

g. A common performance rating system will be used in the performance evaluation of all IC employees. The ratings and generic standards, as set forth below, will be incorporated as written into the appraisal instruments employed by the IC components to meet the requirements of this Directive. Common IC rating standards are applicable to performance objectives, performance elements, and the overall summary rating in the annual evaluation of record. Heads of IC components may supplement these general standards, as appropriate. All such standards will be applied within the context of the employee's work level. Ratings, and general standards for evaluation of performance elements, performance objectives, and overall rating summaries apply as follows:

General Standards Applicable To:			
Rating of:	Performance Objectives	Performance Elements	Overall Summary Rating
Outstanding (5)	The employee far exceeded expected results on all performance objectives, and in so doing, the employee's performance contributed to overall organizational results that otherwise would not have been achieved, and served as a role model for others.	The employee far exceeded the behavioral standards described in all performance elements, and in so doing, served as an exemplary role model for others.	The employee's overall contribution to the organization's mission, in terms of both results and the manner in which those results were achieved, was extraordinary. Only a few employees are expected to achieve this level of exemplary, benchmark performance.
Excellent (4)	The employee exceeded expected results on a majority of the performance objectives, and achieved expected results on the remainder.	The employee exceeded the behavioral standards described in all performance elements.	The employee's overall contribution to the organization's mission, in terms of both results and the manner in which those results were achieved, was clearly over and above what was to be expected from most employees.

General Standards Applicable To:			
Rating of:	Performance Objectives	Performance Elements	Overall Summary Rating
Successful (3)	The employee achieved expected results on all performance objectives.	The employee achieved all of the behavioral standards described in performance elements.	The employee's overall contribution to the organization's mission, in terms of both results and the manner in which those results were achieved, was positive and valued. Most employees are expected to achieve this level of performance.
Minimally Successful (2) (Optional)	The employee made satisfactory progress on some performance objectives, but only partially achieved expected results on one or more of those objectives.	The employee made an effort and showed some developmental progress, but did not meet the behavioral standards described in one or more performance elements and requires immediate improvement.	The employee's overall contribution to mission was less than expected.
Unacceptable (1)	The employee failed to achieve expected results in one or more assigned performance objectives.	The employee failed to meet one or more of the behavioral standards described in the performance elements.	The employee received an unacceptable rating on one or more performance objectives.

5. Providing ongoing performance feedback. It is the responsibility of management officials to provide ongoing (i.e., regular and timely) feedback to employees on their actual performance, and it is the responsibility of employees to provide, receive, and/or act on feedback as applicable, and to participate in the performance management process.

a. **Interim Evaluations.** When the rater will cease to exercise duties related to monitoring, developing and rating employee performance as the result of a job change by either the rater or the employee, the rater will complete a brief written narrative description of the employee's performance against expectations. At a minimum, these interim evaluations are required for periods of at least 90 calendar days during which an employee has been performing under an approved performance plan, and are optional for shorter periods. Interim evaluations will be shared with employees. Any interim evaluations will be used to inform the final evaluation of record.

b. **Midterm Review.** A management official will conduct one formal review of an employee's performance, approximately midway through the performance evaluation period, to acknowledge achievements, suggest areas for improvement, address near-term professional development, and discuss progress towards meeting performance expectations, and/or to adjust