



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
Washington, DC 20415

The Director

MEMORANDUM

TO: Heads and Acting Heads of Departments and Agencies
FROM: Charles Ezell, Acting Director, U.S. Office of Personnel Management
DATE: April 3, 2025
RE: New Senior Professional Performance Appraisal System and Plan

The U.S. Office of Personnel Management (“OPM”) is providing a new Senior Professional Performance Appraisal System, and accompanying Senior Professional Performance Plan that all agencies must adopt beginning with the Fiscal Year 2026 performance cycle.

This Appraisal System, and Plan shall be used by all Senior-Level (SL) and Scientific or Professional (ST) employees (Senior Professionals) covered under 5 U.S.C. 5108(a) and 5 U.S.C. 3104(a) beginning in October 2025 (the first quarter of FY 2026).¹ All agencies with SL and ST employees must adopt the new system and program, plan, and fiscal year rating cycle with an implementation date of October 1, 2025. All Senior Professionals shall be appraised using this system no later than September 30, 2026.

Like the new governmentwide SES Performance Appraisal System, the Senior Professional Appraisal System (see Attachment 1) and Performance Plan (see Attachment 2) will deliver enhanced accountability and ensure that Senior Professionals are responsive to the needs, policies, and goals of the agency, and that their performance is of the highest quality.

Finally, language in agencies’ current Senior Professional Performance Plans should be immediately revised to comply with the January 20, 2025, Presidential Memorandum entitled [*Ending Radical and Wasteful Government DEI Programs and Preferencing*](#) (“*Ending Government DEP*”). To annotate the modification, agencies should utilize Part 14 of the performance plan if using the Basic SL/ST System, or an appropriate notation block of the performance plan if using its own SL/ST System. Agencies must communicate changes to each Senior Professional no later than April 11, 2025.

¹ Agencies not subject to the SES, but who utilize the SES Basic System, are reminded of the recent issued SES Basic system and encouraged to adopt the new system as they will no longer be able to use the current SES Basic system after September 30, 2025.

I. Background

Known as “Senior Professionals,” SL/ST employees are among the highest-ranking employees at their agencies. Agency leaders rely upon Senior Professionals for subject matter expertise and strategic advice. While Senior Professionals do not meet the functional criteria of the SES, they exceed the responsibilities of the highest grade level of the General Schedule. SL employees provide subject matter expertise to support agency leaders in driving successful organizational programs that are responsive to the needs, policies, and goals of the Nation. ST employees carry out research and development functions that require specially qualified personnel.

Senior Professional performance management is governed by [5 CFR part 430, subparts A and B](#). Similar to the SES, Senior Professional performance management requires monitoring, rating, and rewarding both individual and organizational performance.

On January 20, 2025, President Trump issued [Restoring Accountability for Career Senior Executives](#) to reinvigorate the SES performance appraisal system and “ensure[] that SES officials are properly accountable to the President and the American people.” This presidential memorandum was part of President Trump’s broader effort restore and maintain “professionalism and accountability within the civil service.” See, e.g., Executive Order 14171, [Restoring Accountability to Policy-Influencing Positions Within the Federal Workforce](#) (Jan. 20, 2025).

Senior Professionals directly support SES members and other agency leaders, and agency leadership crucially relies upon Senior Professionals for subject matter expertise and strategic advice in carrying out their most important functions. Senior Professionals should be held to similarly high-performance standards as the SES and should equally be subject to appropriate accountability measures.

Similar to the SES, over-inflation of performance ratings exists for Senior Professionals. For the fiscal year 2023 performance cycle, an average of 90% of Senior Professionals (SL - 92% and ST - 89%) received an “Outstanding” or “Exceeds Fully Successful” performance rating. Less than a half of a percent of Senior Professionals were rated below “Fully Successful.” Such a performance rating system fails to make meaningful distinctions in Senior Professional performance and frustrates accurate and effective performance management, which relies crucially on making meaningful distinctions between excellent and mediocre and poor performance.

II. Improvements to the Senior Professional Performance Appraisal System

Consistent with the President’s direction, the new Senior Professional Performance System and Program, and Plan will reinvigorate the Senior Professional Performance Appraisal System to ensure that it differentiates excellent from mediocre or poor performance; provides a meaningful basis to determine whether Senior Professionals should be retained; and ties Senior Professional bonuses directly to performance. Under this new system and program, the prohibition on the use of a forced distribution of ratings is removed. OPM will initiate the rulemaking process to revise 5 CFR § 430.208(c).

Establishing governmentwide limits on rating levels will promote a high-performance culture. For agencies with four or more Senior Professionals, no more than 30% of total ratings

shall be Levels 4 and 5, unless the President waives the provision by certifying that the performance of the agency's Senior Professionals was outstanding during the relevant time period. Only truly exceptional performers will receive the highest ratings, and poor performers will receive ratings commensurate with their performance.

The new critical elements and performance requirements evaluate whether the Senior Professional faithfully supported the administration of the law and the President's policies and upheld the principles of the Founding, including equality under law and democratic self-government; whether the Senior Professional supported and contributed to demonstrable improvements in government efficiency; whether the Senior Professional demonstrated merit and competence in relevant job duties; whether the Senior Professional served as a trusted partner, leader and mentor to agency leadership; and whether the Senior Professional drove organizational success and met or exceeded specific performance objectives from the President's Management Agenda, Agency Strategic Plan, Congressional Budget Justification/Annual Performance Plan, and other organizational planning documents tailored to the Senior Professional's role at the agency.

Below is an overview of significant updates to the Basic SL/ST Performance Appraisal System:

1. **Updated Critical Elements and Performance Requirements:** OPM has updated the SL/ST Critical Elements and Performance Requirements to mirror the recently issued SES Critical Elements and Performance Requirements. The revamped critical elements will evaluate Senior Professionals on whether they faithfully supported the administration of the law and advanced the President's policy priorities; promoted government efficiency; demonstrated merit and competence; held others accountable and treated them fairly; and achieved organizational goals.
2. **Monitoring Performance:** At least quarterly, supervisors and Senior Professionals must meet to discuss, and document, progress toward meeting the critical elements in the Senior Professional's performance plan.
3. **Distribution of Ratings:** For agencies with four or more Senior Professionals, no more than 30% of total ratings shall be Levels 4 and 5, unless the President waives the provision by certifying that the performance of the agency's Senior Professionals was outstanding during the relevant time period. OPM will revise and finalize the necessary rulemaking before issuing final guidance for implementation. Until that rulemaking is completed, agencies should treat the 30% cap on Levels 4 and 5 as general guidance for ensuring "performance evaluation results that make meaningful distinctions based on relative performance," 5 C.F.R. § 430.405(b)(1)(iii), and not a hard-and-fast rule or requirement.
4. **Pay Adjustments and Performance Awards:** Only Senior Professionals rated Level 4 or Level 5 should receive a performance award or performance-based pay adjustment exceeding 5% of their rate of basic pay. A Senior Professional rated Level 3 should not receive a performance award that exceeds 5% of their rate of basic pay.

No later than October 31, 2025, all agencies must provide confirmation to OPM of their transition to the Senior Professional Performance Appraisal System and Performance Plan. For agencies not currently on a fiscal-year SL/ST performance cycle, appropriate actions must be taken, in compliance with 5 CFR part 430, subparts A and B, to extend the current cycle and close out on September 30, 2025. Please send confirmation of transition to the new system and program to performance-management@opm.gov.

cc: Chief Human Capital Officers (CHCOs), Deputy CHCOs, Human Resources Directors, and Chiefs of Staff

Attachment 1: FY 2026 Governmentwide SL/ST Performance Appraisal System and Program

Attachment 2: FY 2026 Governmentwide SL/ST Performance Plan

Attachment 3: Updated Language to SL/ST Basic Performance Plan

Senior Professional Performance Appraisal System

This Senior Professional Performance Appraisal System applies to all Senior-Level (SL) and Scientific and Professional (ST) (Senior Professionals) covered by subchapter I of chapter 43 of title 5, United States Code.

This Senior Professional Performance Appraisal System supersedes any conflicting provisions of subpart B of part 430 of title 5 of the Code of Federal Regulations and the *OPM Senior-Level and Scientific and Professional Desk Guide* (June 2023). The included performance plan shall be used by all Senior Professionals covered by subchapter I of chapter 43 of title 5, United States Code beginning in October 2025 (the first quarter of FY 2026). All Senior Professionals shall be appraised using this system no later than September 30, 2026.

I. Appraisal Period

Senior Professionals must be appraised at least annually based on their performance against the five (5) critical elements and performance standards and requirements, which must be aligned with the agency's organizational assessment for that same period. A rating of record must be assigned for the relevant period of performance for each year no later than December 31st.

- **Minimum Period.** The minimum period of performance that must be completed before a performance rating can be given is 90 days.
- **Extending the Appraisal Period.** If the agency cannot prepare a Senior Professional's performance rating at the end of the appraisal period because the Senior Professional has not completed the minimum appraisal period or for other reasons (e.g., when work assignments and responsibilities so warrant), the agency must extend the Senior Professional's appraisal period and will then prepare the rating of record as soon as practicable.

II. Monitoring Performance

Throughout the appraisal period, a supervisor must monitor the Senior Professional's performance in accomplishing elements and requirements and provide feedback. At least quarterly, supervisors and Senior Professionals must meet to discuss and document progress toward meeting the critical elements in the Senior Professional's performance plan.

III. Summary Performance Levels

The system includes five summary performance levels:

- Level 5 - Outstanding
- Level 4 - Great
- Level 3 - Satisfactory
- Level 2 - Needs improvement
- Level 1 - Unacceptable

A detailed description of the performance standards for each performance level is attached as Appendix 1.

IV. Planning Performance: Critical Elements and Performance Requirements

Supervisors must develop performance plans in consultation with the Senior Professionals and communicate the plans to them in writing, including through the use of automated systems, on or before the beginning of the appraisal period or upon initial appointment to a new SL or ST position. Each plan must include the following critical elements and performance requirements.

Each Senior Professional shall be evaluated on a scale of 1-5 based on the following mandatory critical elements and performance requirements for the relevant time period:

1. **Faithful Support in Administering the Law and the President's Policies.** This is the most critical element for reviewing the job performance of someone who serves under the elected President. Faithful administration of one's role in the Executive Branch requires commitment to the principles of the Founding, including equality under the law and democratic self-government. All Senior Professionals must clearly and demonstrably support implementation of the President's policy priorities through specific results that align with and advance the President's specific policy agenda.

2. **Government Efficiency.** Senior Professionals must support and contribute to demonstrable improvements in efficiency, productivity, and quality of work and government services, including significant reductions in costs and paperwork.

3. **Merit and Competence.** Senior Professionals must consistently demonstrate outstanding proficiency and competence in the performance of their job duties. Such qualities will be evidenced by specific, demonstrable achievements and results that provide concrete benefits to American citizens. Senior Professionals must consistently produce work that is of the highest quality; handle challenges; exceed targets; and complete assignments in a timely manner. In consultation with the Senior Professional, the Rating Official must identify at least one competency from the list in Appendix 2 against which to evaluate the Senior Professional's performance on this Critical Element.

4. **Partnership/Leadership/Mentorship.** Senior Professionals should serve as trusted advisors, partners, leaders, and mentors at their agencies. In consultation with the Senior Professional, the Rating Official must identify at least one competency from the list in Appendix 3 against which to evaluate the Senior Professional's performance on this Critical Element.

5. **Achieving Organizational Goals.** The Senior Professional's performance rating must be aligned with agency's organizational assessment for the performance period. In addition, at least three performance objectives must be established for this critical element by the Rating Official in consultation with the Senior Professional that are tailored for the Senior Professional's specific function and role. They should focus on measurable targets, outputs and outcomes aligned to specific goals and objectives set forth for the agency in the President's Management Agenda, Agency Strategic Plan, Congressional Budget Justification/Annual Performance Plan, and other organizational planning documents. With the approval of agency leadership, they may also focus on specific program and policy objectives.

Each critical element must be assigned a weight, with the total weights adding to 100 points. Critical Element 1 must be assigned a weight of at least 25. Each of the remaining required critical elements set forth above must be assigned a weight of at least 15.

