

Subject: 2010 Performance and Development Review

Once again, it is time to document the successes and development opportunities for each of our employees by completing the Annual Performance and Development document. This year's form is nearly identical to last year's form with a few modifications that hopefully will make this management process easier and clearer for both the employee and the manager. Modifications are:

- More space in the remarks sections and a default font size that should provide additional space for comments. If additional space is needed, managers can add additional pages to the document.
- Performance Ratings are now located in a drop-down box with each evaluation area. The advantage is more space on the page. The downside – managers will now have to choose one rating for each evaluation area. You will not be able to use two ratings.
- Results of 2009 Goals is a separate page with more space to elaborate on the employee's successes or growth opportunities. You will no longer need to list professional development classes taken during the year and rate whether or not the class succeeded in accomplishing the intent of the course. This will be done via a separate document provided to managers by HR.
- The pages for listing 2010 Goals and for 2010 Performance Development needs have been moved to the end of the document, following the signature page. These pages were placed there so that the pages could be removed from the document easily and used throughout the year in follow-up meetings between the manager and the employee.
- **Once you begin to fill in the form, be certain to save it under a different, unique name. Failure to do so will result in the loss of any information added to the document.**

Managers are encouraged to solicit feedback from their employees prior to completion of the evaluation. Providing of comments is important because it aids the employee in understanding how successes or opportunities were determined. Once completed, signed and discussed with the employee, the form should be returned to HR for filing. Your HR Manager is available to you should you require any assistance in this important process.

Name:	Period:	Date:
Job title:	Department:	Supervisor:

Rating Key:

Far Exceeds Expectations – Consistently exceeds standards/expectations of job and position level

Exceeds Expectations – Frequently exceeds standards/expectation of job and position level

Meets Expectations – Meets standards/expectations of job and position level

Needs Improvement – Frequently fails to meet standards/expectations of job and position level

Unacceptable Performance – Fails to meet standards/expectations of job and position level

NOTE: Comments should clearly reflect the rating level.

Manager's Checklist:

- ▶ Obtain employee input for appraisal
- ▶ Review your annual performance notes, both positive and negative
- ▶ Review previous year's goals for status
- ▶ Collect input from internal and/or external customers
- ▶ Review previous year's performance appraisal
- ▶ Review previous year's development plan, if applicable
- ▶ Review previous year's training, if applicable



Evaluation: Purpose of this section is to provide feedback to the employee in the various areas critical to success in the Airbus Americas' work environment. Rate demonstrated abilities, behaviors and accomplishments against company expectations as stated in job description or yearly objectives. (This section is for all employees.)

<p>Job Requirements: (Measure employee's performance to the job requirements outlined in the Job Description.)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	

<p>Job Skills/Knowledge: (Demonstrated knowledge and understanding of concepts, responsibilities, work procedures, processes, computer skills, and tools)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	



Productivity: (success in priority-setting, organizing, completion of work assignments, quality of work, timeliness, initiative)	
Successes:	
Challenges:	

Teamwork: (working relationships; commitment to unit goals, willingness to share knowledge/mentor co-workers; initiative to build team spirit)	
Successes:	
Challenges:	



<p>Problem Solving/Analytical Skills: (success in identifying problems associated with work assignments, analyzing cause and effect and in developing/implementing recommendations and managing projects.)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	

<p>Work Habits: (degree of dependability/accessibility; adherence to policies, practices, or procedures; attendance, punctuality, assumption of additional responsibilities, and to acclimate to new situations and contingencies)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	



Communication: (success in comprehending and effectively communicating through spoken and/or written expression)	
Successes:	
Challenges:	

Customer Service: (demonstrated ability to meet customer needs in a courteous and timely manner, with follow-through, and responsiveness)	
Successes:	
Challenges:	

Continuous Improvement/Quality: (demonstrated understanding of existing processes, actions taken during this period to make improvement for themselves and others in the company)	
Successes:	
Challenges:	

FOR SUPERVISORY STAFF ONLY: To be used when evaluating those in a leadership role.

<p>Interpersonal Relations: (success in leading/managing employees, mentoring, providing timely feedback, encouraging and exhibiting appropriate interpersonal behaviors)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	

<p>Staff Development/Leadership: (success in training, developing, motivating, and maximizing the knowledge and skills of subordinates in the accomplishment of unit and/or individual staff objectives.)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	

<p>Planning/Decision Making: (success in setting priorities; analyzing, organizing, and forecasting and rendering competent decisions to achieve goals.)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	

<p>Resource/Fiscal Management: (success in maximizing the utilization of available staff, budget, technology and facilities.)</p>	
<p>Successes:</p>	
<p>Challenges:</p>	

RESULTS AGAINST SPECIFIC 2009 GOALS	
Successes:	
Challenges:	



Supervisor's Comments and Overall Performance Rating:		
Comments		
Supervisor's Signature:		Date:

Employee's Comments		
Employee Signature	This signature signifies only that the employee has had an opportunity to read and discuss the appraisal. It does not necessarily mean that the employee agrees with the appraisal.	Date:

Reviewer's Comments:		
Reviewer's Signature:	Date:	Employee's Signature and Date (Used only if Reviewer modifies any comments or grades)



Employee's Name: _____

Supervisor's Name: _____

2010 Goals: (Smart Measurable Agreed Realistic Timely. Categories for Goals are Company, Department, Environmental, Behavioral, and Individual. At least one goal should address a short-fall outlined in the current appraisal.)

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3.

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5.

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6.

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Employee's Name: _____

Supervisor's Name: _____

2010 PROFESSIONAL DEVELOPMENT PLAN: (Indicate plan for maintaining and improving work skills and for preparing individual to assume more or different assignments)	
1:	Anticipated Completion:
2:	Anticipated Completion:
3:	Anticipated Completion:
4:	Anticipated Completion: