



MERCHANDISING CORP.

JOB DEFINITION and PERFORMANCE EVALUATION

POSITION TITLE: Senior Vice President

DEPARTMENT: Corporate

EMPLOYEE STATUS: Exempt

APPROVED BY: President

REPORTING RELATIONSHIPS

POSITION REPORTS TO: President

POSITIONS SUPERVISED: All Corporate Office Leadership (VP, HR, Office Mgr, IT, Training, Operations)

SECTION 1: TOP GOALS AND PRIORITIES FOR THE PERIOD

COLUMN HEADINGS: Weight = % of Evaluation in this Section, SR = Supervisor Rating (1-5),

ER = Employee Self Rating, Total Score = Weight Times Supervisor Rating

Item	How Measured / Judged	Weight	SR (1-5)	ER (1-5)	Total Score
(1) Financial Performance Measures		30%	3		0.9
MINIMUM MARGINS: Meet minimum gross margin standards for each segment of work: - (Retailer) Continuity: 35% - (Retailer) Project Work: 35% - Newstore/Resets: 35% - Other Project Work: 35% - New Project Work in ABC Channel: 35% - Employer of Record: 35% - New Continuity Work in ABC Channel 35% - Project Work in other channels 35% - Continuity Work in other channels 35%	Maintaining these margins or getting authorization for exceptions (Gross margin is defined as net revenue less direct labor costs less other direct costs – no supervisor or overhead labor is included)				
FOCUS: SALES ONLY TO AGREED UPON TARGET NICHES WITH MINIMUM REVENUE AND MARGIN REQUIREMENTS: Focus only on targeted work segments. Resist the temptation to pursue other sales if opportunity violates the “Focus Rule.” (Focus Rule: If you can write a short proposal, take an order, and maintain your margins, do it. If you have to reallocate people or money to accommodate the new work, don’t take the business.)	95% of revenue comes from segments identified in minimum margin attainment item.				
GROW BUSINESS OUTSIDE OF (Retailer)	20% of business comes from customers other than (Retailer)				
GROW BUSINESS IN TOTAL: Grow the business between 15% ??? and 30% ??? per year. Do not exceed 30% growth per year unless specific permission is granted by ownership	As agreed upon				
FINANCIAL RISK MANAGEMENT: Keep financial risk to the company within the following: - Accounts Receivable: No more than 60 ??? days average sales outstanding - Short Term Debt: No more than 50% of equity - Long Term Debt: None	Quarterly Review				

<p>(2) Produce weekly and monthly “standard reports package” showing state and health of the organization to ownership, including:</p> <ul style="list-style-type: none"> - Utilization report showing the billable hours for each employee for the last month - Sales and Cash Demand Forecast (Includes possible sales that may have significant cash flow impact. Demonstrates that sales activity is focused on agreed upon niches and the agreed upon balance of proactive vs. reactive.) - Exceptions to operating budget for last 30 days or anticipated for next 90 days - Capital budget and capital requests - New reports that (consultant) has developed? - Summary of personnel actions (Hire, fire, promote, discipline, raise, reassignment. Specifically includes field personnel actions.) - Rep Hours Over / Under Capacity Forecast by Territory - Cost and Profit Analysis by Service Type, by Project - Any job definitions, performance evaluations or MBO reviews that are overdue - “Rolodex” Report on status of available candidates and contribution to candidates by all, especially field supervisors - Status of, and any exceptions to, the weekly Operations / Cycle Review - Status of Efforts to Upgrade Processes and Systems. To include budgets, milestone dates and status on milestone attainment - Budgets (when being developed, due for review or being revised) 		30%	4		1.2
<p>(3) Recognize Areas Where He or She Lacks Needed Knowledge or Skills and Acts to Fill Those Gaps. Understands that no one person possesses all the knowledge needed. Recognizes the areas where he or she needs assistance, input, counsel, direction, etc. Actively seeks such guidance by surrounding themselves with people with the needed skills and knowledge and accepting their input. Can demonstrate that has accepted input and changed course on multiple substantive issues.</p>	Annual 360 Degree Review, Conducted Fairly. Subordinates will be interviewed by Executive Performance Evaluation Committee and required to be candid.	10%	2		0.2
<p>(4) Complete One Full Cycle of the Job Definition and Performance Evaluation System for All Employees, according to the defined standards.</p>	Initial Job Definitions Complete for 14 key people by end of April. Completed for all employees by end of 2 nd Qtr. MBO reviews conducted on schedule for all	20%	5		1
<p>(5) Allocate time into the following functional areas: 70% Sales, 5% Operations, 5% Human Resources, 10% Accounting/Finance, 5% Information Technology, and 5% Misc/Other/Warehouse. Demonstrate that he/she can spend 75% of his/her time selling and effectively delegate and oversee the operations work.</p>	Time tracking reports. Other measures in this review	NA	NA		#####

