



U.S. Chemical Safety and Hazard Investigation Board

SUBJECT: Senior Executive Service (SES) Performance Management System

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1. **PURPOSE.** This Order establishes a system of policies and practices for managing the performance of Senior Executive Service (SES) employees of the Chemical Safety and Hazard Investigation Board (CSB).
2. **EFFECTIVE DATE.** This Order is effective upon passage by the Board.
3. **SCOPE.** This Order applies to SES employees of the CSB.
4. **REFERENCES.** This Order complies with relevant provisions of Subchapter II of Chapter 43 of Title 5 of the United States Code, Subpart C and D of Part 430 and Subpart D of Part 534 of Title 5 of the Code of Federal Regulations.
5. **POLICY.** It is the policy of the Board that the CSB SES performance management system should hold senior executives accountable for their individual and organizational performance in order to improve agency performance by: (1) expecting excellence in senior executive performance; (2) linking performance management with the results-oriented goals of the Government Performance and Results Act of 1993; (3) setting and communicating individual and organizational goals and expectations; (4) systematically appraising senior executive performance using measures that balance organizational results with customer, employee, or other perspectives; and (5) using performance results as a basis for pay, awards, development, retention, removal, and other personnel decisions.
6. **DEFINITIONS.**
 - a. **Approving authority** – the CSB official with authority to issue final SES performance ratings of record. The approving authority under this system is the Chairperson of the CSB.
 - b. **Appraisal period** – the established period of time for which a senior executive’s performance will be appraised and rated. The appraisal period for CSB senior executives is October 1 through September 30.
 - c. **Balanced measures** – an approach to performance measurement that balances organizational results with the perspectives of distinct groups, including customers and employees.
 - d. **Career appointee** – an individual in a SES position whose appointment to the position or previous appointment to another SES position was based on approval by the Office of Personnel Management of that individual’s executive qualifications.
 - e. **Chairperson** – the Chairperson of the CSB or, when the position of Chairperson is vacant, the Board Member Delegated Interim Executive and Administrative Authority, pursuant to Order 003. To avoid confusion in this Order, the term “Chairperson” never refers to the Chair of the Performance Review Board.

- f. **Critical element** – a key component of an executive’s work that contributes to organizational goals and results and is so important that unsatisfactory performance of the element would make the executive’s overall job performance unsatisfactory.
- g. **Customer** – in general, individuals or groups that receive services from the CSB or that have a stake in the accomplishment of the CSB’s mission. This may include internal as well as external customers.
- h. **Days** – in this Order, all references to “days” are to calendar days.
- i. **Minimum appraisal period** – the shortest period of time during which a senior executive can serve under an established performance plan and still receive a rating under that plan. The minimum appraisal period for CSB senior executives is 90 days.
- j. **Other performance elements** – components of an executive’s work that do not meet the definition of a “critical element,” but may be important enough to factor into the executive’s performance appraisal.
- k. **Performance** – the accomplishment of the work described in the senior executive’s performance plan.
- l. **Performance appraisal** – the review and evaluation of a senior executive’s performance against performance elements and requirements.
- m. **Performance requirement** – a statement of the performance expected for a critical element.
- n. **Performance Review Board (PRB)** – a panel appointed by the Chairperson, in accordance with the provisions of the Order, that makes recommendations to the approving authority on the performance of CSB senior executives.
- o. **Progress review** – a review of the senior executive’s progress in meeting the performance requirements. A progress review is not a performance rating.
- p. **Ratings**
 - (1) Initial summary rating – an overall rating level the rating official derives from appraising the senior executive’s performance during the appraisal period and forwards to the Performance Review Board.
 - (2) Annual summary rating – the overall rating level that the approving authority assigns at the end of the appraisal period after considering a Performance Review Board’s recommendations. This is the official rating of record.

- q. **Rating official** – the CSB official responsible for assigning initial performance ratings to senior executives. The rating official under this system is the executive’s first-line supervisor.
- r. **Senior executive performance plan** – the written summary of work the senior executive is expected to accomplish during the appraisal period and the requirements against which performance will be evaluated. The plan addresses all critical elements and any other performance elements established for the senior executive.
- s. **Senior executive** – a member of the SES. In this Order, the terms “senior executive” and “executive” are used interchangeably.
- t. **Strategic planning initiatives** – agency strategic plans, annual performance plans, organizational work plans, and other related initiatives.

