



DEPARTMENT OF HEALTH AND HUMAN SERVICES
FDA EMPLOYEE PERFORMANCE PLAN

EMPLOYEE'S NAME (Last, First, MI)

NIELSEN, LINDSEY, E.

APPRAISAL PERIOD

01/31/2024 - 12/31/2024

ORGANIZATION

Center for Devices and Radiological Health (CDRH)
Office of Product Evaluation and Quality

POSITION INFORMATION

SENIOR STAFF FELLOW
403, RG 00

I. PERFORMANCE PLAN DEVELOPMENT, MONITORING AND APPRAISAL

A. Performance Plan Development - Establishes Annual Performance Expectations

NOTE: The employee's signature does not necessarily mean agreement; only that the plan has been communicated.

RATING OFFICIAL'S SIGNATURE

FDA Authenticated
and Digitally Signed by

[Redacted Signature]

Date: 2024.01.31
Time: 14:55

REVIEWING OFFICIAL'S SIGNATURE

(If required by OPDIV/STAFFDIV Head)

N/A

EMPLOYEE'S SIGNATURE

FDA Authenticated
and Digitally Signed by

Lindsey Nielsen

Date: 2024.01.31
Time: 14:59

B. Progress Review - Written narrative required if performance on any element is less than Achieved Expected Results

RATING OFFICIAL'S SIGNATURE

FDA Authenticated
and Digitally Signed by

[Redacted Signature]

Date: 2024.07.15
Time: 11:56

EMPLOYEE'S SIGNATURE

FDA Authenticated
and Digitally Signed by

Lindsey Nielsen

Date: 2024.07.15
Time: 12:04

C. Summary Rating - Section II, Critical Elements, must be completed in order to generate this Summary Rating.

NOTE: The employee's signature does not necessarily indicate agreement; only that the rating has been communicated.

Critical Element Ratings	Points Assigned	Employee PMAP Score
Level 5: Achieved Outstanding Results (AO)	4.50 to 5.00	4.75
2024 Final Annual Employee Rating Employee has 1 Performance Plan(s) for the 2024 Rating Cycle		TBD

RATING OFFICIAL'S SIGNATURE

FDA Authenticated
and Digitally Signed by

[Redacted Signature]

Date: 2025.01.29
Time: 16:23

REVIEWING OFFICIAL'S SIGNATURE

(If required by OPDIV/STAFFDIV Head)

N/A

EMPLOYEE'S SIGNATURE

FDA Authenticated
and Digitally Signed by

Lindsey Nielsen

Date: 2025.01.29
Time: 16:43

II. CRITICAL ELEMENTS

The following guidance will be followed in determining an overall summary rating:

A rating will be assigned to each critical element Customer Experience (Part A. of this Section) and Leadership (Part B. of this Section), if applicable, and the individual critical elements under the Individual Performance Outcomes (Part C. of this Section). This rating will be based upon the extent to which the employee's performance meets one of the "Rating Levels" defined in Section V.

Non-supervisory employees must have a minimum of two (2), but no more than six (6) critical elements. These must include: Customer Experience Element and at least one (1) Individual Performance Outcomes Element.

Supervisory employees must have a minimum of three (3) but no more than six (6) critical elements. These must include: Leadership Element, Customer Experience Element and at least one (1) Individual Performance Outcomes Element.

NOTE: Performance plans must include one or more outcomes that include or track back to the HHS Strategic Plan.

The rating level definitions will be assigned a numerical score as follows:

Critical Element Ratings	Points Assigned
Level 5: Achieved Outstanding Results (AO)	5
Level 4: Achieved More than Expected Results (AM)	4
Level 3: Achieved Expected Results (AE)	3
Level 2: Partially Achieved Expected Results (PA)	2
Level 1: Achieved Unsatisfactory Results (UR)	1
Not Ratable: PMAP is Not Ratable (N/R)	Not Ratable

NOTE: Written summary narratives are required, for summary ratings of Level 1 (UR) or Level 5 (AO). Performance plans must include one or more outcomes *that include or track back to the HHS Strategic Plan*.

A. CUSTOMER EXPERIENCE - CRITICAL ELEMENT

NOTE: All aspects of this critical element apply to the employee's job duties and responsibilities. This element is assessed based on feedback received from internal and external customers indicating general satisfaction as defined by rating officials. Supervisors may not remove or edit the established standards but may include additional standards in the other aspects area.

For All Staff

- ☒ Establishes effective working relationships with 90% of stakeholders both internal and external to HHS as required; cooperates with co-workers and others in meeting commitments and accomplishing assigned work on time.
- ☒ Routinely responds to each customer request within 24 hours of initial contact, at a minimum to confirm receipt of the request, while ensuring that the most accurate and complete information is communicated to the customer as it is available.
- ☒ Presents advice and guidance, including providing options, recommendations, and results. Advice and guidance is complete, consistent, and provided by the established deadlines.
- ☐ Other Aspects (Please describe) :

Element Comments:

N/A

ELEMENT	RATING
Customer Experience	<input type="checkbox"/> AO (5) <input checked="" type="checkbox"/> AM (4) <input type="checkbox"/> AE (3) <input type="checkbox"/> PA (2) <input type="checkbox"/> UR (1) <input type="checkbox"/> NR (0)

B. LEADERSHIP - CRITICAL ELEMENT

NOTE: All aspects of this critical element apply to the employee's job duties and responsibilities. Supervisors may not remove or edit the established standards but may include additional standards in the other aspects area.

- ☒ This element does NOT apply because the employee is not a Supervisor, Manager, or Team Leader with an official position description with official supervisory duties
- ☐ You indicate this employee is a Supervisor, Manager, or Team Leader with an official position description with supervisory duties

For Supervisors, Managers, and Team Leaders

To be applied only to Team Leaders who have official position descriptions with official supervisory duties.

- ☐ Ensures 90% of employee performance plans have at least one element aligned to the organization's mission and goals and are appraised against clearly-defined and communicated performance standards to allow for a rating once a minimum performance period has been reached within the current performance cycle.
- ☐ Ensures timely and regular feedback of employees' performance on at least three occasions to include constructive suggestions for improvement, ensuring the employee understands expectations.
- ☐ Addresses employee performance and conduct issues in a timely and appropriate manner with guidance from Labor and Employee Relations staff and in accordance with HHS and government-wide policies and guidelines.
- ☐ Promotes high performance through use of employee development activities, balanced workload, and stretch goals; appropriately rewards high performance in accordance with HHS performance and awards policies.
- ☐ Complies with EEO, Reasonable Accommodation, and Anti-Harassment policies/procedures, communicates these policies and processes to employees at least once per year, and completes all required supervisory training within the first year, with refresher training every 3 years.
- ☐ Takes substantive measures to create and maintain an inclusive environment, which supports a workplace with a diversity of perspectives.
- ☐ Works to remove barriers to successful employee performance, seeking resolution of workplace conflicts, and escalating issues, if appropriate.
- ☐ Other Aspects (Please describe) :

Element Comments:

N/A

ELEMENT	RATING					
Leadership	<input type="checkbox"/> AO (5)	<input type="checkbox"/> AM (4)	<input type="checkbox"/> AE (3)	<input type="checkbox"/> PA (2)	<input type="checkbox"/> UR (1)	<input type="checkbox"/> NR (0)

C. INDIVIDUAL PERFORMANCE OUTCOMES - CRITICAL ELEMENT

ELEMENT 1	RATING
CDRH/OPEQ/ Reviewer – Application Review – Mandatory	<input checked="" type="checkbox"/> AO (5) <input type="checkbox"/> AM (4) <input type="checkbox"/> AE (3) <input type="checkbox"/> PA (2) <input type="checkbox"/> UR (1) <input type="checkbox"/> NR (0)
LINKED HHS STRATEGIC GOAL: Safeguard and Improve National and Global Health Conditions and Outcomes	

