

AMOCO SKILLS

APPRAISAL

APM-MPG Skills Inventory

The Inventory is divided into eight performance dimension sections identifying the skills required to do your job.

Communication	Section I
Creativity/Innovation	Section II
Decision Making	Section III
Participative Management	Section IV
Performance Management	Section V
Planning and Organizing	Section VI
Teamwork	Section VII
Technical Skills	Section VIII

The following is a sample of skills and activities from the inventory.

	Skill and Activity Areas	Job	Self
1.	Listening to and understanding what others are saying.		
6.	Gaining respect quickly; making favorable first impressions.		
9.	Making clear, concise presentations		
15.	Proposing new ideas to my supervisor regarding goals, policies, improved work procedures.		
21.	Finding the real cause of problems before taking action.		
24.	Delegating responsibility to associates appropriate to their abilities.		
27.	Instilling commitment to quality and excellence.		
37.	Managing people of different cultural and ethnic backgrounds.		
40.	Seeking and accepting feedback for self-improvement without defensiveness.		
46.	Motivating associates by recognizing and reinforcing effective performance.		
47.	Achieving results within budget and on time.		
60.	Helping others when requested; pitching in.		
63.	Attending to the needs of customers and users of my services.		

**Amoco Performance Management (APM)
&
Performance Benchmarks**

**How Performance Benchmarks Support
Performance Management at Amoco**

Introduction

Amoco Performance Management (APM) is a mutual, ongoing process, driven by the business plan to help employees, supervisors, and managers: **define** the Roles and Accountabilities in the company and their objectives for performance; **develop** and improve their performance; and **review** and evaluate their performance against defined objectives.

APM focuses on development through four key principles:

Business driven - it links the individual to the business plan.

Mutuality - employees and supervisors work together to agree on objectives and performance expectations.

Consistency - it enables employees and supervisors to look at both *what* and *how* things are accomplished.

Communication - the foundation of performance management is effective communication between employees and supervisors.

Performance Benchmarks are a vital component of APM, designed to help employees and supervisors:

clarify the behaviors associated with APM dimensions and dimension components;

enhance job skills, or dimensions, through ongoing development and review;

identify and balance technical and APM dimension abilities;

write comprehensive, behaviorally specific performance reviews.

The performance benchmarks are accompanied by APM Performance Benchmarks Training materials, which provide additional tools for participants and trainers. These materials consist of:

- Participant Guide
- Exercises
- Leader Outline
- Overheads
- Evaluation Form

The Participant Guide explains the value of performance benchmarks and how they can be used to enhance job skills and performance. Practical examples help to relate the benchmark concept to daily activities and responsibilities. Exercises are also available, providing an opportunity for participants to practice effective use of performance benchmarks and avoid common pitfalls. The Leader Outline simplifies the teaching process by highlighting key learning points, which are cross-referenced to the Participant Guide, Exercises, and overheads.

How APM Performance Benchmarks Support the DEFINING Stage of Performance Management

DEFINING

Business Plans
Roles and Accountabilities
Objectives
APM Dimensions
Interim Review Date

By mutually defining expectations, based upon business plans and strategies, both the employee and supervisor are better equipped to do their jobs.

Performance Benchmarks are especially relevant to the first three steps of the Defining stage. Employees and supervisors work together to target necessary job skills, both APM dimensions and technical, and to clarify and reach mutual understanding of each employee's level of performance regarding those skills. The Performance Benchmarks are used to:

- establish a common frame of reference for discussing performance;
- clarify APM dimensions and their relationship to business objectives;
- establish the individual's role and/or the team's roles and accountabilities;
- develop objectives closely tied to department goals that also take into account individual needs.

Because employees have buy-in at the Defining stage, Performance Benchmarks are recognized as a valuable tool in evaluating and improving performance. They identify levels of performance not only satisfactory but excellence and opportunities for improvement. Performance Benchmarks are the cornerstone for the Developing stage.

How APM Performance Benchmarks Support the DEVELOPING Stage of Performance Management

DEVELOPING

Ongoing Development Issues
APM Plans
Coaching
Interim Reviews

Developing is something that happens all the time. It s ongoing. It s the glue that holds the Performance Management process together.

During the Developing stage, teamwork and objective observation help to identify ways to improve individual performance and the efforts of the team and the department as a whole. An increased sense of involvement and ownership of the processes involved leads to greater productivity and satisfaction.

The APM Performance Benchmarks will help to reinforce and develop new attitudes as well as new methods, such as the following:

- establishing an environment in which demonstrating and observing performance is acceptable and desirable.
- recognizing that development is a continuous process that requires ongoing feedback and coaching.
- developing a plan to identify when and where various APM dimensions might be demonstrated and observed.
- determining an employee s strengths and opportunities for development.
- avoiding comparison of one employee s behaviors with those of another.
- discussing performance in terms of behaviors that can be observed and developed.
- mutually setting developmental goals and updating development plans on a regular basis.

How APM Performance Benchmarks Support the REVIEWING Stage of Performance Management

REVIEWING

Mutual Evaluations
Preliminary Reviews
Formal Reviews

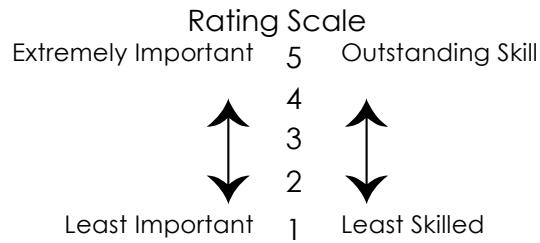
Reviewing is not the end. It s simply another part of the ongoing Performance Management process.

During the Reviewing stage, the supervisor and the employee discuss the employee s performance and development progress. Employees and supervisors can refer to the Performance Benchmarks when:

- considering work behaviors.
- writing behavioral examples and descriptions of performance strengths and weaknesses on the review form.
- providing feedback on specific work behaviors.
- determining continuous improvement needs for the future.
- discussing job performance and skill development.

Even though an employee s performance meets or exceeds requirements, the opportunity for further development may still exist. The Performance Benchmarks can be used to provide specific comments describing activities that support the review. The completed review can serve as a basis for continuing improvement.

Using the Results



Critical Skills		
Skill	My Rating	Manager's Rating

(Some of the skills that you and your manager agree are vital to your job)

Job Gaps		
Skill	My Rating	Manager's Rating

(Where you and your manager differ on the importance of a skill to your job)

Talents		
Skill	My Rating	Manager's Rating

(Where you and your manager agree on your outstanding skills)

Development Needs		
Skill	My Rating	Manager's Rating

(Some of the skills where you and your manager agree development would be helpful)

Skill Gaps		
Skill	My Rating	Manager's Rating

(Some of the skills where you and your manager differ on your skill level)

**Self-Improvement Actions
Development Discussion**