<p>(6) Clear Direction / Mission / Values. Links the organization's mission / vision / values to everyday work. Provides clear direction to subordinates that supports the company's overall mission and values. Provides people with goals and targets in advance and measures their performance against those pre-defined targets. Holds employees accountable for conduct that is consistent with company mission and values, but does not criticize or downgrade an employee for things that they could not reasonably be aware of. Acid test is that even the lowest level employees can explain how they contribute to the mission and values of the organization. Clear on who reports to who, especially during times of rapid change. Pay particular attention to the sales and account management functions to ensure that sales to existing and new customers are organized effectively</p>	Employee attitude surveys	5%	5		0.25
<p>(7) Conduct regular employee attitude surveys on items agreed to with ownership</p>	First One By End of 2 nd Qtr, Qtrly Thereafter	5%	5		0.25
(8) Special Projects					
<p>- Develop a COO who is capable of running the operations of the company.</p>	COO is developed in a manner consistent with items marked ++ through this document and XYZ values. COO's responsibilities are clear, and effectively executed as a subset of Senior VP's responsibilities				
<p>- Status of Effort to Implement Time Tracking Software for All Headquarters Employees</p>	Functioning Effectively by end of 3rd Qtr				
<p>- Time and expense tracking report for all employees to support Costing of services performed</p>	Functioning Effectively by end of 4 th Qtr				
(9) New Account Sales		Meet agreed upon target	100%		

Employee Total 3.80
Maximum Possible Score 5
Percent Attainment 0.76
Percent of Total Performance Evaluation From Section 1: 70%

SECTION 2: GENERAL COMPETENCIES EXPECTED IN THE POSITION

(Deferred until later Phases)

SECTION 3: SUCCESSES, ACHIEVEMENTS, NOTEWORTHY ACCOMPLISHMENTS, STRENGTHS

Describe any successes and noteworthy accomplishments during the last review period.

1. Kept company going, healthy during extreme turmoil
2. Brought in significant new business outside of our single major account
3. Found significant new opportunities within our single major accounts
- 4.
- 5.
- 6.

Any extra performance incentive to be awarded for accomplishments in Section 3? _____ NA

SECTION 4: SPECIFIC AREAS FOR DEVELOPMENT

COLUMN HEADINGS: P = Priority (M=Must, S=Should, N=Nice To),

SR = Supervisor Rating (1-5), ER = Employee Self Rating

Mastery-level Performance	P	SR (1-5)	ER (1-5)
Customer Meetings. Schedules a minimum quarterly meeting with the Top 10 clients to ensure current expectations are being met and to determine ways to expand the partnership beyond the existing relationship.	M	5	5
Customer Feedback. Conduct surveys and accumulate customer feedback at least once per year. Produce a report summarizing feedback from all customers and in depth feedback from the top ten customers.	M	5	5
++Defines Performance for Subordinates and Organizations. Recognizes that an executive's first duty is to define the performance required from subordinates and organizations. Works diligently to define performance in terms that can be objectively measured (where possible) and at least "judged" where objective measurement cannot be measured. Actively seeks input and buy-in from subordinates, but retains the responsibility for final decision on performance goals. Uses this definition as a major input for the job definition and performance evaluation mechanism. Strives to set these performance expectations well in advance whenever possible so that subordinates are judged by performance against pre-defined targets.	M	2	5
++Delegation. Recognizes that delegating responsibility and authority to subordinates is a necessary part of leader and organization development. Actively seeks to define work in such a way that it can be delegated to others, but retains ultimate responsibility for seeing that the results are accomplished. Avoids the trap of doing everything himself or herself simply because it is more expedient.	M	2	4
++Discipline: Who, How, Degrees, Move 'em On. Recognizes that one of the great failings of American managers is failure to discipline or remove the marginal performer. Recognizes that failing to do so undermines the morale and dishonors the contribution of all who are performing. Understands that, though confronting people on performance problems is unpleasant, it is necessary and must be done. Uses the Job Definition and Performance Evaluation system to see that expected performance is defined in advance, and measured and judged fairly. Sees that people who are not meeting the performance standards are advised of this far in advance of any disciplinary action. Gives everyone a fair chance to perform, but does not hesitate to discipline a person or remove them when it becomes clear that performance will not be forthcoming. Acid test is that employees that are disciplined or removed may not like the event, but have no substantive claim of being treated unfairly. Ensures that the Job Definition and Performance Evaluation system captures the documentation necessary to comply with all laws and minimize the legal risk to the company. Pays particular attention to situations where legal risk to the company may be extra high such as certain states, union situations or when mistakes have been made.	M	4	4

<p>++High Command Skills. Recognizes that the primary duty of the top person is to see that his or her direct subordinates perform their responsibilities effectively. This includes using the Job Definition and Performance Evaluation system to see that the duties of these subordinates are effectively defined, measured and judged. Resists any temptation to interfere with operations under subordinate's control unless the subordinate is clearly not performing according to their job definition. Continually reinforces a culture that places people in positions solely based on merit. Understands and applies the George C. Marshall concepts of "define the results needed from the position, find the best person for the job, support them with everything you've got, and promote / reward or discipline / remove them rapidly based on performance that is fairly measured against pre-defined targets."</p>	M	3	5
<p>Learning, Continuous Improvement, Including Cost Reduction. Accepts personal responsibility for continued improvement / learning. Understands the mission of each individual work unit and how they work together. Consciously acquires new skills and competencies and can explain how they benefit the organization. Provides others with tools and approaches to solve problems and improve processes. Seeks information and ideas from multiple sources. Freely and intentionally shares ideas. Seeks better ways to perform routine parts of job. Continually seeks ways to reduce cost and improve margin for the company.</p>	M	5	5
<p>++Learn / Admit / Change / Demonstrate Ability to Accept Input. From Those That Know the Work. Admits mistakes. Acknowledges need for continuous learning. Demonstrates ability to accept input and change course on important issues. Can cite multiple instances where he/she accepted the input of a subordinate and changed his/her direction on material issues.</p>	M	4	4
<p>++Planning, Budgeting Effectively. Sees that plans and budgets are effectively developed, implemented and reported on through the weekly and monthly standard reports package. Meets budget submission, review and approval due dates. Recognizes that budgets are guidelines and that exceptions may need to occur to capture opportunities or react to problems. Follows budget exception process when exceptions are needed. Acid test is that the business encounters no material "surprises" in plan to actual performance (on items within the business's control.)</p>	M	3	4
<p>Planning, Organizing and Documenting Work. Sets and prioritizes goals. Makes up schedules and timelines for completing projects and tasks. Breaks work down into logical process steps. Realistically estimates time requirements. Develops schedules and task/people assignments. Regularly monitors and measures projects so that unexpected roadblocks and problems are identified and dealt with quickly. Anticipates and takes action to prevent future problems. Maintains organized documents, materials, files, systems and tools such that the work can readily be handed off to others.</p>	M	2	3
<p>++Pre-Defined Decisions, Subordinates Encouraged to Move Ahead. Whenever possible, makes decisions and issues guidance in advance to subordinates. Recognizes that this discipline allows the work to move forward rapidly without having to "check with headquarters" on every small item. Recognizes that this discipline motivates subordinates. Encourages subordinates to move ahead without seeking further approval in these areas. Best historical example is how General Patton streamlined the standing orders for the army under his command in Europe. Reduced paperwork and checking with HQ by as much as 80%. Directly contributed to the spectacular performance of his army.</p>	M	3	5
<p>Priority Setting and Time Management. Spends his/her time and the time of others on that which is genuinely important. Able to distinguish between the truly important and the merely urgent. Respects customers' and colleagues' time in scheduling and conducting meetings. Shows up for meetings on time, fully prepared. Doesn't wait until the last minute to get work done. Able to verbalize how he/she goes about determining where to concentrate efforts. Able to show tools he or she uses that help with staying organized and on top of priorities.</p>	M	4	5
<p>Support Agreed Upon Policies and Decisions. Displays a positive attitude and optimism about company policies. Understands and can explain the reasoning behind policies, practices and procedures. Understands that he or she is due an opportunity to be listened to and make a case for his/her views on policies, but that those in charge must make the final determination. In exchange for being listened to, agrees to cheerfully support the policies and decisions of those above him or her. If he or she cannot support a policy or decision, he or she will notify his/her supervisor in advance. Recognizes that his or her options are to (1) Support the policy wholeheartedly, (2) Exercise the "business case prevails / right of escalation" option, or (3) Ask to be removed from the assignment. Does not tolerate conduct that undermines policy decisions among his or her direct subordinates and privately warns others who engage in such behavior outside of his/her direct control. If the problem persists after an informal warning, he or she takes the matter to the person's direct supervisor.</p>	M	5	4
<p>++Time Allocation / Not Focusing Only on What You Like. Can demonstrate that he or she spends appropriate amounts of time on key tasks and is not distracted or spending too much time on areas of lesser importance.</p>	M	2	4
<p>Travel to a different retail market at least once per month to work with a Service Merchandiser to observe service program and refresh his/her knowledge of workload and performance standards.</p>	M	5	4
<p>++Urgency / Work Ethic / Hustle / Leading by Example / Diligence. Recognizes that these attributes are important for all employees in a company undergoing growth and challenges. Recognizes and acts upon the necessity of leading by example in these areas. Balances the need for hard work with appropriate family life and non-work priorities. Recognizes that activity does not equate to results and that some people are able to produce excellent results in less time than others. Gets the job done, regardless of rank.</p>	M	4	4

Words, Good Intentions Descend Into Right Action. Not content to just talk about problems or ideas. Reduces ideas and intentions to right action, or does not waste time on discussion. Can demonstrate a personal method of organization for recording action items for self and others, and seeing that those action items get accomplished	M	3	5
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** Average Score on MUST Items:	3.59
** Maximum Possible Score	5
** Percent Attainment	71.76%
Percent of Total Performance Evaluation for Section 4:	30%

EVALUATION SCORING SUMMARY, SUPERVISOR COMMENTS, EMPLOYEE COMMENTS AND OVERALL RATING

Section	% Attainment for Overall Evaluation	Percent of Total From This Section	Available Bonus	Bonus Earned
SECTION 1: TOP GOALS AND PRIORITIES FOR THE PERIOD	76%	70%	\$30,000	\$15,960
SECTION 2: GENERAL COMPETENCIES EXPECTED IN THE POSITION	n/a	n/a	n/a	\$0
SECTION 3: SUCCESSES, ACHIEVEMENTS, NOTEWORTHY ACCOMPLISHMENTS, STRENGTHS	n/a	n/a	n/a	\$0
SECTION 4: SPECIFIC AREAS FOR DEVELOPMENT	72%	30%	\$15,000	\$3,229
Totals		100%	\$45,000	\$19,189

Supervisor Comments:

XYZ has done a great job on some aspects, but improvement is still needed in others, as the review shows.

His successes during the difficult period are notable.

I recommend him for a 10% base salary increase and an increase of 20% in available bonus for next year.

Employee Comments:

I appreciated the constructive feedback and will continue to focus on improving the areas identified.

I believe that my contributions during the tough period merit more bonus than has been authorized, but I recognize

that this has been a hard year for the company. I appreciate the recommended increases for next year./

SUPERVISOR ACKNOWLEDGEMENT

This review has been conducted in accordance with XYZ' published Job Definition and Performance Evaluation system and in accordance with XYZ company values. IF EMPLOYEE'S RESPONSIBILITIES HAVE MATERIALLY CHANGED, I HAVE UPDATED THIS JOB DEFINITION ACCORDINGLY.

EMPLOYEE ACKNOWLEDGEMENT

I agree that either (1) This review has been conducted in accordance with XYZ' published Job Definition and Performance Evaluation system and in accordance with XYZ company values or (2) I have been given the opportunity to voice any concerns about this process or my evaluation, either verbally or in writing in the comments section above. I understand that I have the right to escalate an appeal of this assessment to my supervisor's supervisor without fear of retaliation. I understand that I must make a clear and compelling business case, based on XYZ values, in order to have my appeal considered.

I agree to continue to do my best to perform the duties outlined in this job definition going forward.

XYZ CRITICAL PRINCIPLES and Values:

- a) We Will Be the Best on the Planet at Helping our Customers Sell Products through Major Retail Chains. We will provide exceptional value and customer service and earn above-industry margins
- b) Right Person in Right Job, Based on Merit
- c) Encourage Surpassing Performance from All
- d) Focus and Clear Direction
- e) Fairness, Respect, Win-Win Treatment of All
- f) Devotion to the common cause ahead of self interest
- g) Discipline and Tough Decisions When Necessary (Financial and Operations)
- h) Protect and Grow XYZ as a Company of Value that People are Proud to Work For

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MERCHANDISING CORP.

JOB DEFINITION and PERFORMANCE EVALUATION

POSITION TITLE: Vice President Operations (VPO)

DEPARTMENT: Corporate

EMPLOYEE STATUS: Exempt

APPROVED BY: Senior Vice President

REPORTING RELATIONSHIPS

POSITION REPORTS TO: Senior Vice President (SVP)

POSITIONS SUPERVISED: Director Retail Operations (DRO), Project Manager for New Stores & Resets (PMNR), Director of Scheduling & Logistics (DSL), and Director of Client Services (DCS)

SECTION 1: TOP GOALS AND PRIORITIES FOR THE PERIOD

COLUMN HEADINGS: Weight = % of Evaluation in this Section, SR = Supervisor Rating (1-5), ER = Employee Self Rating, Total Score = Weight Times Supervisor Rating

Item	How Measured / Judged	Weight	SR (1-5)	ER (1-5)	Total Score
Achieve Revenue and Margin Goals for Existing Accounts and New Business Development???	Achieve XX Revenue and YY Margin Goals from Existing Accounts.	25%	5		1.25
Key Client Duties		40%	5		2
MEET WRITTEN CLIENT EXPECTATIONS: Ensure that client's written expectations for service and reporting are met. If important client expectations are in danger of not being met, escalate to supervisor.	Feedback from Clients to VPO and SVP indicates that written expectations for communication and service are being met. SCORECARD NEEDED? Client feedback on service performance during annual business reviews. Achieve service execution completion rates as agreed in writing.				
TRAVEL to a different retail market once per month to work with an SM and/or RM. Purpose is to refresh his/her knowledge of the client's service program & performance standards.	Trip every month.				
PROPOSAL DEVELOPMENT AND SUBMISSION: Ensures that PMNRs develop all new business proposals with input from retail operations group prior to proposal submission. Ensure that retail operations group has adequate time and opportunity to express concerns and arrive at solutions for accommodating the work prior to proposal submission. Grants exceptions to the above process [describe guidelines for exceptions.] Escalates exceptions outside of guidelines to supervisor.	Client expectations are clearly documented in the written proposal. No substantive failure to meet client written expectations due to lack of input and up-front buy-in from operations group.				
(Eventually) PROVIDE SCORECARD TO CLIENT WHICH MONITORS Completion %, Quality of Work, On Time Completion, Exceptions, etc.	Scorecard completed as agreed, Client feedback on validity of scorecard				
Key XYZ Operations Responsibilities		25%	5		1.25
UTILIZATION: See that utilization of all billable employees meets or exceeds company standard of (80%???)	Utilization report showing billable hours for each employee.				

