

# PERFORMANCE ASSESSMENT

Form

ences Group Vision:

The Government, International, and Commercial customers who demand competitive, value-added innovation.

Date:  Evaluator:

Name:  Job Title:   
 Badge:  Social Security #:

Division:  Department Number:

Period Covered by this Appraisal:  to

Input Received From: Self  Supervisor  Customer  Peer  Other

The following competencies will provide a framework for employee feedback. Please assess the above named individual's performance as you have observed it in the context of the various dimensions and definitions in each category.

Business Competencies	E	M	B	N/A
Adherence to Policy/Procedures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Ethics	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creative Problem Solving	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer Focus	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mission Success	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positive Work Environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Write a brief description of your observations of this individual's performance in the above competencies:  
 [redacted] is a positive influence to others by challenging the "status quo" mentality. [redacted] She can get frustrated at times (goes for all of us) but typically keeps all [redacted] attempting to effect positive change.

Behavioral Competencies	E	M	B	N/A
Accountability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuous Learning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contributes to Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee Advocate	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honesty and Openness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open Communication	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teamwork	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Write a brief description of your observations of this individual's performance in the above competencies:  
 [redacted] is an open, honest, upfront, team player. She puts a lot of energy and enthusiasm into her everyday tasks and especially critical needs.

Technical/Functional Competencies	E	M	B	N/A
Cost Consciousness	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job Knowledge	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Schedule	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Versatility	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Write a brief description of your observations of this individual's performance in the above competencies:  
 [redacted] has coordinated closing issues through her lead position, with her team members. She has gotten involved on specific issues, when required, without hesitation with successful results. [redacted] needs to be aware that accepting an overload of tasks above and beyond her call of duty, though admirable will negatively impact something. Also, [redacted] needs to stress delegated work more frequently to assure timely, successful completion.

Additional Competencies	E	M	B	N/A
Facilitation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiative	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovativeness	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inspiring Excellence	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethical Leadership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managing People	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Thinking and Planning	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visioning and Alignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Write a brief description of your observations of this individual's performance in the above competencies.

██████ has a clear commercial vision of where the business should go.  
 Managing people - a lot of input on technical/funct. comp.

**SUMMARY FEEDBACK**

**Performance Strengths**

Overall, strong technical skills with excellent interpersonal and communication skills. A great team player and a pleasure to work with; open, honest, listening, dynamic and committed.

**Performance Factors Requiring Improvement:**

Amount of work taken on and amount of work to status leads to a lot of work. Mandatory, frequent status of delegated work is something ████████ needs to enforce to avoid surprises. This is the exception rather than the rule but ████████ needs to focus on this.

**Development Plans: (List Activities and Completion Dates)**

██████ could use an increased scope of responsibility to further develop leadership skills and interface more at a higher level with the other business functions.

Demonstrate the highest level of commitment towards: compliance with the Corporation's Code of Ethics and Standards of conduct, implementation and effectiveness of the quality management system, achievement of mission success in all business operational endeavors, and support of diversity and equal employment practices in the workplace.

