

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

Name SAM L. HARVEY III

Social Security Number [REDACTED]

Position Senior Chemistry & Environmental Protection 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

<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>4th</u>
<u>Manager Employee</u>	<u>Manager Employee</u>	<u>Manager Employee</u>	<u>Manager Employee</u>
_____ Initials	_____ Initials	_____ Initials	_____ Initials
_____ Date Discussed	_____ Date Discussed	_____ Date Discussed	_____ Date Discussed

CD000639

**PERFORMANCE
IVES**

PERFORMANCE OBJECTIVES	PERFORMANCE SUMMARY	WEIGHT X	EXPECTATIONS				TOTAL
			4 EX CEEDS	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) Chair and schedule Analytical Working Group meetings. Target Date: Quarterly	Working Group progress was interrupted due to other site related priorities taking precedent. Sam supported those tasks shifted to other groups (i.e., QITs, etc.).	3%		X		9	
2) Assist Sequoyah with optimizing condensate polisher regenerations to minimize resin degradation and provide for improved secondary chemistry control with ETA, boric acid, and hydrazine while minimizing sodium and sulfate ingress. Target Date: 9/30/95	Excellent effort; Sam has played a major role in developing the plan and carrying out the various tasks. He assumed ownership and is proactive in moving the process forward to completion.	10%	X			40	
3) Assist the sites in development and implementation of Chemistry Improvement plans to improve the Chemistry Program at each site. Target Date: 9/30/95	Development of plan/tracking document was completed. Continued followup with the site is needed to keep tasks on track.	10%		X		30	
4) Perform site chemistry oversight, technical support and program guidance as required. Target Date: 9/30/95	Good effort in this area was observed. Sam has been proactive in assisting the SQN Chemistry Manager in focusing on critical elements of the program which has been a key factor in helping the program to improve as acknowledged in several program reviews within and externally of TVA.	10%		X		30	
5) Perform two peer reviews a week at SQN, and assist site in correcting identified deficiencies. Target Date: 9/30/95	Satisfactory peer reviews were performed. However, Sam's schedule was interrupted in the 4th quarter due to his commitment to S/G chemical cleaning of Unit 1.	5%		X		15	
6) Provide short and long term data trending evaluations and recommendations for SQN and assist with issuance of a monthly and annual report. Target Date: 9/30/95	Excellent effort; Sam was the key player in facilitating weekly data reviews by the SQN chemistry staff. He willingly took the lead in preparing the monthly chemistry reports and has helped establish a sound process in data trending and review.	12%	X			48	
7) Assist SQN in improving the SQN chemistry program deficiencies such as identified from the last INPO audit. Target Date: 9/30/95	Sam has worked diligently in helping the SQN site staff in correcting outstanding INPO identified deficiencies.	10%		X		30	
TVA 4535 (1-93) [2-95] 2		Performance Objectives - 70 Percent of Total Weight				Total	202

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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.						
8) Assist SQN in the implementation of the Chemistry Upgrade project, Raw Water treatment program, molar ratio control project, makeup water program and S/G chemical cleaning program. Target date: 9/30/95	Progress has been satisfactory. However, raw water treatment has been slowed due to budgetary cutbacks.	5%		X			15
9) Serve as Dose Assessor in support of the REP. Target Date: 9/30/95	Satisfactory performance.	2.5%		X			7.5
10) Assist with benchmarking of the chemistry program to recommend chemistry goals and best industry practices. Target Date: 9/30/95	Satisfactory performance.	2.5%		X			7.5
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TVA 4535 (1-93) [2-95] 2		Performance Objectives = 70 Percent of Total Weight				Total	30

PERFORMANCE / IORS

BEHAVIORS	PERFORMANCE SUMMARY	WEIGHT %	X	EXPECTATIONS				TOTAL
				4	3	2	1	
				EXCEEDS	MEETS	MEETS SOME	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>1. High Performance</p> <p>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>Goal setting has been performed. Continued focus is needed to help SQN in their achievement.</p>	5%		X			15	
<p>2. Teamwork</p> <p>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>Sam's teamwork has shown improvement over the review period. He continues to focus on being a good team player.</p>	5%		X			15	
<p>3. Diversity</p> <p>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</p> <p>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>Satisfactory results achieved.</p>	5%		X			15	
							Total	45