REP OVER / UNDER HOURS FORECAST: See that employee schedules and available time are accurately represented in the forecast. Forecast acts as a single pipeline for managing all work.	Be able to accurately answer key questions such as, "What reps are under-utilized?" and "If we take a given piece of business, do we have the capacity to deliver?"				
INTERNAL "CUSTOMER SATISFACTION" SURVEY: Conduct survey to collect information on a confidential basis to allow the field & internal operations to evaluate each other on internal customer service.	Quarterly survey				
Financial Responsibility / Performance Measures / Reports		10%	5		0.5
CAPITAL BUDGETING: Provides supervisor with recommendation for capital expenditures that will support the retail service initiatives planned for each fiscal year.	Capital expenditures budgeted for in advance. No surprise requests.				
EARLY WARNING: Notifies supervisor immediately when costs may run above expected levels or revenues below expected levels.	Work completed within expected budget. No surprises.				
SEGMENT PROFITABILITY ANALYSIS: Conduct profitability analysis to determine if XYZ margin contribution goals for different business segments (Service, Resets, New Stores, and Projects MORE DETAIL REQUIRED?) are being met.	Contribution margin met for all segments of business. (Service XX%, Resets YY%, New Stores ZZ%, Projects AA%.) Contribution margin is defined as revenue less all direct labor and all direct costs, no supervisor or overhead burden applied.				
KEY REPORTS PRODUCED WEEKLY OR MONTHLY: - Sales and Cash Demand for existing customers - Exceptions to Operating Budget - Capital budget requests, updated every 90 days - Summary of personnel actions - Operating Budget Over / Under - MBO / Performance Reviews that are overdue - Summary reports showing effective communication from headquarters to the field (Release of work orders / directions / priorities to the field, Schedule final approval, Final approval for handling exceptions / issues in field, Field staff hire, fire, discipline, assignment decisions, Field performance standards / job descriptions, Field performance evaluations, Rep Hours Over / Under Capacity Forecast by Territory)	Accuracy and quality of reports produced				
Special Projects					
REP ROLODEX FOR SUPERVISORS, COMPANY	Completed on time, as directed by supervisor				
TIME AND EXPENSE TRACKING to aid in costing for various segments of the business	Completed on time, as directed by supervisor				
		100%			

Employee Total #####
Maximum Possible Score 5
Percent Attainment #####

Percent of Total Performance Evaluation From Section 1: 70%

SECTION 2: GENERAL COMPETENCIES EXPECTED IN THE POSITION
(Deferred until later Phases)

SECTION 3: SUCCESSES, ACHIEVEMENTS, NOTEWORTHY ACCOMPLISHMENTS, STRENGTHS

Describe any successes and noteworthy accomplishments during the last review period.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Any extra performance incentive to be awarded for accomplishments in Section 3? _____

SECTION 4: SPECIFIC AREAS FOR DEVELOPMENT

COLUMN HEADINGS: P = Priority (M=Must, S=Should, N=Nice To),

SR = Supervisor Rating (1-5), ER = Employee Self Rating

Mastery-level Performance	P	SR (1-5)	ER (1-5)
<p>Clear Direction / Mission / Values. Links the organization's mission / vision / values to everyday work. Provides clear direction to subordinates that supports the company's overall mission and values. Provides people with goals and targets in advance and measures their performance against those pre-defined targets. Holds employees accountable for conduct that is consistent with company mission and values, but does not criticize or downgrade an employee for things that they could not reasonably be aware of. Acid test is that even the lowest level employees can explain how they contribute to the mission and values of the organization. Clear on who reports to who, especially during times of rapid change.</p>			
<p>Learning, Continuous Improvement, Including Cost Reduction. Accepts personal responsibility for continued improvement / learning. Understands the mission of each individual work unit and how they work together. Consciously acquires new skills and competencies and can explain how they benefit the organization. Provides others with tools and approaches to solve problems and improve processes. Seeks information and ideas from multiple sources. Freely and intentionally shares ideas. Seeks better ways to perform routine parts of job. Continually seeks ways to reduce cost and improve margin for the company.</p>			
<p>Customer Value Focus. Actively supports the company imperative to provide extremely high value to customers. <u>knows and meets all of the expectations and requirements of internal and external customers</u>. Knows his/her customers and can describe their expectations. Collects information and develops resources to address situations where customer needs are not being met. Manages customer expectations; gains their trust and respect. Pushes management to resolve customer-related problems. Actively seeks customers' feedback on quality of service he or she provides.</p>			
<p>Cooperation With Other Units, Cross Boundary Thinking, No Factions. Actively works with other units outside of his/her department, especially in the area of field to headquarters cooperation. Encourages cooperation by taking responsibility for clearly communicating what the other unit can expect from him or her, and what he/she expects from the other unit. Builds trust across boundaries by working together to solve problems in ways that benefit all parties. Recognizes that unnecessary work and control steps often exist because different units do not trust each other. Works to build cooperation, reduce these unnecessary tasks and improve work and results for all – especially customers. Does not stop working on solving a problem simply because it is not within his/her department. Does not engage in faction building or encourage or tolerate behavior that tries to build one faction at the expense of another.</p>			

Communicates Contribution He/She Will Provide, Contribution Required from Others. Continually communicates with co-workers and customers on what outcomes he or she needs to produce and what outcomes he or she can expect from them. Conducts weekly cycle review meeting and requires that commitments made by team members during the meeting are reduced to writing. Holds team members accountable for keeping written commitments.			
Customer Meetings. Schedules a minimum quarterly meeting with the Top 10 clients to ensure current expectations are being met and to determine ways to expand the partnership beyond the existing relationship.			
Job Definition and Performance Evaluation. [insert from XYZ Job Definition Performance Evaluations Standards Goals when completed]			
Defines Performance for Subordinates and Organizations. Recognizes that an executive's first duty is to define the performance required from subordinates and organizations. Works diligently to define performance IN WRITING and in terms that can be objectively measured (where possible) and at least "judged" where objective measurement cannot be measured. Actively seeks input and buy-in from subordinates, but retains the responsibility for final decision on performance goals. Uses this definition as a major input for the job definition and performance evaluation mechanism. Strives to set these performance expectations well in advance whenever possible so that subordinates are judged by performance against pre-defined targets. Develop and maintain an organization chart that clearly defines reporting lines and responsibility.			
Training / Mentoring for Subordinates. Identifies key training needs for subordinates and creates written plan to meet the needs. Takes best advantage of all available training options to improve skills of subordinates for least cost. Organizes work so that on-the-job training is effective. Does not permit subordinates to be placed in situations where they lack the substantive skills needed for the job. RESULTS OF THIS EFFORT ARE MEASURED BY SUBORDINATE'S MBO COMPLETIONS AND PERFORMANCE EVALUATION SCORES.			

** Average Score on MUST Items:	#DIV/0!
** Maximum Possible Score	5
** Percent Attainment	#DIV/0!
Percent of Total Performance Evaluation for Section 4:	30%

EVALUATION SCORING SUMMARY, SUPERVISOR COMMENTS, EMPLOYEE COMMENTS AND OVERALL RATING

Section	% Attainment for Overall Evaluation	Percent of Total From This Section	Available Bonus	Bonus Earned
SECTION 1: TOP GOALS AND PRIORITIES FOR THE PERIOD	100%	70%	\$350	\$350
SECTION 2: GENERAL COMPETENCIES EXPECTED IN THE POSITION	n/a	n/a	n/a	#VALUE!
SECTION 3: SUCCESSES, ACHIEVEMENTS, NOTEWORTHY ACCOMPLISHMENTS, STRENGTHS	n/a	n/a	n/a	#VALUE!
SECTION 4: SPECIFIC AREAS FOR DEVELOPMENT	100%	30%	\$150	\$150
Totals	100%	100%	\$500	\$500

Supervisor Comments:

Employee Comments:

SUPERVISOR ACKNOWLEDGEMENT

This review has been conducted in accordance with XYZ' published Job Definition and Performance Evaluation system and in accordance with XYZ company values. IF EMPLOYEE'S RESPONSIBILITIES HAVE MATERIALLY CHANGED, I HAVE UPDATED THIS JOB DEFINITION ACCORDINGLY.

SUPERVISOR:

DATE:

EMPLOYEE ACKNOWLEDGEMENT

I agree that either (1) This review has been conducted in accordance with XYZ' published Job Definition and Performance Evaluation system and in accordance with XYZ company values or (2) I have been given the opportunity to voice any concerns about this process or my evaluation, either verbally or in writing in the comments section above. I understand that I have the right to escalate an appeal of this assessment to my supervisor's supervisor without fear of retaliation. I understand that I must make a clear and compelling business case, based on XYZ values, in order to have my appeal considered.

I agree to continue to do my best to perform the duties outlined in this job definition going forward.

EMPLOYEE:

DATE:

XYZ CRITICAL PRINCIPLES and Values:

- a) We Will Be the Best on the Planet at Helping our Customers Sell Products through Major Retail Chains. We will provide exceptional value and customer service and earn above-industry margins
- b) Right Person in Right Job, Based on Merit
- c) Encourage Surpassing Performance from All
- d) Focus and Clear Direction
- e) Fairness, Respect, Win-Win Treatment of All
- f) Devotion to the common cause ahead of self interest
- g) Discipline and Tough Decisions When Necessary (Financial and Operations)
- h) Protect and Grow XYZ as a Company of Value that People are Proud to Work For

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