Employee's Signature

Supervisor's Signature

One Over One

Human Resources

Other Comments/Accomplishments

OVERALL PERFORMANCE RATING **3<sup>+</sup>/2<sup>-</sup>**

### PERFORMANCE DEFINITIONS

ACCOUNTABILITY	Takes ownership for the tasks/assignments required by the position.
ADHERENCE TO POLICY/PROCEDURES	Performs within the standards set by the organization.
BUSINESS ETHICS	Conducts self according to the ethical code set by the corporation.
CONTINUOUS LEARNING	Demonstrates the ability to learn concepts quickly by scanning the environment for new ideas, by actively pursuing personal development and by experimenting with new ways of thinking.
CONTRIBUTES TO DIVERSITY	Focuses on diversity issues. Not resistant to change in the process to achieve goals and objectives. Supports that diverse groups will create new ways of working together effectively in a pluralistic environment.
COST CONSCIOUSNESS	Understands costs associated with decisions/minimizes total cost, where possible. Concerned with where is the best place to spend limited funds.
CREATIVE/PROBLEM SOLVING	Gathers relevant information/defines problem. Anticipates events/develops effective plan to achieve goals. Makes sound decisions/solves real problems by implementing creative solutions.
CUSTOMER FOCUSED	Understands and clarifies the customer's business/technical requirements. Takes into account the customer's approach/feedback into all work processes.
EMPLOYEE ADVOCACY ETHICAL LEADERSHIP	Balances the needs/requirements of the company with the needs/development of employees. Demonstrates personal and business integrity by modeling high standards. Takes a stand on important issues.
FACILITATION	Maximizes team creativity, decision-making and effectiveness by identifying conflicts, ensuring wide team participation, and reconciling differences to reach consensus.
HONESTY AND OPENNESS	Willing to share information pertaining to business situations. Provides information and key messages in honest up-front manner.
INITIATIVE	Willingness and ability to take action without direction.
INNOVATIVENESS	Demonstrates ability to think outside traditional boundaries.
INSPIRING EXCELLENCE	Promotes a commitment to excellence/customer satisfaction. Challenges self/others to improve performance by creating an environment that motivates people.
JOB KNOWLEDGE	Demonstrates expertise, good judgment, and understanding of the tools/techniques of the discipline.
MANAGING PEOPLE	Communicates performance standards/expectations. Collaborates with direct reports/colleagues to develop professional goals, ensuring reward and recognition for achievements.
MISSION SUCCESS	Contributes to the success of individual departmental/company goals. Understands the customer's business/technical needs. Clarifies customer requirements and develops an approach to address their needs.
OPEN COMMUNICATION	Openly communicates with individuals. Builds effective relationships (e.g., with customers, employees, and business colleagues). Develops and maintains rapport in inter-personal interactions.
POSITIVE WORK ENVIRONMENT	Takes part in contribution to a positive work environment where all individuals can experience comfortable and productive working conditions.
PROCESS IMPROVEMENT	Makes an effort to find better/more efficient ways to make process effective. Exhibits resourcefulness, positiveness, and flexibility. Approaches problems in an informed/structured way.
QUALITY	Caliber of work produced or accomplished.
SCHEDULE	Completes project/assignment in a timely manner.
STRATEGIC THINKING/PLANNING	Identifies future business opportunities. Develops strategies that add value to customer. Leverages competitive advantage through strategic alliances and partnerships.
TEAMWORK	Promotes understanding and teamwork. Works well with others. Takes accountability for team performance and assists others in accomplishing team results.
VERSATILITY	Exhibits a broad understanding of multiple disciplines and uses this knowledge to support efforts not directly in line with primary specialty. Accomplishes assignments in multiple fields.
VISIONING AND ALIGNMENT	Creates a clear and simple vision of the organization's future. Builds buy-in and leverages resources from both formal/informal networks to achieve business vision/goals.

Competencies	Ratings	1 to 5 Translation
E =	Exceeds expectations	Equates to a 1 or 2
M =	Meets expectations	Equates to a 2 or 3
B =	Below expectations	Equates to a 4 or 5
N/A =	Not Applicable	

**Overall Rating**

- |     |                   |   |
|-----|-------------------|---|
| 1 = | Outstanding       | Substantially exceeds all job criteria.   |
| 2 = | Excellent         | Key strengths have been consistently demonstrated in criteria most important to the job   |
| 3 = | Fully Successful  | Meets criteria. Effective, reliable, predictable behavior that satisfies criteria.  |
| 4 = | Needs Improvement | Behavior that result is less than the criteria definition and that effectiveness would be improved if a positive change occurs.                             |
| 5 = | Unacceptable      | Less than acceptable performance on the criteria. Work process and products are consistently unable to meet objectives and criteria of the work assignment. |