Appendix A: Company Employee Evaluation Forms

- Exhibit A1: Aegon Financial Partners (AFP) IT, Individual Performance Appraisal for Non Managers

- Exhibit A2: Aegon Financial Partners (AFP) IT, Individual Performance Appraisal for Managers

- Exhibit A3: Commerce Bank, Performance Appraisal and Plan

- Exhibit A4: Federal Aviation Administration, Project Management Office, Small Airplane Directorate Performance Review

- Exhibit A5: Sprint Corporation, “LiNK” for Exempt Employees

- Exhibit A6: McCormick Distilling Company Inc., Performance Appraisals, Managers
Variable Pay / Bonus Objectives

Guidelines
Goal Completion Guidelines
Individual objectives are based on the following guidelines and contingencies:
• All IT employees will complete and submit an Objective Plan to their direct manager.
• All plans will roll up for management review to ensure consistency.
• Objectives should tie back into either AFP Goals or 2004 IT Priorities.
• Objectives are first and foremost tied to AFP Incentive Plans.
• The Personal Performance component within the 2004 AFP Variable Incentive Pay/Bonus Plan will carry a 30% total weighting.
• There is no set number of objectives that one should have. However, each goal is assigned a weight percentage (Minimum of 10%) based on criteria such as; time spent on the activity during the year, complexity or value to AFP or impact to the team/AFP if not successful. All objectives combined must equal 100%. These are negotiated between the individual and their supervisor/manager based on job and/or expectations.
• Combine like events or activities into one objective, where appropriate.
• Management/Supervisors and employees should review objectives quarterly and adjust as required. However, it is the individual’s responsibility to monitor progress against his/her objectives and renegotiate with their supervisor or manager when an objective is no longer valid due to new priorities or assignments.
• All objectives will be measurable on a 5-point scale based on “plan versus actual.”
• Objectives should clearly state the results that will be delivered and measured, not just the activities that will be performed.

Guideline Target (Rating of 3) Expectations for all Objectives
• **Quality** – Project activities, deliverables, and ongoing support meet AFP or Distribution Partners’ expectations as defined service SLAs, project or initiative narrative, or as negotiated
• **Behavioral** – High degree of teamwork and communication between AFP teams and locations. (Subjective measurement)
• **Output** – All deliverables produced as defined in service SLAs, SDLC, project narratives, project plans, and documents. Problem resolution and communication exceed expectations and business requirements.
• **Schedule** – All implementation milestone dates met and actual implementation time is held to within twenty percent (20%) of estimates.
• **Financial** – Implementation and support expenses will meet or exceed plan targets (exceeding by 1-4%), while not exceeding the projection-spending plan.

Objective 1 (Title) Weight =

*Description of the objective*
Measures of Success

Description of how the objective will be measured

Objective 1 – Rating

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th>Score = Weight x rating number = Score</th>
</tr>
</thead>
</table>

Objective 2 (Title)  Weight =

Description of the objective

Measures of Success

Description of how the objective will be measured

Objective 2 – Rating

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th>Score = Weight x rating number = Score</th>
</tr>
</thead>
</table>
Objective 3 (Description)  

**Weight =**

*Description of the objective*

---

**Measures of Success**

*Description of how the objective will be measured*

---

**Objective 3 – Rating**

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Score =</th>
<th>Weight x rating number = Score</th>
</tr>
</thead>
</table>

---

**Overall Performance Rating (ensure there is a column for each objective)**

<table>
<thead>
<tr>
<th>Objective #1</th>
<th>Objective #2</th>
<th>Objective #3</th>
<th>Objective Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score #</td>
<td>Score #</td>
<td>Score #</td>
<td></td>
</tr>
</tbody>
</table>
Performance Appraisal Criteria

Guidelines
The evaluation criteria listed below is intended to be a standard guideline. However if appropriate, a more specific objective may be identified for potential merit increase consideration. These merit-consideration objectives must be clearly identified as such, associated with skill set depth or breadth requirements, tied directly to job requirements, and approved by the IT Sr. Mgmt Team.

Behavioral Skills - 40%

- Ownership
- Positive Attitude
- Process Support & Execution
- Teamwork and Leadership
- Communication
- Decision-making Skills
- Work Ethic
- Project Management

Measures of Success

<table>
<thead>
<tr>
<th>Behavioral Skills</th>
<th>Performance Criteria</th>
<th>Success to be measured by</th>
</tr>
</thead>
</table>
| Ownership         | • Consistently follows up and follows through on commitments and responsibilities.  
                    • Displays a sense of urgency and ensures deliverables and requests are completed on time.  
                    • Assists other staff members in resolving issues, even when it's "not my area of responsibility."  
                    • Accountable for missed deliverables without making excuses.  
                    • Understands AEGON and AFP goals and strategic direction. | Feedback from senior staff, my peers, my direct manager regarding my sense of ownership.  
                                                                                     Number of follow-through issues, dropped balls, inadequate communication.  
                                                                                     Degree of flexibility and agility; acceptance of change demonstrated by me.  
                                                                                     Number of missed deliverables and deadlines.  
                                                                                     Aligns IT solutions with strategy with AFP goals and strategy. |
| Positive Attitude | • Willingness to accept direction and coaching.  
                    • Provides encouragement and constructive feedback to others.  
                    • Sets a positive example for others by willingly taking on new tasks and projects.  
                    • Provides prompt, courteous, and quality customer service to internal and external customers. | Feedback from senior staff, my peers, my direct manager regarding my attitude.  
                                                                                     Degree in flexibility and willingness in accepting project assignments across AFP sites.  
                                                                                     Feedback from customers on customer service skills. |
| Support and execution of processes – examples: SDLC, project management, change management, compliance, time | • Supports and adheres to core processes, while ensuring that process does not obstruct own or AFP IT's ability to support and | Consistent and timely follow through on core processes according to defined schedule.  
                                                                                     Feedback from senior staff, my |
| Tracking, managerial policies and procedures, security policies, prioritization process, and IT standards/policies/procedures | enable AFP’s business goals, objectives, and priorities.  
- Works with peers and manager to continue to remove complexity from AFP IT processes, while still ensuring the achievement of appropriate controls and consistency. | peers, and my direct manager regarding my ability to execute core processes, while continuing to deliver results.  
Flexibility and agility demonstrated by me in adapting to new processes. |
|---|---|---|
| **Teamwork and leadership** | • Models teamwork and collaboration.  
• Works cooperatively with others across the organization.  
• Provides input and feedback when consulted by others.  
• Offers motivation, leadership, and direction to others.  
• Supports decisions even if they are counter to own preferred approach or direction. | Feedback from senior staff, my peers, my direct manager regarding my teamwork and leadership abilities.  
Feedback on willingness to share information and assist others across the organization. |
| **Communication** | • Clearly and effectively communicates to others.  
• Listens carefully to others and seeks clarification of information as needed.  
• Ensures that peers and direct manager remain informed of information, progress, and issues of which they need to be aware.  
• Proactively provides information to others who need to know, without waiting to be asked.  
• Addresses issues promptly and constructively with appropriate individuals.  
• Contributes to effectiveness of meetings hosted or attended. | Feedback from senior staff, my peers, my direct manager and others regarding the quality of my communications.  
Effectiveness in fulfilling operational and project responsibilities.  
Uses proper communication tool such as face-to-face or phone communication as primary communication tool; uses e-mail for sharing information and/or to capture face-to-face or phone communication.  
Adheres to meeting agenda and subject matter. |
| **Decision Making** | • Exhibits good judgment  
• Exhibits good problem solving and analytical skills.  
• Ability to handle unexpected events or problems. | Feedback from senior staff, my peers, my direct manager and others.  
Defines problem prior to developing, selecting, and implementing solutions.  
Includes appropriate people in the decision making process. |
| **Work Ethic** | • Exhibits appropriate office conduct and work habits.  
• Efficient time management. | Feedback from senior staff, my peers, my direct manager and others.  
Keeps appropriate work schedule.  
Productively engaged while at work.  
Puts forth extra effort to complete projects and meet deadlines. |
| **Project Management** | • Effectively plans and develops | Feedback from senior staff, my |
projects or work assignments.
• Effectively manages assignment and workload.
• Produces quality work in meeting commitments and established timelines.
• Demonstrates resourcefulness and initiative in completing deliverables.
• Keeps appropriate individuals informed of project status.
 peers, and others. Accomplishes objectives of an assignment. Number of problems found with deliverables.

Knowledge and Experience - 60%

Ability to effectively fulfill the technical requirements of my role. This performance category includes AFP business knowledge, in addition to technical knowledge and skills. Exhibiting accountability for my professional growth and development in areas that return value to AFP.

Measures of Success

<table>
<thead>
<tr>
<th>Knowledge and Experience</th>
<th>Performance Criteria</th>
<th>Success to be measured by</th>
</tr>
</thead>
</table>
| Execution in role       | • Ability to effectively fulfill the day-to-day requirements of my current position, based on expected knowledge and skill required by my role.  
                          • Ability to apply a solid understanding of AFP’s core business processes and requirements to my current duties. | Execution on “bonus objectives” which demonstrates the ability to apply requisite skills to achieve results. Manager observation regarding my current knowledge and experience, and my effectiveness in my current role. |
| Professional growth and development | • Assumes responsibility for taking advantage of opportunities for professional growth.  
                                             • Proactive in developing personal training and development plans for professional growth.  
                                             • Identifies areas that need improvement and effectively works with manager to address. | Feedback from my peers and my manager on my professional growth and development. Completion of training outside of the normal workday to develop or enhance professional and technical skills. |
Variable Pay / Bonus Objectives

Manager/Leader Guidelines
Goal Completion Guidelines
Individual objectives are based on the following guidelines and contingencies:
- All IT employees will complete and submit an Objective Plan to their direct manager.
- All plans will roll up for management review to ensure consistency.
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- Combine like events or activities into one objective, where appropriate.
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- Objectives should clearly state the results that will be delivered and measured, not just the activities that will be performed.

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- Output – All deliverables produced as defined in service SLAs, SDLC, project narratives, project plans, and documents. Problem resolution and communication exceed expectations and business requirements.
- Schedule – All implementation milestone dates met and actual implementation time is held to within twenty percent (20%) of estimates.
- Financial – Implementation and support expenses will meet or exceed plan targets (exceeding by 1-4%), while not exceeding the projection-spending plan.
- Management – Consistently and effectively applying the following core management accountabilities to this objective: key leadership skills/behaviors, people growth and development, managing resources/maintaining focus on priority.
Objective 1 (Title)  

*Weight* = 

*Description of the objective*

**Measures of Success**

*Description of how the objective will be measured*

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### Objective 1 – Rating

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<tr>
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<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Score =</th>
<th>Weight x rating number = Score</th>
</tr>
</thead>
</table>

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Objective 2 (Title)  

*Weight* = 

*Description of the objective*

**Measures of Success**

*Description of how the objective will be measured*

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### Objective 2 – Rating

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<th>3</th>
<th>4</th>
<th>5</th>
<th>Score =</th>
<th>Weight x rating number = Score</th>
</tr>
</thead>
</table>

---
Objective 3 (Description)  

**Weight =**

*Description of the objective*

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**Measures of Success**

*Description of how the objective will be measured*

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**Objective 3 – Rating**

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<th>Score =</th>
<th>Weight (\times) rating number = Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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**Overall Performance Rating**

(ensure there is a column for each objective)

<table>
<thead>
<tr>
<th>Objective #1</th>
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<th>Objective #3</th>
<th>Objective Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score #</td>
<td>Score #</td>
<td>Score #</td>
<td></td>
</tr>
</tbody>
</table>

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**Performance Appraisal Criteria**

**Guidelines**

The evaluation criteria listed below is intended to be a standard guideline. However if appropriate, a more specific objective may be identified for potential merit increase consideration. These merit-consideration objectives must be clearly identified as such, associated with skill set depth or breadth requirements, tied directly to job requirements, and approved by the IT Sr. Mgmt Team.

**Management Accountability & Leadership Behaviors/Skills**  (60% for managers, 50% for non-managers in a leadership role)

[Replaces “Employee Motivation and Development” noted on current Performance Appraisal form.]

Demonstrate and promote accountability within AFP IT by:

1. Displaying key leadership skills and behaviors.
2. Growing and developing the members of my team.
3. Effectively and efficiently managing resources and maintaining a focus on AFP priorities.
Effectively model the following behavioral skills: Decision-making, Work Ethic, Project Management.

**Measures of Success**

<table>
<thead>
<tr>
<th>Key Leadership Skills &amp; Behaviors</th>
<th>Performance Criteria</th>
<th>Success to be measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ownership</td>
<td>• Consistently follows up and follows through on commitments and responsibilities.</td>
<td>Feedback from senior staff, my peers, my team members Number of follow-through issues, dropped balls, inadequate communication. Results achieved by my team. Degree of flexibility and agility demonstrated by me and my team.</td>
</tr>
<tr>
<td></td>
<td>• Displays a sense of urgency and ensures deliverables and requests are completed on time.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Assists other teams in resolving issues, even when it’s “not my area of responsibility.”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Accountable for missed deliverables without making excuses.</td>
<td></td>
</tr>
<tr>
<td>Positive Attitude</td>
<td>• Instills confidence in staff and peers by providing encouragement and constructive feedback.</td>
<td>Feedback from senior staff, my peers, my team members regarding my attitude and the attitudes of the members of my team. “Climate” within my team.</td>
</tr>
<tr>
<td></td>
<td>• Sets a positive example for others by exhibiting key leadership skills.</td>
<td></td>
</tr>
<tr>
<td>Reinforcement of processes – examples:</td>
<td>• Supports and adheres to core processes, while ensuring that process does not obstruct own - or staff’s - or AFP IT’s ability to support and enable AFP’s business goals, objectives, and priorities.</td>
<td>Consistent and timely follow through on core processes according to defined schedule, balanced with results delivered by my team. Feedback from senior staff, my peers, and my team members regarding my ability to reinforce core processes, while continuing to deliver results. Flexibility and agility demonstrated by me and my team.</td>
</tr>
<tr>
<td>SDLC, project management, change management, compliance, performance management, financial/budgeting,</td>
<td>• Works with peers, staff, and the senior staff to continue to remove complexity from AFP IT processes, while still ensuring the achievement of appropriate controls and consistency.</td>
<td></td>
</tr>
<tr>
<td>Communication</td>
<td>• Clearly and effectively communicates direction to my organization, and ensure that my staff understands the associated implications to them.</td>
<td>Feedback from senior staff, my peers, my team, and others regarding the quality of my communications. Effectiveness of my team in fulfilling operational and project responsibilities.</td>
</tr>
<tr>
<td></td>
<td>• Ensures that staff, peers and direct manager remain informed of information, progress, and issues of which they need to be aware.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Proactively provides information to others who need to know, without waiting to be asked.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Addresses issues promptly, constructively, and fairly.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Improve the quality and effectiveness of the meetings hosted and attended.</td>
<td></td>
</tr>
</tbody>
</table>
| Teamwork and trust building | • Models teamwork and collaboration.  
• Provides input and feedback as decisions are being worked.  
• Supports decisions even if they are counter to own preferred approach or direction. | Feedback from senior staff, my peers, my team members regarding my, and my team's, teaming abilities. |
| People growth and development | • Develops staff by providing training, information, coaching, development planning, and development opportunities.  
• Gives direct reports (managers) what they need to be successful, and the appropriate authority to do their job.  
• Develops a succession plan to ensure ongoing leadership for team/organization, and works to develop and grow successor. | Existence of a succession plan for my position and for key positions within my organization. Ability and success of my team members in fulfilling the duties of their job, as measured by their results and by feedback from their peers and my peers. Feedback from my staff on my ability to help them grow and develop professionally. |
| Managing Resources, maintaining focus on priorities | • Ensures that team members are appropriately allocated and focused on AFP’s 2004 goals and priorities.  
• Substantiates a business case for additional, unbudgeted resources (permanent staff, contractors, or technology).  
• Demonstrate the ability to delegate appropriately, and ensure that my time is spent appropriately on management | Existence of an up-to-date resource allocation plan showing how every member of my organization is currently allocated within the following categories: KTBR, New Product, Integration Projects/Initiatives, Key IT Initiatives, Internal IT Integration Projects, Top-5 Tactical Business Initiatives. Financial results for the costs centers for which I am responsible (actual versus budget). Team results and deliverables which demonstrate my ability to effectively ensure appropriate staffing levels. Feedback from my staff and my peers which indicates that I am available to them when they need me. |
| Other Behavioral Skills | Decision-making | • Exhibits good judgment  
• Exhibits good problem solving and analytical skills. Ability to handle unexpected events or problems. | Feedback from senior staff, my peers, my direct manager and others. Defines problem prior to developing, selecting, and implementing solutions. Includes appropriate people in the decision making process. |
| Work Ethic | • Exhibits appropriate office conduct and work habits.  
• Efficient time management. | Feedback from senior staff, my peers, my direct manager and others. Keeps appropriate work schedule. Productively engaged while at work. |
Puts forth extra effort to complete projects and meet deadlines.

**Project Management**

- Effectively plans and develops projects or work assignments.
- Effectively manages assignment and workload.
- Produces quality work in meeting commitments and established timelines.
- Demonstrates resourcefulness and initiative in completing deliverables.
- Keeps appropriate individuals informed of project status.

Accomplishes objectives of an assignment. Number of problems found with deliverables.

---

**Knowledge and Experience** (40% for managers, 50% for non-managers in a leadership role)

Ability to effectively fulfill the technical requirements of my role. This performance category includes AFP business knowledge, in addition to technical knowledge and skills. Exhibiting accountability for my professional growth and development in areas that return value to AFP.

**Measures of Success**

<table>
<thead>
<tr>
<th>Knowledge and Experience</th>
<th>Performance Criteria</th>
<th>Success to be measured by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Execution in role</td>
<td>Ability to effectively fulfill the day-to-day requirements of my current position, based on expected knowledge and skill required by my role. Ability to apply a solid understanding of AFP’s core business processes and requirements to my current duties.</td>
<td>Execution on “bonus objectives” which demonstrates the ability to apply requisite skills to achieve results. Manager observation regarding my current knowledge and experience, and my effectiveness in my current role.</td>
</tr>
<tr>
<td>Professional growth and development</td>
<td>Assumes responsibility for taking advantage of opportunities for professional growth. Proactive in developing personal training and development plans for professional growth. Identifies areas that need improvement and effectively works with manager to address.</td>
<td>Feedback from my peers and my manager on my professional growth and development. Completion of training outside of the normal workday to develop or enhance professional and technical skills.</td>
</tr>
</tbody>
</table>
Exhibit A3: Commerce Bank, Performance Appraisal and Plan

**Commerce Bank**  
**Member FDIC**  

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**Performance Appraisal and Plan**

- **Name:** ___________________________  
- **Incentive #:** ___________________________

- **Title:** ___________________________  
- **CC #:** ___________________________  
- **Review Date:** ___________________________

---

**Part A: Review of Objectives**

Discuss results achieved during the last review period by describing performance against previously established objectives for the review period. *(For example: sales produced; financial objectives obtained; projects completed; plans or programs implemented; products introduced)*. Comments about additional accomplishments can be included in the section before the Overall Performance Rating.

<table>
<thead>
<tr>
<th>Performance Objective</th>
<th>Result</th>
</tr>
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<tbody>
<tr>
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</table>

Your Performance Appraisal must be completed online at http://cbriweb/thepopleplace. This form is to be used to draft appraisals.

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**Additional Accomplishments and Comments:**

---

**Part A Performance Rating**

- □ E  
- □ E−  
- □ M+  
- □ M  
- □ M−  
- □ D  

Exceeds Expectations  
Meets Expectations  
Does Not Meet Expectations
Part B: Core Values

- **Core value: We act with integrity.**
  
  **Definition:** Interacting with others in a way that gives them confidence in one’s intentions and those of the organization.

  **Key Actions:** Demonstrates honesty; keeps commitments; behaves in a consistent manner; treats individuals fairly and equally; recognizes contributions of others in projects, assignments, etc.; appropriately "shares" acknowledgment for success; looks for opportunities to strengthen relationships with peers, supervisors, and managers; shares credit for good ideas or accomplishments with peers, team members and/or others; listens and objectively considers the ideas and opinions of others; maintains an acceptable attendance/absentee record and complies with related policies and procedures.

  **Comments:**

- **Core value: We are customer-focused.**
  
  **Definition:** Making customers (internal and external) and their needs a primary focus of one’s actions: developing and sustaining productive customer relationships.

  **Key Actions:** Builds and maintains positive working relationships with customers, whether internal or external; actively seeks information to understand customers’ circumstances, problems, expectations, and needs; shares information with customers to build their understanding of issues and capabilities; responds quickly to customer questions and to resolve problems; considers how actions or plans will affect customers; responds quickly to meet customer needs and resolve problems; avoids oversights.

  **Comments:**

- **Core value: We are team-oriented.**
  
  **Definition:** Developing and using collaborative relationships to facilitate the accomplishment of goals.

  **Key Actions:** Builds effective working relationships with others; aligns priorities with work groups or organization goals; teams on common goals; establishes good interpersonal relationships by helping others feel valued, appreciated, and included in discussions; shares credit/gives proper credit for good ideas or accomplishments with peers, team members, and/or others.

  **Comments:**

- **Core value: We strive for excellence.**
  
  **Definition:** Having achieved a satisfactory level of technical and professional skills/knowledge in job-related areas; keeps abreast of current developments and trends in area of expertise.

  **Key Actions:** Understands technical components of job; stays aware of current developments and trends in all relevant technical/professional knowledge areas; knows how to apply a technical skill or procedure; performs complex tasks in area of expertise.

  **Comments:**

- **Core value: We take a long term view.**
  
  **Definition:** Taking prompt action to accomplish objectives; taking action to achieve goals beyond what is required; being proactive.

  **Key Actions:** Responds quickly; takes immediate action when confronted with a problem or when made aware of a situation; takes independent action; implements new ideas or potential solutions without prompting; does not wait for others to take action or to request action; goes above and beyond; takes action that goes beyond job requirements in order to achieve objectives.

  **Comments:**

**Complete this section for supervisors, managers, and those in positions with similar responsibilities**

**Leadership Skill: Developing Others**

**Key Actions:** Plans and supports the development of individuals’ skills and abilities so that they can fulfill current or future job responsibilities more effectively.

**Comments:**

**Leadership Skill: Aligning Performance for Success**

**Key Actions:** Focuses and guides others in accomplishing work objectives; effectively monitors individual results; knows how and when to give appropriate feedback to team members, peers, and managers; takes appropriate action to resolve problems; exerts positive team building influence on the work unit.

**Comments:**

**Leadership Skill: Leading/Facilitating Change**

**Key Actions:** Encourages others to seek different and innovative approaches to addressing problems; facilitates the implementation and acceptance of change within the workplace.

**Comments:**

**Part B Performance Rating**

- E Exceeds Expectations
- E- Meets Expectations
- M+ Meets Expectations
- M- Meets Expectations
- D Does Not Meet Expectations
# Part C: Overall Performance

The overall performance rating is based on a comprehensive analysis of performance against position requirements, objectives, accomplishments, and core values during the review period. For the overall rating, you may distinguish between varying degrees of performance within the Exceeds Expectations and Meet Expectations performance levels.

<table>
<thead>
<tr>
<th>Overall Performance Rating</th>
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<tbody>
<tr>
<td>□ E</td>
</tr>
</tbody>
</table>

*Exceeds Expectations  
*Mets Expectations  
*Does Not Meet Expectations*  

(*A corrective action or development plan must accompany an overall rating of "Does Not Meet Expectations").

Manager/Supervisor Comments:

---

Employee Comments:

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Your signature acknowledges that this review was presented to you. It does not automatically imply that you agree with the comments, evaluations, or the overall rating.

Signature of Manager/Supervisor  
-----------------------------  
Date  

Signature of Employee  
---------------------  
Date

Signature of Market Business Line Manager  
-------------------------------------  
Date  

Signature of Human Resources  
---------------------------  
Date
The manager and the employee should establish key objectives to be accomplished during the next review period. Objectives should be appropriate to the position, specifically stated, measurable, attainable, and realistic, with expectations and target dates for the completion of each objective. The manager and employee should hold an interim progress review during the review period to discuss the status of these objectives, preferably six months from the date they are established.

List objectives in priority order:

<table>
<thead>
<tr>
<th>Performance Objective</th>
<th>Expected Results</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
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**Development Plan for This Employee:**

Use the Individual Development Plan template to outline a development plan for this employee, which will enhance performance in current job and/or prepare for future opportunities. Include specific activities such as training classes or programs; education; special projects; cross training; etc. Indicate suggested time frames. You must attach a copy of the completed Individual Development Plan to this review.

**Part E: Interim Progress Review**

Established objectives should be reviewed with the employee during the interim progress review and revisions made as required by changes in job function, business trends, department priorities, installation of new systems/programs, etc. Manager/supervisor and employee should determine any necessary changes to the original objectives.

**Interim Progress Review Comments:**

Date:

--------------------------------------------------------------
Signature of Manager/Supervisor                                      Date
--------------------------------------------------------------

--------------------------------------------------------------
Signature of Employee                                              Date
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Employee Performance Review                                      Form Revised: 12/2002
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Exhibit A4: Federal Aviation Administration, Project Management Office, Small Airplane Directorate Performance Review

(Single Rater)
AIRCRAFT CERTIFICATION SERVICE
PERFORMANCE RATING

AIR Organization ________________ Rating Period ___________ __

Employee Name ______________________ SSN ______ - ______ - ______

☐ Meets Expectations ☐ Does Not Meet Expectations
(Notication Attached)

Rating Assigned By:
Name ______________________
Title ______________________
Organization ______________________
Signature ______________________
Date ______________________

Rating Validated By:
Name ______________________
Title ______________________
Organization ______________________
Signature ______________________
Date ______________________

Employee Signature ______________________
Date ______________________

Interim Discussion Conducted
Dates: _______ __ Initials _______ _______

Attach Outcomes and Expectations to this Form
(Must be signed and dated by the rater and the employee being rated.)
Areas for Professional Growth Focus

1) Individual Performance Expectations: All members of the ACE-111 staff will have specific performance expectations identified as part of the performance management process. Each employee is expected to establish and maintain a record of these items and report any changes in status every month. Reporting may be amended periodically upon mutual agreement.

2) Business Plan Items: Business plan items must be completed by the agreed-upon completion date. Completion dates can be renegotiated, but any negotiation must be done in advance when it appears that we will not meet the previously agreed completion date. The Lead employee should provide written justification on why the deadline will not be met and what workarounds are possible. Any changes must be approved by the appropriate level of management: Office Plan Level – ACE110; Directorate Plan Level – ACE101, ACE100; AIR Level Plan.

3) Document Quality: All staff members should thoroughly review all documents submitted for final signature – these documents should be clear and complete. All documents should be consistent with plain language principles, wherever practical, with reasonable time scheduled for reader review and revision. Always read every document to be sure the content is clearly and completely prior to signing.

4) Relationships: Look for and take advantage of opportunities to improve our office’s relationship with other FAA offices, including Flight Standards, other government agencies, and the public. This would include anticipating issues, listening, understanding, and timely responses to inquiries.

5) Travel: Travel should be performed efficiently and arranged to minimize an employee’s time out of the office without unreasonably extending the workday. The most direct routing should be used with enroute time minimized. Travel to Europe should be arranged for arrival at destination no more than 24 hours prior to the planned start of business. When traveling overseas, recognize it is the employee’s responsibility to ensure that “Country Clearances” are obtained from the Embassy. Countries that require Visa’s (i.e. France) require additional lead-time.

Employee Comments

(Include significant achievements, accomplishments, etc.)

See following sheets as applicable.

Rater Comments

(Include significant achievements, accomplishments, etc.)

See following sheets as applicable.

AIR Form 3430.7-1