

## ***The Preliminary Review Discussion (Form Sections II, IV, V)***

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### ***Philosophy***

With Amoco Performance Management, reviewing is not the end. It's simply another part of the ongoing performance management process.

As you've read, interim reviews should be planned and conducted throughout the year. The series of interim reviews leads to reviewing at the end of the performance cycle. Reviewing at the end of the performance cycle consists of two steps:

- The preliminary review discussion; and
- The formal review.

This two-step process of reviewing promotes openness and allows the employee and supervisor to mutually assess employee performance.

### ***Content***

The first part of reviewing is the preliminary review discussion. It has several purposes:

- To recognize and reinforce performance successes;
- To identify strengths that can be made even better;
- To reach an understanding about overall job performance;
- To look again at the next year's development action plans for additional developmental opportunities areas needing improvement; and
- To provide input for the formal review.

Success is a journey,  
not a destination.

—Ben Sweetland

### ***Forms used in the preliminary review discussion***

A key aspect of Amoco Performance Management is that it is a *process*, not a form. Various forms support performance management, but they do not take the place of the interaction that needs to happen between employees and supervisors. While process is the focus of a preliminary review discussion, a few forms are necessary to complete it:

- Performance management form;
- Employee input form; and
- Supplemental input forms.

### ***Process***

#### ***Steps in preparing for the preliminary review discussion: employee***

- Fill out the employee input form.
- Give completed input form to supervisor.
- Organize any notes from interim reviews held throughout the year.
- Make a list of questions to raise during the review.
- Conduct a self-review by completing Sections II, IVA, and IVB of the performance management form and bring it to the review discussion.

***Section II***—The employee should evaluate performance for each dimension line item which was applicable to the job. Note that even though performance meets requirements, the opportunity for further development may exist. In that case, both the “M” and the “O” columns would be checked.

***Section IVA***—Record dates interim reviews were completed.

**Section IVB**—The employee should comment on how well roles and accountabilities and objectives were met, and whether an outcome was accomplished through individual or joint effort. Significant activities which suggest exceptional performance or areas in which improvement is needed should be noted. Comments should be as specific as possible. The employee should note which scheduled developmental activities were completed. A written explanation should be provided if a developmental activity was not completed.

***Steps in preparing for the preliminary review discussion: supervisor***

- Send supplemental review forms to reviewers.
- Approach the employee to set up a review date and time.
- Summarize supplemental reviewers' comments and include these comments on the form. Supplemental review forms are not part of the permanent record.
- Prepare a draft of Sections II, IVA, and IVB of the form.

**Section II**—The supervisor should evaluate employee performance for each dimension line item which was applicable to the job. Note that even though the employee meets requirements, the opportunity for further development may exist. In that case, both the "M" and the "O" columns would be checked. The supervisor should provide comments describing specific events which support the effectiveness checkmark, particularly when "O" is checked.

**Section IVA**—Record dates interim reviews were completed.

*(continued)*

**Section IVB**—The supervisor should comment on how well roles and accountabilities and objectives were met, and whether an outcome was accomplished through individual or joint effort. Significant activities which suggest exceptional performance or areas in which improvement is needed should be noted. Comments should be as specific as possible. The supervisor should note which scheduled developmental activities were completed. A written explanation should be provided if a developmental activity was not completed.

***Conducting the preliminary review discussion***

- Agree on a date and time;
- Set the right climate;
- Ensure comfort and privacy;
- Allow enough time;
- Walk through the performance management form;
- Show supplemental input forms to employee, or summarize comments from them;
- Discuss areas of disagreement; and
- Record comments and documentation and prepare form for final typing.

### ***Conducting team reviews***

In some cases, you may have been working as part of a team. Amoco Performance Management allows flexibility for evaluating and developing employees who are involved with teams.

