

**PERFORMANCE AND DEVELOPMENT PLAN
(FOR MANAGERS AND SPECIALISTS)
(For COO & TVAN Use Only)**

Name GARY L. FISER

Social Security Number [REDACTED]

Position Senior Chemistry & Environmental Specialist

Organization Chemistry & Environmental Protection

Review Period 10/1/94 to 9/30/95

Date of Annual Performance Review _____

PERFORMANCE RATINGS DEFINITIONS

- Exceeds Expectations** Individual far exceeds expectations for this objective or expectation. Frequently makes significant contributions well beyond job responsibilities.
- Meets Expectations** Individual consistently meets expectations for this objective or expectation. Employee knows and performs the job well. May occasionally exceed expectations in some areas. Fully competent and valuable employee.
- Meets Some Expectations** Individual partially meets expectations for this objective or expectation. Improvement in this area is necessary for the employee to fully meet expectations. Performance does not indicate successful completion of all assigned responsibilities.
- Unacceptable** Individual consistently below expectations and performance is unacceptable for this objective or expectation. May require more supervision than expected. Improvement required to meet expectations.

QUARTERLY REVIEW DISCUSSIONS

1st

<u>Manager</u>	<u>Employee</u>
<i>[Signature]</i>	<i>[Signature]</i>
Initials	
<u>1/5/95</u>	
Date Discussed	

2nd

<u>Manager</u>	<u>Employee</u>
<i>[Signature]</i>	<i>[Signature]</i>
Initials	
<u>4/17/95</u>	
Date Discussed	

3rd

<u>Manager</u>	<u>Employee</u>
<i>[Signature]</i>	<i>[Signature]</i>
Initials	
<u>8/14/95</u>	
Date Discussed	

4th

<u>Manager</u>	<u>Employee</u>
<i>[Signature]</i>	<i>[Signature]</i>
Initials	
<u>10/30/95</u>	
Date Discussed	

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PERFORMANCE OBJECTIVES	PERFORMANCE SUMMARY	WEIGHT	EXPECTATIONS				TOTAL
			4 EXCEEDS	3 MEETS	2 MEETS SOME	1 UNACCEPTABLE	
Establish specific results or goals that this employee is expected to achieve during this rating period. (Additional pages may be used as necessary).	Review performance against each objective. Discuss results achieved, areas of success, and improvements needed. Cite examples where appropriate below. Then mark (X) in the column on the right which best describes the employee's performance.						
1) Meet the expectations of the Corporate Chemistry & Environmental Protection (C&EP) FY95 Business Plan, Management Expectations and Goals as determined by the Corporate C&EP Task List.	Satisfactory results achieved.	15%		X			45
2) Maintain focus on C&EP/TVAN Top Ten priorities list.	Satisfactory results achieved.	15%		X			45
3) Support adherence to the FY95 budget requirements & continually look for effective ways to reduce costs.	Satisfactory results achieved.	5%		X			15
4) Function as lead chemical engineer in support of WBN site startup preparation.	Excellent effort; Gary played a key role in assisting the site staff in addressing program deficiencies/solving problems in startup preparation.	5%	X				20
5) Visit TVAN sites on a routine basis (consistent with REP responsibilities) and exhibit a high level of support for site activities. Site badging to be accomplished as required.	Excellent effort; Gary consistently exhibited a high level of support for site activities. He was a key player in helping to address critical issues at all sites.	15%	X				60
6) Pursue a high level of technical capability by personal development and attendance at appropriate conference/meeting.	Satisfactory results achieved.	5%		X			15
7) Manage implementation of multi-site raw water contract.	Satisfactory results achieved.	5%		X			15
8) Assist in development of monthly and annual chemistry report for WBN and perform routine data reviews.	The annual chemistry report was completed. Monthly reporting has started, but improvement is still needed to get a complete report issued by the site staff on a consistent basis.	5%		X			15
TVA 4535 (1-93) [2-95] 2		Performance Objectives = 70 Percent of Total Weight				Total	230

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PERFORMANCE BEHAVIORS

BEHAVIORS	PERFORMANCE SUMMARY	* W E I G H T X	X	EXPECTATIONS				T O T A L
				4 E X C E E D S	3 M E E T S	2 M E E T S S O M E	1 U N A C C E P T A B L E	
<p>These behaviors come directly from TVA's workforce mission. Employee and supervisor jointly decide which of these behaviors specifically apply for the review period. Choose up to six behaviors, with no behavior receiving a weight of less than 5.</p>	<p>Review performance against each behavior. Discuss results achieved, areas of success, and improvements needed. Cite examples where appropriate below. Then mark (X) in the column on the right which best describes the employee's performance.</p>							
<p>1. High Performance Sets clear goals for self and others; includes the needs of customers in setting these goals; shows persistence and dependability in accomplishing goals; looks for ways to make projects successful rather than finding reasons for failure; takes personal responsibility for ensuring results are achieved.</p>	<p>Excellent effort; Gary has been very proactive in this area. He consistently takes the lead in finding solutions to problems to make projects/programs successful and assumes personal responsibility.</p>	5%		X			20	
<p>2. Teamwork Shows a team orientation by placing team goals over individual goals; effectively communicates information needed for task completion; contributes actively to group projects and meetings; develops positive and productive relationships with other team members; works to turn conflict into "win-win" situations; looks for shared goals with other workgroups.</p>	<p>Excellent effort; Gary is a superb team player. He interacts well with peers and site counterparts. He has worked well at all sites and has been invaluable in keeping key programs moving forward. He has often been asked to step into crisis situations and has always met the challenge.</p>	5%		X			20	
<p>3. Diversity Seeks and uses a broad range of experiences, backgrounds, and points of view to achieve organizational goals; treats co-workers with dignity and respect; encourages and supports actions to ensure a representative demographic mix in the workforce.</p>								
<p>4. Innovation Develops original, cost effective, and resourceful approaches to work situations; encourages and recognizes the initiative and creativity of others; takes appropriate levels of action to get the job done right.</p>	<p>Excellent effort; Gary always looks for and pursues cost effective and efficient ways to complete tasks.</p>	5%		X			15	

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Total

55

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PERFORMANCE BEHAVIORS

BEHAVIORS	PERFORMANCE SUMMARY	WEIGHT	X	EXPECTATIONS				TOTAL
				4 EXCEEDS	3 MEETS	2 MEETS SOME	1 UNACCEPTABLE	
<p>These behaviors come directly from TVA's workforce mission. Employee and supervisor jointly decide which of these behaviors specifically apply for the review period. Choose up to six behaviors, with no behavior receiving a weight of less than 5.</p>	<p>Review performance against each behavior. Discuss results achieved, areas of success, and improvements needed. Cite examples where appropriate below. Then mark (X) in the column on the right which best describes the employee's performance.</p>							
<p>5. Continuous Improvement Determines customer expectations; identifies strengths and weaknesses in present work methods; uses Quality problem-solving tools and techniques to develop new and more effective methods; creates a non-blaming atmosphere while exploring past mistakes and future methods changes; evaluates continuous improvement for self, suppliers, and customers by: determining performance benchmarks, setting explicit, measurable goals, and measuring progress toward goals.</p>	<p>Excellent effort; Gary always sticks with problems until they are solved. He has the ability to work with site counterparts in getting good solutions/fixes in place. He always strives to seek a win-win situation.</p>	5%		X			20	
<p>6. Coaching and Developing Sets clear performance expectations with each employee; provides ongoing feedback; works with employees to prepare individual development plans; provides support and resources for implementation of development plans; evaluates performance based on established expectations.</p>								
<p>7. Leadership Consistently communicates a clear direction for the workgroup; gains commitment and participation by modeling actions necessary to accomplish the direction; implements an organizational or cultural change that gives action to organizational vision; recognizes and rewards others for their contributions.</p>								
<p>8. Communication Sends and receives information clearly, accurately, thoroughly, and effectively; verbal, written, up, down, lateral, one-to-one, and group communication.</p>	<p>Satisfactory results achieved.</p>	5%			X		15	
							Total	35

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BEHAVIORS	PERFORMANCE SUMMARY	WEIGHT %	EXPECTATIONS				TOTAL
			4 EXCEEDS	3 MEETS	2 MEETS SOME	1 UNACCEPTABLE	
<p>These behaviors come directly from TVA's workforce mission. Employee and supervisor jointly decide which of these behaviors specifically apply for the review period. Choose up to six behaviors, with no behavior receiving a weight of less than 5.</p>	<p>Review performance against each behavior. Discuss results achieved, areas of success, and improvements needed. Cite examples where appropriate below. Then mark (X) in the column on the right which best describes the employee's performance.</p>						
<p>9. Interpersonal Skills Interacts with others in ways that enhance understanding and respect.</p> <p>10. Judgement and Decision Making Shows readiness to take action based on factual information and logical assumptions.</p> <p>11. Planning and Organizing Sets goals and develops strategies for meeting goals.</p> <p>12. Technical Shows familiarization and utilization of tools, equipment, concepts, methods, and procedures which are discipline specific and necessary for professional excellence.</p>	<p>Satisfactory results achieved.</p>	5%		X			15
*Performance Behaviors = 30 Percent of Total Weight						Total	15

OVERALL PERFORMANCE

FORMULA

Objectives Rating Total = 230
 Behaviors Rating Total = 105
 Overall Rating Total = 335 Divided by 100 = 3.35

RATING

EXCEEDS	MEETS	MEETS SOME	UNACCEPTABLE
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4/3.6	3.5/2.6	2.5/2.0	1.9 and Below

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STRENGTHS/DEVELOPMENTAL NEEDS (To be completed by supervisor with employee input.)

ns: Ability to work effectively with site personnel; total team player; excellent understanding of site operational chemistry.

Overall Dev. Needs: Continue support of the WBN startup effort; continue to focus on getting a complete WBN monthly chemistry report issued on a routine basis; continue to focus on work planning/timely task completion.

CAREER OBJECTIVES (0 - 3 years)

Employee's stated Career Objectives: (Priority order)

- (1) Manager, Chemistry and Environmental Protection (3) _____
- (2) _____ (4) _____

INDIVIDUAL DEVELOPMENT PLAN

AREAS FOR DEVELOPMENT List specific knowledges, skills, and behaviors to be developed. Indicate areas of current performance which need to be developed with an asterisk (*).	ACTION List steps which can and will be taken to address these development needs.	TARGET DATE FOR COMPLETION (12-18 mo.)	COMPLETION (X)
Develop computer based skills Develop computer based skills Develop computer based skills Develop computer based skills Develop computer based skills Develop computer based skills Develop computer based skills	Attend MS Word Processing Trng Attend Lotus Freelance Trng Attend MS Excel I and II Trng Attend MS Project I and II Attend Harvard Graphics Trng Attend MS Access Database Trng Attend MS Power Point Trng	TBD TBD TBD TBD TBD TBD TBD	Items could not be completed due to work scheduling changes affected by the loss of 2 group members this review period.

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OVERALL SUMMARY OF PERFORMANCE:

overall performance continues to be very good. His aggressive approach toward his job has been evident in the chemistry turnaround at both MBN and SON. He has worked very well with all site staffs and is very dependable in the followup of items they request of him. His indepth knowledge and understanding of site operational chemistry has proven to be a key attribute for our staff in assisting the sites.

EMPLOYEE ACKNOWLEDGEMENT: (My signature means that I have been advised of my performance)

Employee's Comments:

EMPLOYEE SIGNATURE: [Signature] DATE: 10-30-95

APPROVALS:

SUPERVISOR SIGNATURE: [Signature] DATE: 10/30/95

ER&D REVIEW: [Signature] DATE: 11/14/95

NEXT LEVEL SUPERVISOR REVIEW AND ENDORSEMENT: [Signature] DATE: 11/4/95

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