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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</p> <p>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>Satisfactory results achieved.</p>	<p>5%</p>	<p>X</p>				<p>15</p>	
<p>6. Coaching and Developing</p> <p>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</p> <p>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</p> <p>Sends and receives information clearly, accurately, thoroughly, and effectively; verbal, written, up, down, lateral, one-to-one, and group communication.</p>								

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PERFORMANCE OBJECTIVES

BEHAVIORS	PERFORMANCE SUMMARY	* W E I G H T %	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>9. Interpersonal Skills</p> <p>Interacts with others in ways that enhance understanding and respect.</p> <p>10. Judgement and Decision Making</p> <p>Shows readiness to take action based on factual information and logical assumptions.</p> <p>11. Planning and Organizing</p> <p>Sets goals and develops strategies for meeting goals.</p> <p>12. Technical</p> <p>Shows familiarization and utilization of tools, equipment, concepts, methods, and procedures which are discipline specific and necessary for professional excellence.</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>Sam has shown improved decision making. He takes a more proactive approach toward finding solutions to problems.</p> <p>Satisfactory results achieved.</p>	5%		X			15	
		5%		X			15	
*Performance Behaviors = 30 Percent of Total Weight							Total	30

FORMULA

Objectives Rating Total = 232

Behaviors Rating Total = 90

Overall Rating Total = 322 Divided by 100 = 3.22

OVERALL PERFORMANCE

RATING

EXCEEDS

4/3.6

MEETS

3.5/2.6

MEETS SOME

2.5/2.0

UNACCEPTABLE

1.9 and Below

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

Overall St. Needs: Technical depth in steam generator/balance of plant (rv. _____)

Overall St. Needs: Willingness to support site chemistry staffs.

Overall Dev. Needs: Continue improvement in the area of teamwork; continue to help facilitate getting raw water/makeup water treatment implemented at SQN after Unit S/G chemical cleaning is complete; continue to steer key SQN chemistry programs/plan to completion (i.e., secondary chemistry optimization).

CAREER OBJECTIVES (0 - 3 years)

Employee's stated Career Objectives: (Priority order)

- (1) Site Chemistry Manager (3) _____
- (2) Site Rad/Chem Manager (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)
1) Systems training course 2) Attend radiochemistry course 3) Attend high temperature S/G corrosion course 4) Spend increased time onsite at SQN to become more familiar with day-to-day system chemistry 5) Attend environmental courses on hazardous materials, clean air act, and clean water act; Obtain Hazardous Material Certification 6) Supervisor development course 7) INPO 8) Plant programs 9) Rotate assignments CD000845	Attend SQN plant systems training Obtain Hazardous Materials certification Supervisory development Attend INPO peer evaluator training & perform an audit with INPO as a peer Plant program review Rotational assignments	01/96 09/95----- 09/95----- 09/95 06/96 01/96 01/97 01/96 01/97	--not completed due to work --schedule changes (loss of --group personnel this --review period) COMPLETE

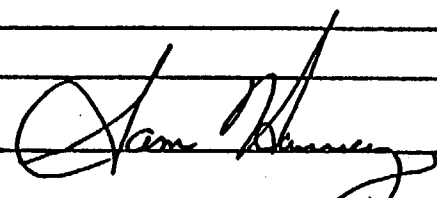
BRIEF SUMMARY OF PERFORMANCE:

Sam's overall performance has been good to very good this period. He has made good strides in improving his performance in key areas identified in FY94. He excelled in his overall support of the SON chemistry program and played a key role in the Program Improvement as reflected in the last INPO review. He has helped the site to reestablish key fundamental processes such as routine data trending and review. He has been the key chemistry representative for the S/G chemical cleaning task for Unit 1. His lead role in the secondary chemistry optimization program has been well noted. Keep up the good work!

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

Employee's Comments: *I agree with the appraisal and will continue to strive to improve my performance. I would like to get more training in management & people skills to further improve and will request this as part of my 1996 LDP*

EMPLOYEE SIGNATURE: _____



DATE: 10/30/95

APPROVALS:

SUPERVISOR SIGNATURE: _____

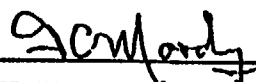


DATE: 10/30/95

ER&D REVIEW: _____

DATE: _____

NEXT LEVEL SUPERVISOR REVIEW AND ENDORSEMENT: _____



DATE: 11/4/95

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