



UNITED STATES DEPARTMENT OF COMMERCE
Chief Financial Officer and
Assistant Secretary for Administration
Washington, D.C. 20230

MEMORANDUM FOR: Secretarial Officers
Operating Unit Heads

FROM: Jessica S. Palatka
Director, Office of Human Resources Management and
Chief Human Capital Officer

SUBJECT: Senior Executive Service and Senior Professional
Performance Progress Reviews for Fiscal Year 2024

Providing effective monitoring and regular feedback on employee performance are critical to ensuring the Department of Commerce's mission-critical objectives are met. The Department's Senior Executive Service (SES) and Senior Professional (ST/SL) performance cycle is concurrent with the fiscal year – October 1st through September 30th. Regulations require that at least one performance progress review be conducted during the appraisal cycle.

Progress reviews for Senior Executives and Senior Professionals must be completed by April 30, 2024. Each bureau is required to report the number and percentage completed of all progress reviews by May 3, 2024, to the Department's Office of Executive Resources.

The progress reviews must include discussion of:

1. The executive/senior professional's progress toward meeting the objectives of the elements of their performance agreement;
2. The need for changes in the plan based on changes in mission and/or administrative requirements and responsibilities; and
3. Any performance deficiencies, and the rating official's recommendations on how to improve performance.

The progress reviews must be formally documented on the executive/senior professional's performance agreement (in Part 2, Progress Review), with both the rating official and the employee signing and dating the form. The reviewing official may sign the progress review as well.

Rating officials must also ensure that progress reviews are scheduled and conducted for executives/senior professionals who entered SES or ST/SL positions after the beginning of the performance cycle (i.e., an abbreviated appraisal period). For example, if an executive starts on February 1, 2024, and the rating cycle ends September 30, 2024, they must receive a progress review at the midpoint of their rating period, in June 2024.

When conducting progress reviews, please direct executives/senior professionals' attention to the performance standards by which their performance will be appraised at the conclusion of the performance management cycle. The performance standards for critical elements (page 2 of the Executive Performance Agreement and page 2 of the Senior Professional Performance Agreement) are available on the [OHRM website](#).

Rating officials must also discuss development opportunities and establish an Executive Development Plans (EDP) with each of their senior executive employees. Title 5, Code of Federal Regulations, Section 412.401, states that each senior executive must have an EDP in place. A sample EDP is available on the [OHRM website](#). Additionally, all SL/ST employees are required to have an established Individual Development Plan in place for FY 2024.

This is also a good time to ensure that:

- Critical Element 3, Business Acumen, includes the agency specific requirement pertaining to Small Business Contracting. See Attachment A for additional requirements.
- Critical Element 2, Leading People, has been revised to include the required language, and at least one of the bullets listed in Attachment B to aid in determining performance accomplishments.
- For Senior Professionals: Critical Element 2, Interpersonal Leadership/Responsibilities. Ensure you have implemented the two department specific competency requirements found in Attachment C.
- Each Senior Executive has prepared, implemented, and regularly updated an Executive Development Plan (EDP), as specified in 5 Code of Federal Regulations 412.401.

If you have any questions concerning the progress review process, please contact Luis Figueroa, HR Specialist, Office of Executive Resources, at lfigueroa@doc.gov.

Attachments:

Attachment A – Senior Executive Service (SES) Employee Performance Requirements for Small Business

Attachment B – Department Specific Critical Element for SES – Leading People

Attachment C – Department Specific Competency Requirements for Senior Professionals

cc: Principal Human Resources Managers

Attachment A**Senior Executive Service (SES) Employee Performance Requirements for Small Business Contracting Goals**

The following language must be included in the Agency-Specific Performance Requirements section of Critical Element 3, Business Acumen, in SES members' performance plans as applicable.