V. Deriving the Rating of Record

Critical Element Point Values. Once the rating for each critical element is determined, the following point values will be assigned to the element ratings:

- Level 5 = 5 points
- Level 4 = 4 points
- Level 3 = 3 points
- Level 2 = 2 points
- Level 1 = 0 points

Derivation Formula. The derivation formula is calculated as follows:

- If any critical element is rated Level 1 (Unacceptable), the rating of record is Unacceptable.
- If no critical element is rated Level 1 (Unacceptable), continue to the next step.

For each critical element, multiply the element rating level point value by the weight assigned to that element. Add the results from the previous step for each of the five critical elements to come to a total score (example below). Assign the rating of record using the ranges below:

- 475-500 = Level 5
- 400-474 = Level 4
- 300-399 = Level 3
- 200-299 = Level 2
- Any critical element rated Level 1 = Level 1

Critical Element	Critical Element Point Value	Weight	Element Score	Rating of Record Point Ranges
1	4	25	4 x 25 = 100	475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any CE rated Level 1 = Level 1
2	5	15	5 x 15 = 75	
3	3	15	3 x 15 = 45	
4	4	30	4 x 30 = 120	
5	4	15	4 x 15 = 60	
Total		100 points	400	

Recommended Rating. The Rating Official will develop a recommended rating in writing and share the rating with the Senior Professional.

Opportunity for Written Response and Higher-Level Review. A Senior Professional may respond in writing to the recommended rating. Upon a Senior Professional’s request, the agency must provide an opportunity for review of the recommended rating before the rating is presented to the agency-level Performance Review Board (PRB). An official providing higher-level review, or an alternative review may not change the Rating Official’s recommended rating

but may recommend a different rating to the PRB. Copies of findings and recommendations by the higher-level official or the official performing an alternative review must be given to the Senior Professional, the Rating Official, and the PRB. A rating of record of Unacceptable (Level 1) must be reviewed and approved by a higher-level management official.

Distribution of Ratings. For agencies with four or more Senior Professionals, no more than 30% of total ratings shall be Level 4 or Level 5, unless the President waives this provision by certifying that the performance of the agency's Senior Professionals was outstanding during the relevant time period.¹

Job Changes or Transfers. When a Senior Professional who has completed the minimum appraisal period changes jobs or transfers to another agency, the Rating Official must prepare a performance rating to be forwarded to the gaining agency.

Transferred Ratings. When determining the rating of record for a Senior Professional who transferred from another agency during the appraisal cycle, the current Rating Official must consider any applicable performance ratings of the Senior Professional's performance received from the former agency.

Rating of Record. The rating of record must be assigned by the appointing authority (and may not be delegated to an official who does not have authority to make SL or ST appointments) only after considering the recommendations of the PRB. The rating of record must be communicated to the Senior Professional in writing, normally within 3 months of the end of the appraisal period.

Use of the Organizational Assessment in Senior Professional Performance Evaluations. At least annually the agency must assess organizational performance against goals from the President's Management Agenda, Agency Strategic Plan, Congressional Budget Justification/Annual Performance Plan, and other organizational planning documents. The agency must ensure its assessment results are communicated by the oversight official to Senior Professionals, rating officials, higher level review officials, PRB members, and approving officials at the conclusion of the appraisal period and before completion of the recommended ratings so that they may be used in Senior Professional performance appraisals, ratings and recommendations.

Pay Adjustments and Performance Awards. Senior Professionals who are rated a Level 4 or Level 5 are eligible to receive a performance award and/or upward performance-based pay adjustment up to and exceeding 5% of the Senior Professional's rate of basic pay. A Senior Professional whose performance was rated a Level 3 should receive a performance award up to 5% of the Senior Professional's rate of basic pay. A Senior Professional whose performance was rated a Level 1 or 2 will not receive any performance award or upward performance-based pay

¹ This requirement will only become effective after OPM has completed rulemaking to revise 5 C.F.R. § 430.208(c). Until that rulemaking is completed, agencies should treat the 30% cap on Levels 4 and 5 as general guidance for ensuring "performance evaluation results that make meaningful distinctions based on relative performance," 5 C.F.R. § 430.405(b)(1)(iii), and not a hard-and-fast rule or requirement.

adjustment. Pay adjustments and performance awards will be made within 5 months following the end of the applicable appraisal period.

VI. Performance Review Board (PRB)

PRB. The agency must make use of the agency-level Senior Executive Service (SES) PRB to make written recommendations on ratings of record, performance awards, and pay adjustments regarding Senior Professionals. The agency-level PRB will conduct the centralized review required by 5 CFR 534.507.

Agency/Organizational Performance. The PRB must be provided and take into account appropriate assessments of the agency/organization's performance when making recommendations regarding Senior Professionals.

VII. Dealing with Poor Performance

Consistent with Executive Order 14171, "Restoring Accountability to Policy-Influencing Positions Within the Federal Workforce," January 20, 2025, and OPM Memorandum, "Guidance on Revocation of Executive Order 14003," February 7, 2025, agencies should consider utilizing either performance-based or adverse action procedures when addressing poor performance.

Performance-based actions. If at any time during the performance appraisal period the supervisor determines a Senior Professional's performance is unacceptable in one or more critical elements, the supervisor shall provide the Senior Professional a Performance Improvement Plan (PIP) that provides the Senior Professional 30 days to demonstrate acceptable performance. The PIP shall notify the Senior Professional of the critical element(s) for which performance is unacceptable and inform him or her of the performance standard(s), including specific measures, which must be attained to demonstrate acceptable performance in his or her position. The agency should also inform the employee that, unless his or her performance in the critical element(s) improves to and is sustained at an acceptable level, the employee may be removed. If the Senior Professional does not demonstrate acceptable performance within 30 days of receiving a PIP, the agency should promptly initiate action consistent with applicable law, regulation, and agency policy to remove or demote the Senior Professional.

Adverse actions. In contrast to a performance-based action, a supervisor's determination that a Senior Professional's performance is unacceptable need not be based on an established critical element or performance standard. Rather, the determination must be made that the assessment of the Senior Professional's performance is accurate and reasonable. Additionally, unreasonable or excessively delay in taking an adverse action based on unacceptable performance may have a significant negative impact on the agency pursuing discipline against a Senior Professional. Supervisors should, therefore, take prompt action when observing performance deficiencies.

VIII. Other System Requirements

Appraisal Results. Performance appraisals will be used as a basis for adjusting pay, granting awards, retaining and removing Senior Professionals, and making other personnel decisions.

Oversight. The agency head or the official designated by the agency head who provides organizational assessments and evaluation guidelines and is responsible to oversee the system and to certify: 1) the appraisal process makes meaningful distinctions based on relative performance; 2) Senior Professional ratings take into account assessments of organizational performance; and 3) pay adjustments, awards and pay levels based on the results of the appraisal process accurately reflect individual performance and/or contribution to agency performance. The responsible official designated to provide evaluation guidelines and oversee the appraisal system must do so for the entire executive agency.

IX. Training and Evaluation

Training. The agency will provide information and training to agency leadership, supervisors, and Senior Professionals on the requirements and operation of the agency's Senior Professional performance management system.

Communication of Results. The agency will communicate annually the distribution of ratings from the previous appraisal period and the average pay increases and awards associated with each rating level. Agencies must protect the privacy of the ratings received by individual Senior Professionals.

Evaluation. The agency will periodically evaluate the effectiveness of the performance appraisal system and implement improvements as needed.

Appendix 1- Performance Standards for Critical Elements

The performance standard for each critical element is specified below.

- **Level 5:** The Senior Professional demonstrates exceptional performance, directly contributes toward sustaining organizational excellence, and enhances the ability to achieve results in the Senior Professional's organization, agency, department or Governmentwide. This represents the highest level of Senior Professional performance.
- **Level 4:** The Senior Professional demonstrates a very high level of performance beyond that required for successful performance in the Senior Professional's position and scope of responsibilities. The Senior Professional consistently exceeds established performance expectations, timelines, or targets.
- **Level 3:** The Senior Professional demonstrates the high level of performance expected of Senior Professionals the Senior Professional's actions contribute positively toward the achievement of project/program goals and meaningful results. The Senior Professional is effective, dependable and delivers high-quality project/program results.
- **Level 2:** The Senior Professional's performance is unsatisfactory and needs improvement. While the Senior Professional generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management.
- **Level 1:** In repeated instances, the Senior Professional demonstrates performance deficiencies that detract from project/program goals and objectives. The Senior Professional routinely does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

Appendix 2: Criteria for Evaluation of Senior Professional Merit and Competence

In consultation with the Senior Professional, the Rating Official must review and select at least one of the competencies below that contribute to the Senior Professional's performance toward work assignments or responsibilities and will serve as a basis to evaluate the Senior Professional's merit and competence.

- **Decision Making** – Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to appropriate action, even in uncertain situations, to accomplish work assignments and applicable organizational goals.
- **Financial Management** – Understands the organization's financial processes. Prepares, justifies, and administers the project/program budget. Oversees procurement and contracting to drive government efficiency and advance the mission. Monitors expenditures and uses cost-benefit thinking to set priorities.
- **Information Management** – Identifies a need for and knows where or how to gather information; organizes and maintains information on information management systems; retrieves and applies information appropriately in various situations.
- **Legal, Government and Jurisprudence** – Knowledge of applicable laws, legal codes, court procedures, precedents, legal practices or documents, government regulations, executive orders, agency rules, government organization or functions, and/or the democratic political process as they apply to area of responsibility.
- **Planning and Evaluating** – Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
- **Problem Solving** – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
- **Project Management** – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources, including technical performance.
- **Reasoning** – Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
- **Research** – Applies knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.
- **Technical Competence/Subject Matter Expertise** – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Appendix 3: Criteria for Evaluation of Senior Professional Partnership/Leadership/Mentorship

In consultation with the Senior Professional, the Rating Official must review and select the competencies below that contribute to the Senior Professional's performance toward work assignments or responsibilities and will serve as a basis to evaluate the Senior Professional's Partnership/Leadership/Mentorship.

- Collaboration/Partnership – Encourages and facilitates cooperation and trust; fosters commitment; works with others to achieve goals. Engages with agency leaders, customers, and stakeholders to seek input (assess their needs, obtain information), resolve their problems, or satisfy their expectations.
- Leadership – Influences, motivates, and challenges others; adapts leadership styles to a variety of situations. Accepts leadership roles as appropriate. Conducts oneself in a manner that sets a positive example.
- Mentorship – Provides guidance, direction, and career advice through mentoring– either a standalone program, part of a training and development program within an organization, or individually.

**Senior Professional Appraisal System
SL and ST Performance Plan**

Part 1. Consultation. *I have reviewed this plan and have been consulted on its development.*

Senior Professional's Name (<i>Last, First, MI</i>):		Appraisal Pd.
<input type="checkbox"/> SL <input type="checkbox"/> ST		CA <input type="checkbox"/> Exc <input type="checkbox"/> Temp <input type="checkbox"/> Term <input type="checkbox"/>
Title:		Organization:
Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:
Reviewing Official's Name	Reviewing Official's Signature	Date:

Part 2. Quarterly Progress Review

Senior Professional's Signature:		Q1 Date:
Rating Official's Name:	Rating Official's Signature:	Q1 Date:
Senior Professional's Signature:		Q2 Date:
Rating Official's Name:	Rating Official's Signature:	Q2 Date:
Senior Professional's Signature:		Q3 Date:
Rating Official's Name:	Rating Official's Signature:	Q3 Date:
Senior Professional's Signature:		Q4 Date:
Rating Official's Name:	Rating Official's Signature:	Q4 Date:

Part 3. Rating of Record

Rating Official's Recommended Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Rating Official's Name:	Rating Official's Signature:			Date:	
Reviewing Official's Recommendation (<i>Optional</i>):	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Reviewing Official's Name (<i>Optional</i>):	Reviewing Official's Signature (<i>Optional</i>):			Date:	
Senior Professional's Signature:	<input type="checkbox"/> Higher-Level Review Requested (<i>Optional</i>)			Date:	
Higher-Level Review Recommendation (<i>Optional</i>):	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Higher-Level Reviewer Name (<i>Optional</i>):	Higher-Level Reviewer Signature (<i>Optional</i>):			Date:	
Performance Review Board (PRB) Recommendation	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
PRB Chair Name:	PRB Chair Signature:			Date:	
Rating of Record	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Approving Official's Name:	Approving Official's Signature:			Date:	

Senior Professional Name and/or ID:

Appraisal Period:

Part 4. Performance Standards for Critical Elements. *Performance toward Critical Elements 1-4 (Faithful Support of Administration of the Law and the President’s Policies, Government Efficiency, Merit and Competence, and Achieving Organizational Goals) shall be appraised using the performance standards specified below. Within Critical Element 5 (Achieving Organizational Goals), if the performance objective is a competency, it is rated using the performance standards described below. If the performance objective is a result, commitment, or activity, it must include quality indicators that reflect the same level of performance as the Level 3 performance standard below. Examples for the top three performance levels can be found in the program description.*

- **Level 5:** The Senior Professional demonstrates exceptional performance, directly contributes toward sustaining organizational excellence, and enhances the ability to achieve results in the Senior Professional’s organization, agency, department or Governmentwide. This represents the highest level of Senior Professional performance.
- **Level 4:** The Senior Professional demonstrates a very high level of performance beyond that required for successful performance in the Senior Professional’s position and scope of responsibilities. The Senior Professional consistently exceeds established performance expectations, timelines, or targets.
- **Level 3:** The Senior Professional demonstrates the high level of performance expected of Senior Professionals the Senior Professional’s actions contribute positively toward the achievement of project/program goals and meaningful results. The Senior Professional is effective, dependable and delivers high-quality project/program results.
- **Level 2:** The Senior Professional’s performance is unsatisfactory and needs improvement. While the Senior Professional generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management.
- **Level 1:** In repeated instances, the Senior Professional demonstrates performance deficiencies that detract from project/program goals and objectives. The Senior Professional routinely does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

Part 5. Derivation Formula and Calculation of the Rating of Record

Critical Element	Element Rating		Weight	Score		Rating of Record Ranges
	Initial	Final (if changed)		Initial	Final (if changed)	
1. Faithful Support of Administration of the Law and the President’s Policies						475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any CE rated Level 1 = Level 1
2. Government Efficiency						
3. Merit and Competence						
4. Partnership/Leadership/Mentorship						
5. Achieving Organizational Goals						
Total			100 points			

Senior Professional Name and/or ID:

Appraisal Period:

Part 6. Critical Elements. <i>Each Senior Professional performance plan shall include Critical Elements 1-5.</i>					
Critical Element 1: Faithful Support of Administration of the Law and President's Policies (Minimum weight 25)					Weight:
This is the most critical element for reviewing the job performance of someone who serves under the elected President. Faithful administration of one's role in the Executive Branch requires commitment to the principles of the Founding, including equality under the law and democratic self-government. All Senior Professionals must clearly and demonstrably support implementation of the President's policy priorities through specific results that align with and advance the President's specific policy agenda.					
Agency Specific Requirement(s)					
Rating Official Narrative (Optional):					
Critical Element 1 Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Critical Element 2: Government Efficiency (Minimum weight 15)					Weight:
Senior Professionals are expected to contribute to the achievement of demonstrable improvements in efficiency, productivity, and quality of work and government services, including significant reductions in costs and paperwork.					
Agency Specific Requirement(s)					
Rating Official Narrative (Optional):					
Critical Element 2 Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Critical Element 3: Merit and Competence (Minimum weight 15)					Weight:
<p>Senior Professionals must consistently demonstrate outstanding proficiency and competence in the performance of their job duties. Such qualities will be evidenced by specific, demonstrable achievements and results that provide concrete benefits to American citizens. Senior Professionals must consistently produce work that is of the highest quality; handle challenges; exceed targets; and complete assignments in a timely manner.</p> <p><i>In consultation with the Senior Professional, the Rating Official must identify at least one competency from the list in Attachment 1 against which to evaluate the Senior Professional's performance on this Critical Element.</i></p>					
Competency (Mandatory)					
Competency (Optional)					
Rating Official Narrative (Optional):					
Critical Element 3 Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Critical Element 4: Partnership/Leadership/Mentorship (Minimum weight 15)					Weight:
<p>Senior Professionals should serve as trusted advisors, partners, leaders, and mentors at their agencies.</p> <p><i>In consultation with the Senior Professional, the Rating Official must identify at least one competency from the list in Attachment 2 against which to evaluate the Senior Professional's performance on this Critical Element.</i></p>					
Competency (Mandatory)					
Competency (Optional)					
Rating Official Narrative (Optional):					
Critical Element 4 Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Critical Element 5: Achieving Organizational Goals (Minimum weight 15)		Weight:			
<p>The Senior Professional's performance rating must be aligned with agency's organizational assessment for the performance period. In addition, at least three performance objectives must be established for this critical element by the Rating Official in consultation with the Senior Professional that are tailored for the Senior Professional's specific function and role. They should focus on measurable targets, outputs and outcomes aligned to specific goals and objectives set forth for the agency in the President's Management Agenda, Agency Strategic Plan, Congressional Budget Justification/Annual Performance Plan, and other organizational planning documents. With the approval of agency leadership, they may also focus on specific program and policy objectives.</p>					
Position Specific Performance Objective 1 (Mandatory):					
Position Specific Performance Objective 2 (Mandatory):					
Position Specific Performance Objective 3 (Mandatory):					
Position Specific Performance Objective 4:					
Rating Official Narrative (Optional):					
Critical Element 5 Rating	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Part 7: Senior Professional's Accomplishment Narrative *(Optional)*

Part 8: Rating Official's Recommended Rating of Record Narrative *(Mandatory)*

Part 9: Reviewing Official's Recommended Rating of Record Narrative *(Optional)*

Part 10: Higher-Level Review Narrative *(Optional)*

Part 11: Performance Review Board (PRB) Narrative *(Optional)*

Part 12: Approving Official Narrative *(Optional)*

Part 13: Agency Use *(Optional)*

Senior Professional Name and/or ID:

Appraisal Period:

**Senior-Level (SL) and Scientific or Professional (ST)
Performance Plan Addendum for Progress Reviews
Appraisal Period:**

Multiple Progress Reviews. Agencies may use this addendum to the SL/ST performance plan to document formal progress reviews during the appraisal period.

