary promotion ends, the employee's pay is set at the same rate the employee received prior to the temporary promotion—with appropriate adjustments for the increases that may have occurred while the employee was temporarily promoted to the new position (i.e., rate range adjustment, salary increase as a result of a performance payout).

Additional Information

Several resources provide additional information on reassignments and promotions in NSPS.

- **NSPS Implementing Issuances** are available on the NSPS website and include:

- **Compensation Architecture (SC1930):** information related to pay setting upon reassignment or promotion. Located at: http://www.cpms.osd.mil/nsps/docs/implementing_issuances/1930Compensation.pdf
- **Staffing and Employment (SC1950):** information on how to determine when a move is a reassignment or a promotion. Located at: http://www.cpms.osd.mil/nsps/docs/implementing_issuances/1950StaffingAndEmployment.pdf
- Component-issued guidance may also be available. The NSPS Program Manager at the Component can direct employees to this information.
- Several NSPS training courses include information on reassignments and promotions:
 - **NSPS 101:** web-based training educates viewers on the core elements of NSPS. Available at: <http://www.cpms.osd.mil/nsps/nsps101/index.htm>.
 - **HR Elements for Managers, Supervisors and Employees:** classroom training helps employees gain insight into the core elements of NSPS. Course guide available at: <http://www.cpms.osd.mil/nsps/docs/HRMSEMagazineS1V3.pdf>.
 - **NSPS Performance Management Training:** classroom training helps employees learn how performance is planned, monitored, developed, rated, and rewarded. Course guide available at: <http://www.cpms.osd.mil/nsps/docs/PMEPGS1V3.pdf>.

Frequently Asked Questions

Question: How can an employee working in NSPS benefit from an employee-initiated reassignment?

Answer: The broad pay bands under NSPS cover a wide range of work responsibilities. Within a pay band, an employee's salary may progress based on varying levels of employee responsibility, performance, knowledge, and ability. Taking on a new assignment or changing positions within the same pay band may increase opportunities to make contributions to the organization and help employees develop a different set of competencies that may be used to seek a promotion in the future. With a reassignment, the supervisor may grant an increase of up to 5% in base salary. The use of this flexibility to grant a salary increase must be consistent with local or Component-level policies.

Question: How can a supervisor use management-directed reassignments to provide employees with added opportunity and compensation?

Answer: In NSPS, supervisors have the flexibility to align individual work with organizational goals, providing employees with increased opportunity to expand skill sets and develop new competencies. With management-directed reassignments, supervisors can exercise this flexibility and may be able to provide reassigned employees with salary increases, when local or Component-level policies permit.

It is important to consider the financial implications of management-directed reassignments because the percentage of increase (up to 5% for each reassignment) is attached to the employee's base salary. The supervisor is responsible for ensuring that the budget can sustain the base salary increase over time.

Question: What factors are considered when granting a promotion increase of greater than 6%?

Answer: In making decisions to grant an increase of greater than 6%, supervisors consider the following factors:

- the difficulty and criticality of the assignment;
- the minimum and maximum salary rates of the new pay band;
- the employee's relevant work experience and past/anticipated performance contributions;
- labor market conditions, including rates paid for similar types of work;
- internal equity including salary levels of other employees within the organization who have greater experience; and,
- the long-term costs and resulting multi-year budget implications.