

PERFORMANCE FEEDBACK PROCESS

January 6, 2017

Providing meaningful performance feedback, both positive and constructive, to employees is very important to both the company and each individual within the organization. It gives each person the opportunity to take their performance to a higher level which drives better company performance.

Our performance feedback process provides an opportunity for a meaningful two-way exchange regarding performance, support, developmental/training needs, and targets. For it to be successful, both Appraiser and Appraisee need to enter the process with a mindset of continual improvement and prepare for an open and honest dialogue regarding performance and development. Following are specific responsibilities for both the appraiser and appraisee.

Appraiser's Responsibilities

The appraiser prepares for the private performance feedback meeting with the appraisee by completing the appropriate sections of the feedback form (see "Prior to the Feedback Meeting" guide below). Thoughtful consideration must be given to each section in order to ensure that the feedback is meaningful to the appraisee. Once the appropriate sections are completed, the appraiser must schedule a private meeting with the appraisee in order to provide him/her with feedback regarding his/her performance for the review period. During the feedback meeting, the appraiser takes the time to thoroughly explain each rating and comment, as well as soliciting and documenting the appraisee's input as appropriate (refer to the "During the Feedback Meeting" guide below). At the conclusion of the meeting, the completed, signed and dated feedback form should be delivered to Human Resources. The appraiser should retain a copy of the completed form to ensure progress toward defined targets and development activities.

Appraisee's Responsibilities

The appraisee prepares for the private performance feedback meeting by considering each section of the feedback form but most importantly:

- Is there anything I should have noticed but I did not? (Anything that Appraiser did not notice during the review period?)
- Training and other support? (Are there training/development opportunities and/or other support that the appraisee needs?)
- Targets for the next years/year/months? (Appraisee's feedback and input regarding targets.)
- Comments, Suggestions, Questions, Complaints? (Appraisee's comments, etc. regarding the feedback, review period, etc.)

During the feedback meeting the appraisee engages in a meaningful two-way exchange with the appraiser. Appraisee will be asked to respond to the specific questions above. At the conclusion of the feedback meeting, the appraisee signs and dates the completed form to acknowledge his/her review of it. The appraisee should retain a copy of the completed form to ensure progress toward defined targets and development activities.

Our process of providing regular meaningful performance feedback, setting clear targets, and providing necessary support, including development, through a two-way exchange is in line with our Values, as well as our Promise of being an attractive employer. Should you have any questions regarding the above process, please contact your local HR representative for assistance.

Performance Feedback Process

| Section / Box | Prior to Feedback Meeting | During Feedback Meeting |
|---|---|---|
| Name & Review Period | <u>Appraiser</u> prints Appraisee’s name and the review period at the top of the form | |
| PDD Feedback | <u>Appraiser</u> enters the APPROVED PDD rating (Performance and Potential). | <u>Appraiser</u> reviews and thoroughly explains both the APPROVED PDD performance and potential ratings entered in this box, and discusses with Appraisee. |
| That was impressive | <u>Appraiser</u> describes observed superior performance (be specific). | <u>Appraiser</u> reviews and thoroughly explains observed performance documented in this box, and discusses with Appraisee. |
| ... that not so much | <u>Appraiser</u> describes observed performance that needs improvement (be specific). | <u>Appraiser</u> reviews and thoroughly explains observed performance documented in this box, and discusses with Appraisee. |
| You are... | <u>Appraiser</u> selects appropriate rating in this box (NOTE: this rating must reflect observed performance which should be aligned with the PDD “ <u>Performance</u> ” rating.) | <u>Appraiser</u> reviews and thoroughly explains performance rating documented in this box, and discusses with Appraisee. |
| Is there anything I should have noticed but I did not?* | <u>Appraisee</u> considers overall performance during review period. | <u>Appraiser</u> asks Appraisee this question and documents his/her response in this box. <u>Appraisee</u> shares thoughts for discussion. |
| Training and other support?* | <u>Appraiser</u> documents any training/development activities identified for Appraisee through the PDD process in this box. <u>Appraisee</u> considers training and support which could benefit future performance and development. | <u>Appraiser</u> reviews planned training/development activities documented here with Appraisee, and asks Appraisee for input. Expands on plan, if appropriate. <u>Appraisee</u> shares thoughts for discussion. |
| Targets for the next years/year/months?* | <u>Appraiser</u> documents planned objectives for the upcoming period in this box. <u>Appraisee</u> considers objectives for coming period. | <u>Appraiser</u> reviews planned objectives and timing documented here with Appraisee and asks Appraisee for input. Expands on plan, if appropriate. <u>Appraisee</u> shares thoughts for discussion. |
| Comments, Suggestions, Questions, Complaints?* | <u>Appraisee</u> considers what could have been better during overall performance review period | <u>Appraiser</u> asks Appraisee if s/he has any comments, suggestions, questions or complaints and documents Appraisee’s response/s in this box. <u>Appraisee</u> shares thoughts for discussion. |
| Signatures / Dates | | Both <u>Appraiser</u> and <u>Appraisee</u> sign and date this feedback document to acknowledge their review of it. |

* Discussions that the appraisee should prepare for prior to the feedback meeting.