Progress Review. I have participated in a conversation regarding progress toward meeting the critical element.

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Mandatory)

Progress Review. I have participated in a conversation regarding progress toward meeting the critical elements.

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Mandatory)

Progress Review. I have participated in a conversation regarding progress toward meeting the critical elements.

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Mandatory)

Progress Review. I have participated in a conversation regarding progress toward meeting the critical element.

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Mandatory)

Senior Professional Name and/or ID:

Appraisal Period:

Attachment 1: Criteria for Evaluation of Senior Professional Merit and Competence

In consultation with the Senior Professional, the Rating Official must review and select the competencies below that contribute to the Senior Professional's performance toward work assignments or responsibilities and will serve as a basis to evaluate the Senior Professional's merit and competence.

- Decision Making – Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to appropriate action, even in uncertain situations, to accomplish work assignments and applicable organizational goals.
- Financial Management – Understands the organization's financial processes. Prepares, justifies, and administers the project/program budget. Oversees procurement and contracting to drive government efficiency and advance the mission. Monitors expenditures and uses cost-benefit thinking to set priorities.
- Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information on information management systems; retrieves and applies information appropriately in various situations.
- Legal, Government and Jurisprudence – Knowledge of applicable laws, legal codes, court procedures, precedents, legal practices or documents, government regulations, executive orders, agency rules, government organization or functions, and/or the democratic political process as they apply to area of responsibility.
- Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
- Problem Solving – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.
- Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources, including technical performance.
- Reasoning – Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.
- Research – Applies knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.
- Technical Competence/Subject Matter Expertise – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.

Senior Professional Name and/or ID:

Appraisal Period:

**Attachment 2: Criteria for Evaluation of Senior Professional
Partnership/Leadership/Mentorship**

In consultation with the Senior Professional, the Rating Official must review and select the competencies below that contribute to the Senior Professional's performance toward work assignments or responsibilities and will serve as a basis to evaluate the Senior Professional's Partnership/Leadership/Mentorship.

Collaboration/Partnership – Encourages and facilitates cooperation and trust; fosters commitment; works with others to achieve goals. Engages with agency leaders, customers, and stakeholders to seek input (assess their needs, obtain information), resolve their problems, or satisfy their expectations.

Leadership – Influences, motivates, and challenges others; adapts leadership styles to a variety of situations. Accepts leadership roles as appropriate. Conducts oneself in a manner that sets a positive example.

Mentorship – Provides guidance, direction, and career advice through mentoring– either a standalone program, part of a training and development program within an organization, or individually.

**Senior-Level (SL) and Scientific or Professional (ST) Appraisal System Performance Plan
for**

Appraisal Period:

Part 1. Consultation. *I have reviewed this plan and have been consulted on its development.*

Senior Professional's Name (Last, First, MI):		<input type="checkbox"/> SL	<input type="checkbox"/> ST
		CA <input type="checkbox"/>	Exc <input type="checkbox"/> Term <input type="checkbox"/> Temp <input type="checkbox"/>
Title:	<input type="checkbox"/> Supervisory <input type="checkbox"/> Non-supervisory	Organization:	
Senior Professional's Signature:		Date:	
Rating Official's Name:	Rating Official's Signature:	Date:	
Reviewing Official's Name (Optional):	Reviewing Official's Signature (Optional):	Date:	

Part 2. Progress Review. *I have participated in a conversation regarding progress toward meeting the critical elements in the performance plan.*

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Part 3. Rating of Record. *The rating of record is final when it is issued to a Senior Professional with all appropriate reviews and signatures.*

Rating Official's Recommendation	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Rating Official's Name:	Rating Official's Signature:			Date:	
Reviewing Official's Recommendation (Optional):	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Reviewing Official's Name (Optional):	Reviewing Official's Signature (Optional):			Date:	
Senior Professional's Signature:	<input type="checkbox"/> Higher-Level Review Requested (Optional)			Date:	
Higher-Level Review Recommendation (Optional):	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
Higher-Level Reviewer Name (Optional):	Higher-Level Reviewer Signature (Optional):			Date:	
Senior Professional Review Panel (SPRP) Recommendation	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1
SPRP Chair Name:	SPRP Chair Signature:			Date:	
Rating of Record	<input type="checkbox"/> Level 5 Outstanding	<input type="checkbox"/> Level 4 Exceeds Fully Successful	<input type="checkbox"/> Level 3 Fully Successful	<input type="checkbox"/> Level 2 Minimally Satisfactory	<input type="checkbox"/> Level 1 Unacceptable
Approving Official's Name:	Approving Official's Signature:			Date:	

Senior Professional Name and/or ID:

Appraisal Period:

Part 4. Performance Standards for Critical Elements. *Performance toward Critical Elements 1-3 (Project/Program Management, Interpersonal Leadership/Responsibilities, and Leading Innovation) shall be appraised using the performance standards specified below. Within Critical Element 4 (Business Results), the performance objectives must include quality indicators at the Fully Successful Level that reflect the same level of performance as the Level 3 performance standard below. Within Critical Element 5 (Position Specific), if the performance objective is a competency, it is rated using the performance standards described below. If the performance objective is a result, commitment, or activity, it must include quality indicators that reflect the same level of performance as the Level 3 performance standard below. Examples for the top three performance levels can be found in the program description.*