7. **RESPONSIBILITIES.**

- a. **Chairperson** – implements and administers the performance management system for CSB senior executives. Finalizes all performance standards for senior executives by October 1st of each year. Ensures that all final ratings, awards, and pay adjustments for senior executives are completed no later than December 15th of each year. Acts as the authorized agency official for purposes of setting and adjusting pay for individual senior executives pursuant to the plan outlined in section 15 of this Order.
- b. **Chair of the PRB** – coordinates and ensures timely completion of PRB tasks.
- c. **Human Resources Director (HRD)** – provides technical assistance to the Chairperson and Chair of the PRB in administering the performance management system of the PRB. Acts as liaison with the Office of Personnel Management (OPM) on SES system certification requirements.
- d. **Senior executive** – documents accomplishments related to his or her performance elements during the appraisal period. Such documentation must be limited to one page per element; speak specifically to results, customer satisfaction, and employee perspectives; and avoid the use of superlatives.

8. **PERFORMANCE REVIEW BOARD (PRB).** The Chairperson shall establish a single PRB. The purpose of the PRB is to make recommendations on performance ratings and performance awards for all senior executives. It convenes annually to review the initial summary ratings for the senior executives. The PRB must meet the following criteria:

- a. The PRB should be appointed as close to the beginning of the rating period as possible, but can be established at any time prior to the annual performance appraisal.

- b. The CSB will publish notice of PRB appointments in the Federal Register before the appointees' service on the PRB begins.
- c. The PRB will consist of a Chair (selected by the Chairperson) and a minimum of two other members.
- d. In appointing PRB members, the Chairperson shall seek to assure the consistency, stability, and objectivity of the SES performance appraisal system.
- e. The PRB will include one Board Member who will act as Chair. The other members must be SES career appointees and may be selected from an agency within the U.S. Government, such as:
 - (1) Defense Nuclear Facilities Safety Board (DNFSB)
 - (2) Environmental Protection Agency (EPA)
 - (3) National Transportation Safety Board (NTSB)
 - (4) Occupational Safety and Health Administration (OSHA)
- f. One of the career appointee members of the PRB should be an attorney, preferably one holding a general counsel or deputy general counsel position, or the equivalent.
- g. One of the career appointee members of the PRB should hold a position with responsibilities generally equivalent to those of other CSB SES personnel.

9. **SENIOR EXECUTIVE PERFORMANCE PLANS.**

- a. Each senior executive shall receive a performance plan that describes the individual and organizational expectations (performance elements) for the appraisal period and sets the requirements against which performance will be evaluated.
- b. The rating official is responsible for planning performance elements and requirements, linked with agency strategic planning initiatives, for each senior executive. Although the rating official retains final authority to establish performance elements and requirements, he or she shall consult with the senior executive in developing a performance plan.
- c. At or before the beginning of the appraisal period, the rating official shall meet individually with each senior executive to communicate his or her performance plan for that appraisal period. Both the rating official and the executive will sign in the appropriate box on the performance plan form (Appendix A) to

acknowledge that the plan has been communicated. The executive's signature does not signify agreement with the plan's elements and requirements.

d. Minimum plan requirements.

(1) Critical elements. Performance plans must describe all of the critical elements of a senior executive's work and, if appropriate, other relevant performance elements. All performance plans must contain at least three critical elements. The elements must reflect individual and organizational performance.

(2) Performance requirements. At a minimum, performance plans must describe, for each element, the level of performance necessary for the senior executive's work to be rated Fully Successful and the level of performance necessary for the executive's work to be rated Outstanding. Descriptions or examples of Minimally Satisfactory or Unsatisfactory performance levels may also be provided for each element. These descriptions constitute the standards against which senior executives' performance will be appraised.

(3) Critical elements and performance requirements for each senior executive must be consistent with the goals and performance expectations in the CSB's strategic planning initiatives.

(4) Senior executive performance requirements must include a requirement that the performance standards, requirements, or expectations for individual subordinate employees clearly link to organizational mission, GPRA strategic goals, or other program or policy objective and take into account the degree of rigor in the appraisal of their subordinate employees.

(5) The measures provided in the performance plans for evaluating senior executives' actual performance against the established performance requirements must balance organizational results with customer and employee perspectives. Measures for organizational results can include specific measures of agency effectiveness, such as specific business results to be achieved by certain dates, consistent with the agency's goals. Results criteria must also ensure that the performance expectations for individual senior employees relate to their respective areas of responsibility; reflect expected agency and/or organizational outcomes and outputs, performance targets or metrics, policy/program objectives, and/or milestones; identify specific programmatic crosscutting, external, and partnership-oriented goals or objectives, as applicable; and are stated in terms of observable, measurable, and/or demonstrable performance;

e. The Chairperson may require that certain standard elements be included in the performance plans of all senior executives.

10. PROGRESS REVIEWS.

- a. The rating official shall monitor each senior executive's performance during the appraisal period and provide regular feedback to each executive on his or her progress in accomplishing the elements and requirements of his or her performance plan. If necessary, the rating official shall provide advice and assistance to executives on improving their performance.
- b. At the midpoint of the appraisal period, the rating official shall meet individually with each senior executive to conduct a formal progress review. The content of the review must include, at the least, an assessment of how well the executive is performing in relation to the established performance requirements. The rating official and the executive shall acknowledge the progress review by signing in the appropriate box on the performance plan form (Appendix A).

11. **APPRAISING PERFORMANCE.**

- a. As described in this Order, the rating official shall initially appraise each senior executive's performance in writing and the approving official shall assign an annual summary rating at the end of every appraisal period.
- b. The annual appraisal of each executive's performance must include, at the least, an assessment of performance on the critical elements of his or her performance plan.
- c. Appraisals of senior executive performance must be based on both individual and organizational performance, taking into account such factors as:
 - (1) Improvements in efficiency, productivity, and quality of work or service, including any significant reduction in paperwork;
 - (2) Cost efficiency and timeliness of performance;
 - (3) Customer satisfaction;
 - (4) Employee perspectives;
 - (5) The effectiveness, productivity, and performance quality of the employees for whom the senior executive is responsible;
 - (6) Meeting affirmative action, equal employment opportunity, and diversity goals and complying with the merit system principles; and
 - (7) Appropriate assessments of the agency's performance--overall and with respect to each of its particular missions, components, programs, policy areas, and support functions--such as reports of the agency's GPRA goals, annual performance plans and targets, program performance measures, and other

appropriate indicators, as well as evaluation guidelines based, in part, upon those assessments, that are communicated by the Chairperson to senior executives, rating and reviewing officials, and PRB members. These assessments and guidelines are to be provided at the conclusion of the appraisal period but before individual senior employee performance ratings are recommended, so that they may serve as a basis for individual performance evaluations, as appropriate. The guidance provided may not take the form of quantitative limitations on the number of ratings at any given rating level, and must conform to 5 CFR part 430, subpart C.

- d. A career appointee's performance may not be appraised and rated by the CSB within 120 days after the beginning of a new President's term of office. If an appraisal period ends before the necessary 120 days have passed, appraisals of career appointees will be conducted as soon as possible after the 120 days pass.
- e. The Chairperson may end the appraisal period any time after the minimum appraisal period is completed, if there is an adequate basis on which to appraise and rate the senior executive's performance.

12. **RATING PERFORMANCE.** The standard procedure for rating senior executive performance at the end of an appraisal period is as follows.

- a. The rating official shall assign initial ratings for each performance element, culminating in an initial summary rating for the senior executive. These summary rating will be recorded on the performance plan form (Appendix A).
- b. The rating official shall present the initial ratings to the senior executive for the executive's review. Both the rating official and the executive will sign the appropriate box on the performance plan form (Appendix A) to acknowledge that the initial ratings have been communicated. The executive's signature does not signify agreement with the rating. The executive may prepare a written response to the initial rating. Such a response may not exceed one page per element, should discuss specific points of agreement/contention, should refrain from the use of superlatives, and may include relevant attachments.
- c. The senior executive may ask a Board Member to review the initial summary rating before the rating is given to the PRB. The senior executive is entitled to only one Board Member review. The reviewing Board Member cannot change the rating official's initial summary rating, but may recommend a different rating to the PRB and the approving authority. The reviewing Board Member will complete the appropriate box on the performance plan form (Appendix A) and forward copies of his or her findings and recommendations to the senior executive, the rating official, and the PRB.

- d. The PRB shall review and evaluate the initial summary ratings prepared by the rating official, any response from the senior executive, and any comments from a reviewing Board Member. The PRB, at the direction of its Chair, may conduct further review of an executive's performance, if necessary to make recommendations. Based on these reviews, the PRB shall make a written recommendation to the approving authority about each executive's annual summary rating. The chair of the PRB will complete the appropriate box on the performance plan form (Appendix A) upon transmittal of the recommendation.
- e. After considering any PRB recommendations, the approving authority shall assign to each senior executive one of the annual summary ratings listed below. This annual summary rating is the official rating of record. The annual summary ratings are to be derived as follows:
 - (1) Outstanding – a majority of critical elements are rated Outstanding. No element is rated less than Fully Successful.
 - (2) Fully Successful – a majority of critical elements are rated Fully Successful or higher, with no more than one critical element rated Minimally Satisfactory. No element is rated Unsatisfactory.
 - (3) Minimally Satisfactory – more than one critical element is rated Minimally Satisfactory, but no critical element is rated Unsatisfactory.
 - (4) Unsatisfactory – one or more critical elements are rated Unsatisfactory.
- f. There will be no forced distribution of performance ratings among senior executives.
- g. The approving authority will record the annual summary rating by completing the appropriate box on the performance plan form (Appendix A). A copy of the final performance rating will be provided to the senior executive. The original and any response from the executive will be placed in the senior executive's Employee Performance File.
- h. The final performance appraisals and annual summary rating issued by the approving authority cannot be appealed.
- i. If an annual summary rating cannot be prepared at the end of the appraisal period because the senior executive has not completed the minimum appraisal period or for other reasons, the CSB will extend the executive's appraisal period until such time as an annual summary rating can be prepared.

13. DETAILS AND JOB CHANGES.

- a. If a senior executive is detailed or temporarily reassigned for 120 days or longer, the gaining office must set performance goals and requirements for the detail or temporary assignment. The gaining office must appraise the senior executive's performance in writing, and this appraisal must be factored into the initial summary rating.
- b. If a senior executive changes jobs or transfers to another agency after completing the minimum appraisal period, the executive's performance must be appraised in writing in accordance with this order before the executive leaves.
- c. In the case of a job change or transfer to another agency, a senior executive's annual summary rating and any subsequent appraisals must be transferred to the gaining agency. The gaining supervisor must consider the rating and appraisals when developing the initial summary rating at the end of the appraisal period.

14. **USE OF APPRAISAL AS BASIS FOR OTHER ACTIONS.** The annual summary rating is to be used as a basis for adjusting pay (see section 15), rewarding, reassigning, developing, and removing senior executives or making other personnel decisions.

- a. An annual summary rating of "Fully Successful" or "Outstanding" makes a career appointee eligible for a performance award under 5 C.F.R. § 534.403, at the approving authority's sole discretion. Procedures for giving SES performance awards are found in section 12 of CSB Order 13, "Incentive Awards Program."
- b. One "Unsatisfactory" annual summary rating *requires* that the executive be transferred or reassigned within the SES, *or* removed from the SES.
- c. Two "Unsatisfactory" annual summary ratings within any five-year period *require* that the executive be removed from the SES.
- d. Two ratings of less than "Fully Successful" within any three-year period *require* that the executive be removed from the SES.

15. **SETTING AND ADJUSTING SES RATE OF BASIC PAY.** In accordance with 5 C.F.R. § 534.404 and other applicable law, the Chairperson may, as the CSB's authorized official, adjust (increase or decrease) the rate of a senior executive's basic pay consistent with the CSB's plan for setting and adjusting SES pay, as described below.

- a. Any decisions to adjust pay must reflect meaningful distinctions among senior executives based on individual performance and/or contribution to agency performance.
- b. **Authorized Agency Official.** The Chairperson is the authorized agency official to set and adjust SES rates of pay for individual senior executives, must approve any determination to set a senior executive's rate of basic pay higher than the rate