The small business performance requirements are mandatory for executives responsible for: (1) acquiring services or supplies; (2) directing organizations to acquire services or supplies; or (3) overseeing acquisition officials, including program managers, contracting officers, and other acquisition workforce personnel responsible for formulating and approving acquisition strategies and plans. The requirements highlight and reflect the significant responsibilities SES members have in attaining small business goals.

The Department is requiring an update to the Business Acumen Performance Requirement beginning in Fiscal Year 2024. The revised Business Acumen Performance Requirements section must include the following language and at least one of the following bullets under the description as a metric to aid in determining performance accomplishments:

Effectively promotes and supports the attainment of bureau-specific small business and socioeconomic contracting goals by establishing a climate that advances opportunities for small and socioeconomic small businesses; and

- Implements at least one initiative to promote and raise awareness of the value of small and socioeconomic small businesses in supporting mission programs.
- Participates in and/or hosts at least one training or outreach event that promotes small and socioeconomic small businesses.
- Promotes and champions the importance of small and socioeconomic small businesses internally and/or externally by utilizing a wide range of communication strategies and tools that demonstrate support for small business programs and initiatives.
- Provides resources and support to internal stakeholders to identify and overcome barriers to entry and participation for small and socioeconomic small businesses in bureau programs.
- Reviews policies, programs, systems, and techniques currently in use and determines specific initiatives that should be enhanced and/or changed to support achievement of bureau small business and socioeconomic small business goals. At least one enhancement or revision is developed.
- Evaluates procurement processes to ensure they are structured to facilitate broad participation by all appropriate sources including small and socioeconomic small businesses and minority serving institutions at both the award and subaward levels.
- Measures and reports small and socioeconomic small business goal achievement to bureau leadership.

- Establishes partnerships with customers and industry to disseminate information and obtain continuous feedback to improve engagement with small and socioeconomic small businesses.

Attachment B**Department Specific Critical Element for SES - Leading People**

The Department requires an immediate update to the Leading People Performance Requirement. The revised Leading People Performance Requirements section must include the following language, and at least one of the following bullets, as a metric to aid in determining performance accomplishments:

Follows appropriate procedures for addressing allegations of discrimination, harassment, and all other inappropriate behaviors; and

- Implements at least one initiative to raise awareness and emphasize the value of diversity, equity, inclusion, and accessibility in the workplace.
- Participates and leads staff in programs or training that promote diversity, equity, inclusion, and accessibility, and enhances cultural competency and fairness, and equity in the workplace. Promotes a work environment where employees are engaged and empowered.
- Leads, champions, and mentors others by emphasizing the importance of diversity, equity, inclusion, and accessibility efforts by utilizing a wide range of communication strategies and tools that demonstrate support for these initiatives. Provides resources and support to identify and overcome barriers that inhibit DEIA efforts.
- Reviews policies, programs, systems, and techniques currently in use and determines specific initiatives that should be enhanced and/or changed for improved diversity, equity, inclusion, and accessibility. At least one enhancement or recommendation is developed.
- Completes and implements an annual and measurable tracking inventory of internal career assignment opportunities provided in the workplace.
- Ensures that recruitment efforts include recruitment from all appropriate sources including minority serving institutions.
- Measures and reports DEIA hiring program initiatives specifically to recruit and retain interns, apprentices, fellows, college/university students and graduates, and potential candidates affiliated with other partner organizations.
- Establishes partnerships with customers and industry to disseminate information and obtain continuous feedback to improve customer service to small and disadvantaged businesses.

Attachment C

Department Specific Competency Requirements for Senior Professionals

The two Department-specific competency requirements are in the Interpersonal Leadership/Responsibilities Critical Element, and must be selected in the Performance Appraisal Plan Form, as noted below:

Critical Element 2: Interpersonal Leadership/Responsibilities

Specific Requirement 1: Customer Service

This is a mandatory requirement to retain certification of our SL/ST performance appraisal system.

Specific Requirement 2: Leveraging Diversity/Civil Rights Compliance

This is a mandatory requirement to include a critical element to address diversity, equity, inclusion, and accessibility (DEIA).