Description:

Comprehensive, scientifically based reviews and evaluations of various regulatory submissions are performed, and action-oriented recommendations are made to ensure the safety and effectiveness of medical device products. The Employee Who Achieved Expected Results (AE) accomplishes the following: Timeliness and Quantity - Reviews are completed within statutory deadlines, to meet Agency, Center and/or Office goals and MDUFA goals (where applicable) such that supervisors and management have sufficient time to concur and process the submission. - Time and resources are budgeted to efficiently accomplish all individual tasks. For compliance review (if applicable): Significant OPEQ compliance actions are completed according to procedures, time frames and standards for the purpose of preventing or mitigating harm to the public. Data that are tracked using automated systems are consistently kept up to date with accurate information. Quality -Reviews are scientifically accurate and administratively complete. Reviewers maintain accountability by providing adequate documentation to support a decision recommendation and prepare correspondence and deficiencies with minimal need to edit or rewrite. Reviews are done in accordance with applicable regulations, policies, guidance, and standard operating procedures. Incorporates benefit-risk decision-making and processes in the review of regulatory submissions. For MDR review (if applicable): Data gathered is as complete as possible; is analyzed for actual or potential risks to public health; and appropriate follow-up is initiated. Managers are well informed of progress, issues, and needs in assigned program areas. Teamwork -Employee coordinates reviews with appropriate InterCenter or IntraCenter parties and team members to ensure a thorough review of the submission. Employee fosters/facilitates cooperation, communication, and consensus to accomplish a common goal. Employee takes appropriate steps to ensure that information shared is based on the most current guidance, policy, regulatory requirement or medical device adverse event data available. Employee represents the team consensus with respect to regulatory-related activities, including recommendations, actions, and decisions. Technical and Regulatory Knowledge and Competency. Reviews are accomplished with a reasonable degree of supervision expected for the employee's grade and experience. Employee uses available resources (e.g., IMAGE, DocMan, ORA applications, System for Uniform Surveillance (SUS), literature review, regulatory precedent) as appropriate. In developing a review recommendation employee applies scientific and analytical skills to define any problems, identify potential solutions, make relevant inferences, and articulate these clearly to the sponsor/applicant. Employee takes initiative in problem solving. Employee keeps abreast of current developments within area of responsibility.

Element Comments:

N/A

ELEMENT 2	RATING
CDRH/OPEQ/ Reviewer – Communication – Mandatory	<input checked="" type="checkbox"/> AO (5) <input type="checkbox"/> AM (4) <input type="checkbox"/> AE (3) <input type="checkbox"/> PA (2) <input type="checkbox"/> UR (1) <input type="checkbox"/> NR (0)
LINKED HHS STRATEGIC GOAL: N/A	

Description:

Communicates effectively with a variety of audiences, both orally and in writing. Examples of oral communications may include interactions with FDA staff, including participation in team, division and office staff meetings, industry, external organizations, members of the public, formal and informal management briefings and meetings, and public presentations. Written examples may include review memos, guidance documents, briefing packages, and correspondence with external stakeholders. Responds to inquiries regarding assigned activities and keeps supervisor informed of progress and problems. Effective communication is used to establish and maintain working relationships, particularly when working on team/group efforts, inside and outside the FDA.

The Reviewer Who Achieved Expected Results (AE) accomplishes the following:

- Timeliness and Quantity
- Quantity and timeliness of work products are consistent with agreements and assignments between the individual and the supervisor.
- Established team and Center MDUFA goals are followed for assigned documents.
- Progress is carefully monitored so that management is promptly advised of any scheduling or workload issues.
- Time management skills and adjustments to work schedules are made as necessary in response to competing workload demands and changing priorities.