- for level III of the Executive Schedule, and must approve any determination to increase a senior executive's rate of basic pay more than once in any 12-month period.
- c. **Criteria.** In making any pay adjustment, the Chairperson must consider the following factors and make a written determination:
- The senior executive's individual performance;
 - The senior executive's contribution to overall agency performance;
 - OPM benchmarking information on the overall distribution of ratings and pay adjustment in the Senior Executive Service;
 - The performance of other senior executives with the same overall rating; and
 - The performance of other senior executives with different rating levels.
- d. Any determination based on the above factors should reflect meaningful distinctions within a single performance rating level (e.g., the higher the employee's relative performance within a rating level, the higher the pay adjustment) and/or between performance rating levels (e.g., the higher the rating level, the higher the pay adjustment).
- e. **Setting and Adjusting Pay above Level III of the Executive Schedule.** In setting or adjusting pay above Level III of the Executive Schedule, the authorized agency official must consider the following factors and make a written determination:
- The certification status of the CSB's overall SES performance management system under 5 C.F.R. part 430, subpart D.
 - The senior executive's individual performance;
 - The senior executive's contribution to overall agency performance;
 - OPM benchmarking information on the overall distribution of ratings and pay adjustment in the Senior Executive Service;
 - The performance of other senior executives with the same overall rating; and
 - The performance of other senior executives with different rating levels.
- f. **Administrative and Management Controls.** The Chairman CSB, the HRD, and the Director of Financial Operations will review any pay adjustment to ensure compliance with applicable statutes, OPM regulations, the CSB's requirements, and, where applicable, the certification requirements set forth in 5 C.F.R. part 430, subpart D, and the limitation on the maximum rate of basic pay in 5 C.F.R. § 534.403(a). The Chair of the PRB may also review any decision of the authorized agency official which sets or adjusts pay for individual senior executives, or any determination of the authorized agency official to increase a senior executive's pay higher than for level III of the Executive Schedule, or any determination by the authorized agency official to increase a senior executive's rate of basic pay

more than once in any 12-month period. Should the Chair of the PRB deem it necessary, the Chair of the PRB should direct any concerns to the full Board for further review.

16. **RECORDS**. The Chair of the PRB will retain senior executive performance records for five years from the date the annual summary rating is issued.
17. **OVERSIGHT**. As required by 5 C.F.R. § 430.404, the Chairperson shall certify at such intervals and in such form as required by law that --
 - a. The CSB senior employee appraisal process makes meaningful distinctions based on relative performance;
 - b. The results of the senior employee appraisal process take into account, as appropriate, the agency's assessment of its performance against program performance measures, as well as other relevant considerations; and
 - c. Pay adjustments, cash awards, and levels of pay based on the results of the appraisal process accurately reflect and recognize individual performance and/or contribution to the agency's performance.
18. **REVIEW AND UPDATE**. The Chairperson of the CSB will be responsible for reviewing this Order once per year no later than February 1st of each year and proposing changes, if any, to the Board no later than March 1st of each year.

U.S. CHEMICAL SAFETY AND HAZARD INVESTIGATION BOARD

October 7, 2002; Amended, November 13, 2002; Amended, January 8, 2007; Amended December 20, 2007.

APPENDIX A: SES Performance Plan Form

U.S. Chemical Safety and Hazard Investigation Board

SENIOR EXECUTIVE SERVICE PERFORMANCE PLAN

EMPLOYEE INFORMATION

EXECUTIVE'S NAME:

ORGANIZATION:

POSITION TITLE:

APPRAISAL PERIOD:

PERFORMANCE PLAN COMMUNICATION CERTIFICATION

The signatures below certify: (1) that the rating official and executive have met and discussed the performance elements and requirements of this plan and (2) that the executive has received a copy of the performance plan for the current appraisal period.

RATING OFFICIAL NAME/TITLE:

EXECUTIVE'S SIGNATURE/DATE:

SIGNATURE/DATE: _____

PROGRESS REVIEW

Performance, if continued, will result in a "Fully Successful" or better rating recommendation.

Performance, if continued, will result in a less than "Fully Successful" rating recommendation.

RATING OFFICIAL SIGNATURE/DATE: _____

EXECUTIVE'S SIGNATURE/DATE: _____

PRIVACY ACT STATEMENT: This form is subject to the provisions of the Privacy Act. Copies will be retained by the CSB and provided for review and retention as required to appropriate management officials and authorized agents of the CSB having a need to know, such as the Performance Review Board or a servicing personnel agency. This Senior Executive Service performance management record gathers and records information on how CSB executives are performing their duties and responsibilities. The information will be used to determine eligibility for retention in, or removal from the SES, and entitlement to awards and compensation benefits. The authority to collect this information is Title IV of the Civil Service Reform Act of 1978. The information will not be disclosed outside the CSB without prior consent, except as required or permitted by law.

EXECUTIVE NAME:	ORGANIZATION:	APPRAISAL PERIOD:
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RATING, RECOMMENDATION, AND REVIEW

<p><u>OUTSTANDING</u></p> <p>A majority of critical elements are rated outstanding. No element is rated less than Fully Successful.</p> <p><u>FULLY SUCCESSFUL</u></p> <p>A majority of critical elements are rated Fully Successful or higher, with no more than one critical element rated Minimally Satisfactory. No element is rated Unsatisfactory.</p> <p>Note: This senior executive has five performance elements, each weighted equally at 20%. The first three critical elements are directly related to achieving business results. Thus, 60% of the senior executive's performance plan is focused on achieving results outlined in the CSB's Strategic and/or Annual Performance Plans. These three elements combined account for 60% of the executive's score in the overall rating.</p>	<p><u>MINIMALLY SATISFACTORY</u></p> <p>More than one critical element is rated Minimally Satisfactory, but no critical element is rated Unsatisfactory.</p> <p><u>UNSATISFACTORY</u></p> <p>One or more critical elements are rated Unsatisfactory.</p>
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INITIAL SUMMARY RATING

OUTSTANDING
 FULLY SUCCESSFUL
 MINIMALLY SATISFACTORY
 UNSATISFACTORY

RECOMMENDATION(S)

Performance Award: \$ _____
 Percent of Basic Pay: _____
 Pay Adjustment from ES- _____ to ES- _____

RATING OFFICIAL'S SIGNATURE/DATE: _____

Comments: _____

I have reviewed and discussed this appraisal with my supervisor. My signature does not necessarily imply that I agree with the rating or recommendation(s).

EXECUTIVE'S SIGNATURE: _____ DATE: _____

SECOND LEVEL REVIEW

CONCUR NONCONCUR
 WITH RATING OFFICIAL'S INITIAL RATINGS

RECOMMENDATION (if nonconcur): _____

REVIEWER SIGNATURE: _____ DATE: _____

EXECUTIVE NAME:	ORGANIZATION:	APPRAISAL PERIOD:
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PERFORMANCE REVIEW BOARD			
RATING RECOMMENDATION: <input type="checkbox"/> CONCUR <input type="checkbox"/> NONCONCUR			
RECOMMENDATION, IF NONCONCUR WITH RATING OFFICIAL:			
<u>SUMMARY RATING</u>	<u>PERFORMANCE BONUS</u>	<u>PERCENT OF BASIC PAY</u>	<u>PAY ADJUSTMENT</u>
<input type="checkbox"/> OUTSTANDING	\$		FROM ES- TO ES-
<input type="checkbox"/> FULLY SUCCESSFUL			
<input type="checkbox"/> MINIMALLY SATISFACTORY			
<input type="checkbox"/> UNSATISFACTORY			
CHAIR, PERFORMANCE REVIEW BOARD		SIGNATURE: _____	DATE: _____

ANNUAL SUMMARY RATING (RATING OF RECORD)			
<input type="checkbox"/> OUTSTANDING	<input type="checkbox"/> FULLY SUCCESSFUL	<input type="checkbox"/> MINIMALLY SATISFACTORY	<input type="checkbox"/> UNSATISFACTORY
Performance Award: \$	Percent of Basic Pay:	Pay Adjustment from ES-	to ES-
RATING OFFICIAL, CSB		SIGNATURE: _____	DATE: _____

U.S. Chemical Safety and Hazard Investigation Board

SENIOR EXECUTIVE SERVICE Organizational Assessment/SES Performance

EMPLOYEE INFORMATION

EXECUTIVE'S NAME:

ORGANIZATION:

POSITION TITLE:

APPRAISAL PERIOD:

ORGANIZATIONAL PERFORMANCE

I have reviewed the PAR and other relevant documents to determine organizational performance for fiscal year _____. Based my review, I have determined that the organization performed at the following level:

- _____ Exceeded expectations
- _____ Met expectations
- _____ Did not meet expectations

SES CONTRIBUTION TO ORGANIZATIONAL PERFORMANCE

I have reviewed and determined that the SES's individual performance contributed to the overall organizational performance at the following level:

- _____ Strong positive contribution to overall organizational performance
- _____ Satisfactory contribution to overall organizational performance
- _____ Marginal contribution to overall organizational performance

RATING OFFICIAL SIGNATURE/DATE: _____

EXECUTIVE'S SIGNATURE/DATE: _____