- Level 5:** The Senior Professional demonstrates exceptional performance, directly contributes toward sustaining organizational excellence, and enhances the ability to achieve results in the Senior Professional’s organization, agency, department, or Governmentwide. This level represents the highest level of Senior Professional performance, as evidenced by the extraordinary impact on the achievement of the organization’s mission. The Senior Professional continually contributes materially to or spearheads agency efforts that address or accomplish important agency goals. The Senior Professional consistently exceeds expectations at the highest level of quality possible, and consistently handles challenges, exceeds targets, and completes high-quality assignments ahead of schedule.
- Level 4:** The Senior Professional demonstrates a very high level of performance beyond that required for successful performance in the Senior Professional’s position. The Senior Professional often exceeds established performance expectations, timelines, or targets, as applicable. The Senior Professional is consistently highly effective and delivers high-quality results.
- Level 3:** The Senior Professional demonstrates the high level of performance expected of Senior Professionals and the Senior Professional’s actions contribute positively toward the achievement of project/program goals and meaningful results. The Senior Professional is effective, dependable and delivers project/program results based on indicators of quality, or measures of quantity, efficiency, and/or effectiveness within agreed upon timelines. The Senior Professional meets and occasionally exceeds challenging performance expectations established for the position.
- Level 2:** The Senior Professional’s contributions to the organization are acceptable in the short term, but do not appreciably advance the project/program or organization toward achievement of its goals and objectives. While the Senior Professional generally meets established performance expectations, timelines and targets, there are occasional lapses that impair operations and/or cause concern from management. While showing basic ability to accomplish assigned project/program(s), the Senior Professional may demonstrate limited ability to address problems characteristic of the project/program or organization and its work.
- Level 1:** In repeated instances, the Senior Professional demonstrates performance deficiencies that detract from project/program goals and objectives or the agency mission. The Senior Professional generally is viewed as ineffectual by agency leadership or peers. The Senior Professional does not meet established performance expectations/timelines/targets and fails to produce – or produces unacceptable – work products, services, or outcomes.

Part 5. Deriving the Rating of Record. *The derivation formula to calculate the Rating of Record is below.*

Critical Element Point Values	Level 5 = 5 points	Level 4 = 4 points	Level 3 = 3 points	Level 2 = 2 points	Level 1 = 0 points
Critical Element		Critical Element Point Value	Element Weight	Element Score	Rating of Record Point Ranges
1. Project/Program Management					475-500 = Level 5 400-474 = Level 4 300-399 = Level 3 200-299 = Level 2 Any Critical Element rated Level 1 = Level 1
2. Interpersonal Leadership/Responsibilities					
3. Leading Innovation					
4. Business Results					
5. Position Specific (Optional)					
Total			100 points		

Senior Professional Name and/or ID:

Appraisal Period:

Part 6. Critical Elements. *Each Senior Professional performance plan shall include Critical Elements 1-4; Critical Element 5 is optional for agency use.*

Critical Element 1: Project/Program Management	Weight: _____ points				
<p align="center">Competencies (Check all that apply)</p> <p align="center"><i>Review and select the competencies below that contribute to the SL/ST's performance toward work assignments or responsibilities. Check all that apply; a minimum of one competency must be selected.</i></p>	<p align="center">Individual Competency Weight, if applicable (total must equal 100 points)</p>	<p align="center">Individual Competency Rating, if applicable</p>			
<input type="checkbox"/> Decision Making – Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to appropriate action, even in uncertain situations, to accomplish work assignments and applicable organizational goals.					
<input type="checkbox"/> Financial Management – Understands the organization's financial processes. Prepares, justifies, and administers the project/program budget. Oversees procurement and contracting to achieve desired results. Monitors expenditures and uses cost-benefit thinking to set priorities.					
<input type="checkbox"/> Information Management – Identifies a need for and knows where or how to gather information; organizes and maintains information on information management systems; retrieves and applies information appropriately in various situations.					
<input type="checkbox"/> Legal, Government and Jurisprudence – Knowledge of applicable laws, legal codes, court procedures, precedents, legal practices or documents, government regulations, executive orders, agency rules, government organization or functions, and/or the democratic political process as they apply to area of responsibility.					
<input type="checkbox"/> Planning and Evaluating – Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.					
<input type="checkbox"/> Problem Solving – Identifies problems; determines accuracy and relevance of information; uses sound judgment to generate and evaluate alternatives, and to make recommendations.					
<input type="checkbox"/> Project Management – Applies principles, methods, or tools for developing, scheduling, coordinating, monitoring, evaluating, and managing projects and resources, including technical performance.					
<input type="checkbox"/> Reasoning – Identifies rules, principles, or relationships that explain facts, data, or other information; analyzes information and makes correct inferences or draws accurate conclusions.					
<input type="checkbox"/> Research – Applies knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results.					
<input type="checkbox"/> Technical Competence/Subject Matter Expertise – Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.					
Rating Official Narrative (Optional): 					
Critical Element Rating - Project/Program Management	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Critical Element 2: Interpersonal Leadership/Responsibilities		Weight: _____ points	
<p align="center">Competencies (Check all that apply)</p> <p><i>Review and select the competencies below that contribute to the SL/ST's performance toward work assignments or responsibilities. Check all that apply; a minimum of one competency must be selected. For agencies seeking certification of their performance appraisal system, the Customer Service competency must be selected.</i></p>		Individual Competency Weight, if applicable (total must equal 100 points)	Individual Competency Rating, if applicable
<input type="checkbox"/> Collaboration/Partnership – Encourages and facilitates cooperation and trust; fosters commitment; works with others to achieve goals.			
<input type="checkbox"/> Conflict Management – Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.			
<input type="checkbox"/> Customer Service – Engages with customers (that is, any individuals who use or receive the services or products the work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to seek input (assess their needs, obtain information), resolve their problems, or satisfy their expectations. Uses customer input to inform quality products and services.			
<input type="checkbox"/> Influencing/Negotiating – Persuades others to accept recommendations, cooperate, or change their behavior, works with others towards an agreement; negotiates to find mutually acceptable solutions.			
<input type="checkbox"/> Leadership – Influences, motivates, and challenges others; adapts leadership styles to a variety of situations. Accepts leadership roles as appropriate. Conducts oneself in a manner that sets a positive example.			
<input type="checkbox"/> Mentorship – Provides guidance, direction, and career advice through mentoring—either a standalone program, part of a training and development program within an organization, or individually. Establishes mentoring relationships with one or more individuals.			
<input type="checkbox"/> Political Savvy – Identifies the internal and external politics that impact the work of the Senior Professional or the organization. Perceives organizational and political reality and acts accordingly.			
Rating Official Narrative (Optional):			
Critical Element Rating – Interpersonal Leadership/Responsibilities		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4
		<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2
		<input type="checkbox"/> Level 1	

Senior Professional Name and/or ID:

Appraisal Period:

Critical Element 3: Leading Innovation		Weight: _____ points				
<p>Competencies (Check all that apply) <i>Review and select the competencies below that contribute to the SL/ST's performance toward work assignments or responsibilities. Check all that apply; a minimum of one competency must be selected.</i></p>		<p>Individual Competency Weight, if applicable (total must equal 100points)</p>		<p>Individual Competency Rating, if applicable</p>		
<p><input type="checkbox"/> Creative Thinking – Uses imagination to develop new insights into situations and applies innovative solutions to problems; designs new methods where established methods and procedures are inapplicable or are unavailable.</p>						
<p><input type="checkbox"/> Flexibility/Adaptability – Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</p>						
<p><input type="checkbox"/> Organizational Awareness – Knows the organization’s mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.</p>						
<p><input type="checkbox"/> Strategic Thinking – Formulates effective strategies consistent with the business and competitive strategy of the organization in a global environment; examines policy issues and strategic planning with a long-term perspective; determines objectives and sets priorities; anticipates potential threats or opportunities.</p>						
<p><input type="checkbox"/> Vision – Takes a long-term view and builds a shared vision with others; acts as a catalyst for change. Influences others to translate vision into action.</p>						
<p>Rating Official Narrative (Optional):</p>						
<p>Critical Element Rating –Leading Innovation</p>		<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Critical Element 4: Business Results		Weight: _____ points			
<p>This critical element includes specific performance results expected from the Senior Professional during the appraisal period, focusing on measurable outputs and outcomes that are aligned to organizational or agency goals and objectives, and/or program and policy objectives. At a minimum, Senior Professionals and their Rating Officials will include in this element results and their quality indicators describing the range of performance at the Fully Successful level for each result specified. In addition to the quality indicators, applicable measures of quantity, timeliness, and/or cost-effectiveness may be included to describe the appropriate level of accomplishment expected. It is recommended to also establish the threshold quality indicators and/or other applicable measures for Levels 2 and 5. Each performance objective of the Business Results critical element must contain results and quality indicators that are clearly and differentially identified so that it is readily evident on what the Senior Professional will be rated and what is expected for success. Activities that lead to the specified result may be included. However, the quality indicators and the related markup must clearly measure the result – not any associated activity.</p>		<p>Individual Objective Weight, if applicable (total must equal 100 points)</p>		<p>Individual Objective Rating, if applicable</p>	
<p>Agency/Program Goal Alignment:</p>	<p>Business Results Objective 1:</p>				
<p>Agency/Program Goal Alignment:</p>	<p>Business Results Objective 2:</p>				
<p>Agency/Program Goal Alignment:</p>	<p>Business Results Objective 3:</p>				
<p>Agency/Program Goal Alignment:</p>	<p>Business Results Objective 4:</p>				
<p>Agency/Program Goal Alignment:</p>	<p>Business Results Objective 5:</p>				
<p>Rating Official Narrative (Optional):</p>					
<p>Critical Element Rating – Business Results</p>	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Critical Element 5: Position Specific (Optional)	Weight: _____ points				
<p>The Position Specific critical element includes additional agency-specific performance objectives - written as competencies or specific measurable results/commitments/activities - that are not already accounted for in the previous mandatory critical elements. For example, additional results that support selected competencies or address agency administrative goals rather than mission goals may be included in this element. This means Rating Officials may not include competencies or business results that are contained within another critical element in the performance plan (i.e., upon which the Senior Professional will be rated elsewhere). The use of this element is not mandatory, but rather available for agency specific or position specific aspects of the job the Rating Official/Senior Professional determines are important to assess. <i>For agencies seeking certification of their performance appraisal system, this critical element must include a performance objective that holds Supervisory Senior Professionals accountable for employee perspective, aligning subordinate performance plans with organizational goals and thoroughly appraising employee performance.</i></p>	<p>Individual Objective Weight, if applicable (total must equal 100 points)</p>	<p>Individual Objective Rating, if applicable</p>			
Position Specific Performance Objective 1:					
Position Specific Performance Objective 2:					
Position Specific Performance Objective 3:					
Position Specific Performance Objective 4:					
Position Specific Performance Objective 5:					
Rating Official Narrative (Optional):					
Critical Element Rating –Position Specific	<input type="checkbox"/> Level 5	<input type="checkbox"/> Level 4	<input type="checkbox"/> Level 3	<input type="checkbox"/> Level 2	<input type="checkbox"/> Level 1

Senior Professional Name and/or ID:

Appraisal Period:

Part 7: Rating Official's Progress Review Narrative *(Optional)*

Part 8: Senior Professional's Accomplishment Narrative *(Optional)*

Part 9: Rating Official's Recommended Rating of Record Narrative *(Mandatory)*

Part 10: Reviewing Official's Recommended Rating of Record Narrative *(Optional)*

Part 11. Higher-Level Review Narrative *(Optional)*

Part 12: Senior Professional Review Panel (SPRP) Narrative *(Optional)*

Part 13: Approving Official Narrative *(Optional)*

Part 14: Agency Use *(Optional)*

Senior Professional Name and/or ID:

Appraisal Period:

**Senior-Level (SL) and Scientific or Professional (ST)
Appraisal Program Performance Plan Addendum for Multiple Progress Reviews for**

Appraisal Period:

Multiple Progress Reviews. *Each Senior Professional must receive at least one progress review documented on the performance plan. However, agencies may require more frequent progress reviews. Agencies may use this addendum to the SL/ST performance plan to document more frequent formal progress reviews during the appraisal period. The requirement for more frequent progress reviews must also be included in Part VIII of the agency's SL/ST program.*

Progress Review. *I have participated in a conversation regarding progress toward meeting the critical elements in the performance plan.*

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Optional)

Progress Review. *I have participated in a conversation regarding progress toward meeting the critical elements in the performance plan.*

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Optional)

Progress Review. *I have participated in a conversation regarding progress toward meeting the critical elements in the performance plan.*

Senior Professional's Signature:		Date:
Rating Official's Name:	Rating Official's Signature:	Date:

Rating Official's Progress Review Narrative (Optional)