Quality

- Oral communications are accurate, clear, organized, concise, grammatically correct, of professional quality, and properly formatted and responsive to the topic and the audience, and demonstrate a commitment to the agency's strategic goals.
- Statements are adequately supported, logical, and effectively communicate the intended message.
- For written communications, the narrative adequately supports and leads to logical conclusions and effectively communicates the intended message. The format and structure adhere to agency policy and procedures.
- Effective listening and conflict resolutions skills are used.
- Communications are responsive to a majority of the stakeholder needs.
- Oral and written communications treat individuals with dignity and respect.

- Draft correspondence is logical, clear, follows plain language guidelines, and is presented to requestor by required deadline

Supervision Needed/Independence

- Needs limited supervision; assistance from the supervisor is occasionally required.
- Overcomes day-to-day problems without referring them to supervisor.
- Seeks supervisor input when communications raise new or unique policy issues and keeps supervisor apprised of significant issues.
- An Outstanding Reviewer (AO) accomplishes all of the things an AE reviewer accomplishes, as well as the following:
- Handles difficult communications effectively, within FDA or between FDA and others; explains difficult situations in ways that help others understand the perspectives of others and come to resolution, with minimal supervisory assistance.
- Mentors others to improve their communication skills.

Element Comments:

N/A

ELEMENT 3	RATING
CDRH/OPEQ/ Reviewer – Professional Enhancement – Mandatory	<input checked="" type="checkbox"/> AO (5) <input type="checkbox"/> AM (4) <input type="checkbox"/> AE (3) <input type="checkbox"/> PA (2) <input type="checkbox"/> UR (1) <input type="checkbox"/> NR (0)
LINKED HHS STRATEGIC GOAL: N/A	

Description:

CDRH/OPEQ/Reviewer – Professional Enhancement – Mandatory

Professional Enhancement - Maintains and enhances scientific/technical, clinical, regulatory, and professional skills. Training/educational needs are mutually developed with supervisor so that employee maintains, enhances and expands job-related skills. Initiative is taken to enhance job-related duties.

The Reviewer Who Achieved Expected Results (AE) accomplishes the following:
Quality

- Use of online and didactic training to develop core competencies.
- Application of skills learned in training toward mission goals.
- Keeps abreast of current developments within area of responsibility.
- If reviewer is a new employee, he/she must fully participate in the Reviewer Certification Program upon program enrollment availability.

Timeliness and Quantity

- Participation of 16 hours of formal training per calendar year, at least 8 hours of which is course work from Staff College type courses (or equivalent course work as agreed upon between employee and supervisor).
- Training plan is created at beginning of year and reviewed periodically, including mid-year review, with supervisor to keep track of progress toward meeting goal.

Supervision Needed/Independence

- Self-assessment to identify needs.

Training may include some or all of the following:

- Completion of formal training courses
- Attendance at internal seminars or teleconferences.
- Attendance, participation, and presentation at scientific/technical, regulatory, and professional meetings.
- Continuation of practical work in professional field (e.g., clinical practice) where applicable.
- Maintenance of organizational knowledge
- Maintenance of scientific and technical knowledge by review of literature relevant to field of responsibility.

An Outstanding (AO) Reviewer accomplishes all of the things an AE Reviewer accomplishes, as well as the following:

- Utilizes training to improve the way they perform their jobs.
- Enables others to benefit by presenting relevant information from training and site visits leading to a significant impact in the organization.