The following is one approach that could be used to conduct team reviews:

- Supervisor or team leader brings team together to discuss team objectives.
- Each team member comes prepared to discuss team objective.
- Each team objective is reviewed separately.
- Team members discuss the following questions:
  - To what extent was the goal accomplished?
  - What deviations from the action plan occurred? Why?
  - What barriers or hurdles were overcome?
  - Should another team goal be established for next year?
  - What ways can team effectiveness be improved?
  - Should other individuals be included on the team?
- Each team member identifies significant contributions to the accomplishment of team goals.

### ***Making judgment calls***

In the review, it may not always be easy to agree on the evaluation of performance. If a supervisor and employee can't reach mutual agreement, the supervisor needs to make a judgment call. However, the employee retains the option to document disagreements about the review.

Here are some guidelines for cases where a judgment call is necessary:

- Refer to specific, observable results, behaviors, and events.
- Use supportive, non-accusatory language.
- Think about how *you* would want to hear the message.
- Provide concrete examples of how to improve performance.

**II. Performance Dimensions**

Indicate to what degree each dimension is important to effective performance in this position and to what degree the employee is effective in each. Comment on specific incidents when appropriate.

Employee Name <b>Jeffrey A. Moco</b>	Date
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		Importance (-)			Effectiveness (-)		
		C	I	N	E	M	O
<b>Importance:</b> C - Critically important I - Important N - Not Applicable <i>(Do not rate effectiveness on dimensions marked "N")</i>		<b>Effectiveness:</b> E - Exceeds requirements M - Meets requirements O - Opportunity for Development <i>(Opportunities for Development may exist even when expectations meet requirements)</i>					
<b>Communication:</b>	Listens well		✓			✓	
	Effectively communicates with individuals throughout the organization	✓			✓	✓	
	Gives clear and complete oral instructions		✓		✓		
	Makes clear and well-organized presentations		✓			✓	✓
	Writes clearly and concisely		✓			✓	✓
	Other (specify)						
Comments:							
<b>Creativity/Innovation:</b>	Generates new ideas	✓				✓	
	Implements new and useful concepts effectively	✓			✓		
	Fosters innovation	✓				✓	
	Other (specify)						
Comments:							
<b>Decision Making:</b>	Makes timely and effective decisions consistent with business plans and department goals		✓			✓	
	Considers broader impact of alternatives		✓			✓	
	Delegates appropriately		✓			✓	
	Balances logic and intuition to take appropriate risks		✓			✓	
	Other (specify)						
Comments:							
<b>Participative Leadership:</b>	Creates participative climate		✓			✓	
	Effectively communicates mission and goals		✓		✓		
	Motivates by promoting mutual ownership of ideas and actions		✓			✓	
	Seeks input from others		✓			✓	
	Other (specify)						
Comments:							
<b>Performance Management:</b>	Mutually defines performance expectations and sets objectives		✓			✓	
	Mutually plans development		✓			✓	
	Mutually reviews and evaluates progress and results		✓			✓	
	Effectively works with supervisor to define, develop, and review personal performance		✓			✓	
	Other (specify)						
Comments:							
<b>Planning and Organizing:</b>	Identifies goals, directions and desired results	✓				✓	
	Anticipates problems and adjusts accordingly	✓				✓	
	Organizes work effectively and uses available resources (e.g. people, money, time)		✓				✓
	Other (specify)						
Comments:							

## ***The Formal Review (Form Section V)***

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### ***Philosophy***

The formal review is a brief process that follows the preliminary review discussion steps. The purposes of the formal review are to:

- Reinforce key points from the preliminary review;
- Request the next level of response and input; and
- Provide input for pay and other systems.

### ***Content and process steps***

After the preliminary review process, the supervisor submits the performance management form to the next level manager for comments, review and signing. Then, if there is another manager who should comment on the review, the supervisor gets that manager's comments and signature as well. Finally, the supervisor and employee sit down together and briefly look at the written review, including the next level manager's comments. At this time, the employee adds written comments in Section V of the form. Finally, the employee and supervisor both sign and date the form and provide the employee with a copy.