Element Comments:

N/A

III. CONVERSION OF ELEMENTS TO SUMMARY RATINGS

After rating and assigning a score to each critical element: the points will be totaled and divided by the number of rated critical elements to arrive at an average score (up to two decimal places). This score will be converted to a summary rating based on the following point values:

Total Point Value	Divide by Number of Critical Elements	Averaged Score
19	4	4.75

Critical Element Ratings	Points Assigned
Level 5: Achieved Outstanding Results (AO)	4.50 to 5.00
Level 4: Achieved More than Expected Results (AM)	3.60 to 4.49
Level 3: Achieved Expected Results (AE)	3.00 to 3.59
Level 2: Partially Achieved Expected Results (PA)	2.00 to 2.99
Level 1: Achieved Unsatisfactory Results (UR)	1.00 to 1.99
Not Ratable: PMAP is not ratable (NR)	N/R

This Summary Rating will be recorded on **Page 1** of this form.

Exceptions to the mathematical formula:

If an employee receives Partially Achieved Expected Results (PA) on one or more critical elements regardless of the average point score, he/she cannot receive a summary rating higher than Achieved Expected Results (AE). A summary rating of Achieved Unsatisfactory Results (UR) must be assigned to any employee who is rated Achieved Unsatisfactory Results (UR) on any critical element.

If required by the OPDIV/STAFFDIV Head, the supervisor will submit the rating to the Reviewing Official for concurrence. The supervisor will conduct a performance discussion with the employee. The supervisor and employee should sign and date Part I.C. The employee will be provided with a copy of the complete final rating of record. If the employee refuses to sign, the supervisor should annotate the form, "Employee declined to sign. Rating discussed and copy provided on [date]."

A copy will be provided to the employee and the original forwarded to the designated individual within the OPDIV/STAFFDIV.

IV. WRITTEN NARRATIVE

For progress review and/or summary rating. Required, for summary ratings of Level 1: Achieved Unsatisfactory Results (UR) or Level 5: Achieved Outstanding Results (AO).

Closeout Narrative:

The employee consistently excels in all aspects of her role, far exceeding the expectations outlined in her position description. She possesses a deep understanding of the regulatory landscape while simultaneously supporting innovation within the medical device market. Her contributions to improving efficiency and lifting administrative burdens, all while balancing technical requirements, have notably enhanced both individual and team productivity and communication. Her expertise, drawn from her current duties and her prior experience as a clinical laboratory director, is regularly sought by colleagues for developing feedback to external stakeholders, reviewing submissions, and refining product labeling. She anticipates management's needs and proactively positions work products or offers recommendations ahead of requests, demonstrating foresight and initiative. As the Division focal point for CLIA-waived and OTC devices, she has been entrusted with leading critical areas of regulatory oversight. Notably, as one of the few non-medical doctor employees with a medical residency in infectious disease, her insight is highly valued by Division medical officers. She effectively bridges the gap between clinical, research, and medical education sectors, ensuring that all perspectives are considered in decision-making processes. Her involvement in a wide range of initiatives—such as developing external CLSI guidelines, contributing to internal working groups focused on clarifying FDA's unmet need exclusion for the LDT rule, and actively participating in the viral variant analysis team—demonstrates her ability to function well beyond the scope of her current role. She is a voluntary participant in the Agnostic Diagnostic Federal

Stakeholder discussions and has co-authored internal grant applications aimed at initiating collaborations with clinical laboratories to evaluate emerging public health threats. These efforts illustrate not only her broad expertise but also her unlimited potential for taking on additional responsibilities. She has proven to be an indispensable asset to the team, deserving of the highest rating possible. Given her exemplary performance, future considerations should include her involvement in strategic planning partnerships, expanded collaborations with external stakeholders, and further engagement with other governmental agencies and programs to advance the FDA's mission.

V. RATING LEVELS

Level 5: Achieved Outstanding Results (AO)

Consistently superior; significantly exceeds Level 4 (AM) performance requirements. Despite major challenges such as changing priorities, insufficient resources, unanticipated resource shortages, or externally driven parameters, employee leadership is a model of excellence. Contributions impact well beyond the employee's level of responsibility. They demonstrate exceptional initiative in achieving results critical to Agency success and strategic goals. Products and skills create significant changes in their area of responsibility and authority. Indicators of performance at this level include outcomes that consistently exceed the **AM** level standards for critical elements described in the annual performance plan. Examples include:

- Innovations, improvements, and contributions to management, administrative, technical, or other functional areas that have influence outside the work unit;
- Increases office and/or individual productivity;
- Improves customer, stakeholder, and/or employee satisfaction, resulting in positive evaluations, accolades, and recognition; methodology is modeled outside the organization;
- Easily adapts when responding to changing priorities, unanticipated resource shortages, or other obstacles;
- Initiates significant collaborations, alliances, and coalitions;
- Leads workgroups or teams, such as those that design or influence improvements in program policies, processes, or other key activities;
- Anticipates the need for, and identifies, professional developmental activities that prepare staff and/or oneself to meet future workforce challenges; and/or
- Consistently demonstrates the highest level of ethics, integrity and accountability in achieving specific HHS, OPDIV/STAFFDIV, or program goals; makes recommendations that clarify and influence improvements in ethics activities.

Level 4: Achieved More than Expected Results (AM)

Consistently exceeds expectations of Level 3 (AE) performance requirements. The employee continually demonstrates successful collaborations within the work environment, overcoming significant organizational challenges such as coordination with external stakeholders or resource shortfalls. Employee works productively and strategically with others in non-routine matters, some of which may be complex and sensitive. The employee consistently demonstrates the highest level of integrity and accountability in achieving HHS program and management goals. Employee contributions have impact beyond their immediate level of responsibility. The employee meets all critical elements, as described in the annual performance plan. Examples include:

- Effectively plans, is well-organized, and completes work assignments that reflect requirements;
- Decisions and actions demonstrate organizational awareness. This includes knowledge of mission, function, policies, technological systems, and culture;
- Independently follows-up on actions and improvements that impact the immediate work unit; establishes and maintains strong relationships with employees and/or clients; understands their priorities; balances their interests with organizational demands and requirements; effectively communicates necessary actions to them and employee/customer satisfaction is conveyed; and/or
- When serving on teams and workgroups, contributes substantively and completely according to standards identified in the plan.

Level 3: Achieved Expected Results (AE)

Consistently meets performance requirements. Work is solid and dependable; customers are satisfied with program results. The employee successfully resolves operational challenges without higher-level intervention. The employee consistently demonstrates integrity and accountability in achieving HHS program and management goals. Employee conducts follow-up actions based on performance information available to him/her. Employee seizes opportunities to improve business results and include employee and customer perspectives. Examples include:

- Acquires new skills and knowledge to meet assignment requirements;
- Demonstrates ethics, integrity and accountability to achieve HHS and agency goals; and
- Resolves operational challenges and problems without assistance from higher-level staff.

Level 2: Partially Achieved Expected Results (PA)

Marginally acceptable; needs improvement; inconsistently meets Level 3 (AE) performance requirements. The employee has difficulties in meeting expectations. Actions taken by the employee are sometimes inappropriate or marginally effective. Organizational goals and objectives are met only as a result of close supervision. This is the minimum level of acceptable performance for retention on the job. Improvement is necessary. Examples include:

- Sometimes meets assigned deadlines;
- Work assignments occasionally require major revisions or often require minor revisions;
- Inconsistently applies technical knowledge to work assignments;
- Employee shows a lack of adherence to required procedures, instructions, and/or formats on work assignments;
- Occasionally employee is reluctant to adapt to changes in priorities, procedures or program direction which may contribute to the negative impact on program performance, productivity, morale, organizational effectiveness and/or customer satisfaction. Needs improvement.

Level 1: Achieved Unsatisfactory Results (UR)

Undeniably unacceptable performance; consistently does not meet Level 3 (AE) performance requirements. Repeat observations of performance indicate negative consequences in key outcomes (e.g., quality, timeliness, results, customer satisfaction, etc.) as described in the annual performance plan. The employee fails to meet expectations. Immediate improvement is essential for job retention. Examples include:

- Consistently fails to meet assigned deadlines;
- Work assignments often require major revisions;
- Fails to apply adequate technical knowledge to completion of work assignments;
- Frequently fails to adhere to required procedures, instructions and/or formats in completing work assignments; and/or
- Frequently fails to adapt to changes in priorities, procedures or program direction.

Performance Plan

All elements of the performance plan are critical and must support the HHS Strategic Plan.

All employees will be rated on the Customer Experience Element (Part II.A. of the plan) and the Leadership Element (Part II.B. of the plan), if applicable, and the Individual Performance Outcomes section (Part II.C. of the plan). The supervisor, along with input from the employee will develop and establish specific outcomes to support Agency strategic initiatives. These will be included as critical elements in the Individual Performance Outcomes section (Part II.C. of the plan).

The performance plan should be signed and dated by the supervisor and the employee in Part I.A. prior to implementation.

Progress Review

At approximately the midpoint in the appraisal period, supervisors will conduct at least one progress review. While only one progress review is required, additional reviews are encouraged to maximize employee feedback. If performance on any element is less than Achieved Expected Results, the supervisor must provide written documentation. The supervisor and the employee should sign and date Part I.B. after a progress review is conducted. If the employee refuses to sign, the supervisor should annotate the form, "Employee declined to sign. Progress review conducted on [date]."

Performance Appraisal

The supervisor will assign a rating to each critical element (Customer Experience Element, Leadership Element, if applicable, and the individual critical elements under the Individual Performance Outcomes). The rating level definitions will be assigned a numerical score in the chart below.

After rating and assigning a score to each critical element: the points will be totaled and divided by the number of rated critical elements to arrive at an average score (up to two decimal places). This score will be converted to a summary rating based on the following point values:

Critical Element Ratings	Points Assigned
Level 5: Achieved Outstanding Results (AO)	4.50 to 5.00
Level 4: Achieved More than Expected Results (AM)	3.60 to 4.49
Level 3: Achieved Expected Results (AE)	3.00 to 3.59
Level 2: Partially Achieved Expected Results (PA)	2.00 to 2.99
Level 1: Achieved Unsatisfactory Results (UR)	1.00 to 1.99
Not Ratable: PMAP is not ratable (NR)	N/R

Exceptions to the mathematical formula:

If an employee receives Partially Achieved Expected Results (PA) on one or more critical elements regardless of the average point score, he/she cannot receive a summary rating higher than Achieved Expected Results (AE). A summary rating of Achieved Unsatisfactory Results (UR) must be assigned to any employee who is rated Achieved Unsatisfactory Results (UR) on any critical element.

If required by the OPDIV/STAFFDIV Head, the supervisor will submit the rating to the Reviewing Official for concurrence. The supervisor will conduct a performance discussion with the employee. The supervisor and employee should sign and date Part I.C. The employee will be provided with a copy of the complete final rating of record. If the employee refuses to sign, the supervisor should annotate the form, "Employee declined to sign. Rating discussed and copy provided on [date]."

A copy will be provided to the employee and the original forwarded to the designated individual within the OPDIV/STAFFDIV.

PMAP UPLOADED DOCUMENTS

CDRH Individual Development Plan (IDP)

Name: <hr/> Position Title: <hr/>	The CDRH Careers Individual Development Plan (IDP) is a tool that assists you with professional growth and personal development. The IDP is developed by you, in collaboration with your supervisor and/or professional development personnel.
---	--

Area of Development	Developmental Goal	Developmental Activities	Timeframe	Resources Required

Supervisor Statement/Acknowledgement: As the supervisor, I will...					
A signed IDP indicates that you and your supervisor formally agree on your individual development goals and activities and your supervisor will support your development plans to the extent possible. The IDP is not a guarantee of funding for training or other opportunities.					
Employee Signature:		Date:	Supervisor Signature:		Date: