

LANE TRANSIT DISTRICT **BOARD OF DIRECTORS WORK SESSION**

Wednesday, August 16, 2023 5:30 – 6:30 p.m.

IN-PERSON & VIRTUAL MEETING

LTD Board Room

3500 E. 17th Avenue, Eugene (Directions below)

Zoom: Link to watch live provided on the web calendar at www.LTD.org. Broadcasting: Watch live on channel 21 or via link: https://metrotv.ompnetwork.org/

		AGENDA		
		<u>ITEM</u>	<u>Time</u>	Page
I.	CA	ALL TO ORDER	5:30 p.m.	
II.	RC	DLL CALL		
		Gino Grimaldi (President)		
		Kelly Sutherland ☐ Lawrence Green (Treasurer) ☐ Michelle Webber ☐ Heather Murphy		
III.	CC	DMMENTS FROM BOARD PRESIDENT		
		is agenda item provides an opportunity for the Board president to formally communicate with the ard on any current topics or items that may need consideration.		
IV.	CC	DMMENTS FROM THE GENERAL MANAGER		
		is agenda item provides an opportunity for the general manager to formally communicate with the ard on any current topics or items that may need consideration.		
V.	A٨	INOUNCEMENTS AND ADDITIONS TO AGENDA		
		is agenda item provides a formal opportunity for the Board president to announce additions to the enda, and also for Board members to make announcements.		
VI.	AL	IDIENCE PARTICIPATION	5:35 p.m.	
	pub opp be lim	blic Comment Note: The Board sets aside time at the beginning of the meeting for members of the blic to provide public comment. We appreciate hearing from the public and encourage use of this portunity. Comments are directed to the Board. If a Board member has a clarifying question, it will directed to staff when the person testifying has completed his/her comments. Public testimony is ited to three (3) minutes per community member. Testimony may be provided via e-mail at rk@ltd.org.		
	A.	EMPLOYEE ENGAGEMENT SURVEY RESULTS: Materials Included [Michelle Peterson, Human Resources Manager]	5:45 p.m.	3
		Action Needed: Information and Discussion		
	В.	GENERAL MANAGER EVALUTATION PROCESS: Materials Included [Mark Knudtson/SDAO]	6:05 p.m.	9
		Action Needed: Information and Discussion		
∕II.	ΑD	DJOURNMENT	6:25p.m.	
Tho	facili	ty used for this meeting is wheelchair accessible. To request a reasonable accommodation or		

The facility used for this meeting is wheelchair accessible. To request a reasonable accommodation or interpreter, including alternative formats of printed materials, please contact LTD's Administration office no later than 48 hours prior to the meeting at 541-682-5555 (voice) or 7-1-1 (TTY through Oregon Relay).

<u>Time</u> Page

LTD Administrative Office: The office is located at 3500 East 17th Avenue (off Glenwood Blvd. in Glenwood). Click here for a map.

Bus:

<u>From Eugene Station</u>: Take the EmX bus from the LTD Downtown Station and get off at the outbound Glenwood EmX stop (in front of Planned Parenthood). From there walk west to the corner of Franklin Blvd. and Glenwood Blvd. and turn left. Continue walking south on Glenwood Blvd to 17th Avenue and turn left. The building entrance faces 17th Avenue.

<u>From Springfield Station</u>: Take the EmX bus from the Springfield Station and get off at the outbound Glenwood EmX stop (across Franklin Blvd. from Lane Forest Products). From there walk east to the crosswalk to cross Franklin Blvd., proceed south on Glenwood Blvd. Continue walking south on Glenwood Blvd to 17th Avenue and turn left. The building entrance faces 17th Avenue.

Bicycles: There are covered bicycle racks located by the front entrance.

Parking: Parking is available for free in the parking lot at the front of the building on 17th Avenue.



AGENDA ITEM SUMMARY

DATE OF MEETING: August 16, 2023

ITEM TITLE: EMPLOYMENT ENGAGEMENT SURVEY

PRESENTER: Michelle Peterson, Interim Director of Human Resources

CHIEF OFFICER: Jameson Auten, General Manager/Chief Executive Officer

ACTION REQUESTED: Information and Discussion

PURPOSE: To provide the results of the 2023 Employee Engagement Survey for review and discussion.

<u>DESCRIPTION</u>: Employee engagement is included as one of the strategic areas of focus in the Districts Strategic Business Plan. Staff will review and discuss the results of this years survey with the Board.

SUPPORTING DOCUMENTATION:

1) Presentation

PROPOSED MOTION: None. Information only.



Building better workplaces through compliance, culture, connection

Employee Engagement Survey Lane Transit District July 2023

Methodology

- Online survey conducted in May and June 2023
- > 65-item questionnaire: 62 benchmark rated, 3 open-ended questions
- > Overall, 73% response rate (237 out of 323 employees), up from 58% in 2022
- Measure both satisfaction and engagement levels
 - Engagement: determined by Cascade's proprietary algorithm
- > Where applicable, **comparisons are made to:**
 - Union
 - National all-company benchmarks for engagement
- Data Breakout Groups:
 - Management/Non-Management
 - Union/Admin
 - Departments

Overall Highlights

- Response rate was significantly higher than in 2022
- Only three statements overall rated lower than in 2022
- > The overall score increased by .23, which is significant
- Transit Operations had the most improved score, increasing by .47
- Transit Operations improved its engagement from 8% to 16%.
- Marketing and Communication had the most significant increase in engagement increasing from 17% to 78%
- Finance had the most significant decrease in engagement decreasing from 40% to 33%
- Engagement with union employees increased 9 points from 5% to 14%

Overall Highest Rated Statements

- Our health benefits are competitive (4.55)
 (4.39 in 2022)
- Our overall benefits package is competitive (4.39) (4.20 in 2022)
- I'm interested in the future of our organization (4.26) (4.19 in 2022)
- I understand how my job contributes to organizational success (4.26) (4.12 in 2022)
- My supervisor treats me with respect (4.16)
 (4.05 in 2022)
- I work with people I like (4.14) (4.08 in 2022)
- My supervisor gives me enough freedom to do my work (4.11) (4.10 in 2022)
- I am willing to go beyond what is expected of me to make our organization successful (4.07) (3.94 in 2022)

Overall Categories Score





AGENDA ITEM SUMMARY

DATE OF MEETING: August 16, 2023

ITEM TITLE: GENERAL MANAGER EVALUATION PROCESS

PRESENTER: Mark Knudson, Special Districts Association of Oregon

CHIEF OFFICER: Jameson Auten, General Manager/Chief Executive Officer

ACTION REQUESTED: Information and Discussion

PURPOSE: To review and the proposed general manager evaluation process with the Board.

<u>DESCRIPTION</u>: Staff have contracted with Mark Knudson of the Special Districts Association of Oregon to assist with developing a review process for the general manager. Mr. Knudson will present and review and discuss the proposed process, timeline, and evaluation criteria with the Board.

SUPPORTING DOCUMENTATION:

1) Presentation

- 2) Evaluation Process-Schedule
- 3) Performance Evaluation Criteria
- 4) Evaluation Form

PROPOSED MOTION: None. Information only.



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CEO Performance Evaluation

- Objectives for CEO's Performance Evaluation
- Overview of Proposed Process & Schedule for 2023
- Key Components of Evaluation Process
- Next Steps
- Suggested Future Refinements

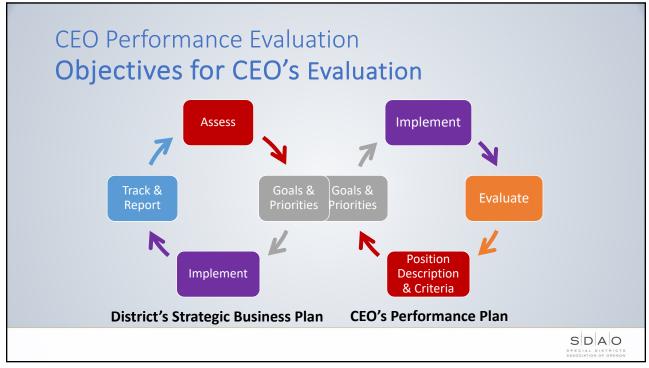


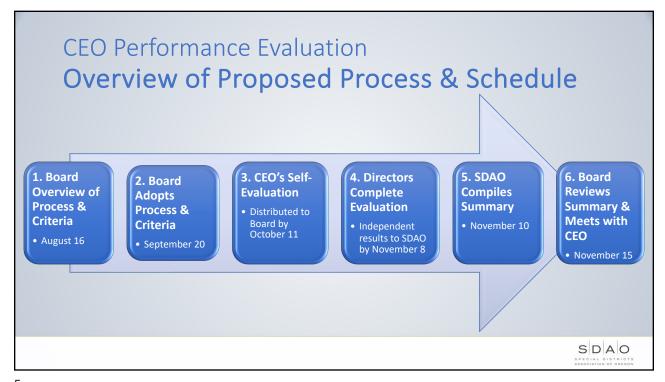
CEO Performance Evaluation Objectives for CEO's Performance Evaluation

- 1. CEO's accountability for performance during the current period
 - Assessment of CEO's effectiveness during evaluation period
 - Public accountability for CEO performance
 - Adherence to best practice
 - Satisfy a condition of employment agreement
 - Basis for compensation decisions
- 2. Clarity of goals and expectations for the next period
 - Identifies CEO's goals and priorities for the next period
 - Expectations for organizational performance
 - Expectations for individual performance
 - Provides basis of accountability for CEO's performance during next period

SDAO

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CEO Performance Evaluation **Key Components of Evaluation Process**

- Evaluation Period
- Performance Criteria
- Rating Scale
- Evaluation Form

SDAO

CEO Performance Evaluation Key Components – Evaluation Period

- CEO's Existing Employment Agreement
 - Effective Date: 11/7/22
 - "Employee's base salary will be subject to annual review and adjustment. Said review shall take place at a time determined by the LTD Board following the end of LTD's fiscal year."
 - "During the first year of the Agreement, evaluations shall be done every four (4) months ... The Board shall thereafter decide on the frequency of subsequent evaluations, to occur no less than annually."
 - "Upon completion of each annual performance evaluation, the Board shall determine the amount of Employee's Performance Based Bonus earned during the preceding Bonus Year."



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CEO Performance Evaluation Key Components – Evaluation Period

Proposal

- 2023 Evaluation Period: 11/7/22 through 10/31/23
- 2024 Evaluation Period: Consider adjusting schedule to conform to fiscal year, budget schedule and/or Strategic Business Plan reporting schedule

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CEO Performance Evaluation **Key Components – Evaluation Criteria**

- CEO's Existing Employment Agreement
 - "The review will include, among other things, an assessment of Employee's performance in the just completed fiscal year, and Employee's achievement of the goals and objectives set by the LTD Board."
 - Establishes "Performance-Based Bonus Compensation" with "Bonus Goals" based on the District's Strategic Business Plan.
 - "The Board shall conduct performance evaluation of the Employee's performance as measured by his pursuit and achievement of duties listed ... and Bonus Goals.



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CEO Performance Evaluation **Key Components – Evaluation Criteria**

- CEO's Existing Employment Agreement Section II.A - Performance Expectations
- Maintain his office at LTD's headquarters;
- Have full responsibility for the acquisition, construction and operation of the mass transit system of LTD;
- Have full responsibility for the administration and business affairs of LTD;
- Abide by and enforce all policies, regulations and ordinances adopted by the LTD Board;
- Administer the personnel system of LTD with full authority to employ, appoint, discipline, or remove all employees and officers
- Have full authority for ensuring that LTD complies with all laws for Mass Transit Districts;
- Cause to be installed and maintained a system of auditing and accounting;
- Prepare and submit to the Board a complete report on the finances and activities of LTD;

- Arrange to have prepared and timely filed the annual financial reports;
- Aspire to have no "significant deficiencies" or "material weaknesses" in LTD's annual audit findings;
- Advise the Board of Directors as to the current and the projected needs of LTD;
- Prepare all plans for the acquisition of equipment or construction of improvements and facilities;
- Participate in civic and charitable activities and keep the Board informed as to such activities;
- Attend Board meetings, including executive sessions of the Board, and assist in preparing the Board's meeting agendas; and,
- Represent the LTD on the local, regional, and national level via participation in industry events / conferences, memberships on various Boards

SPECIAL DISTRICT

CEO Performance Evaluation **Key Components – Evaluation Criteria**

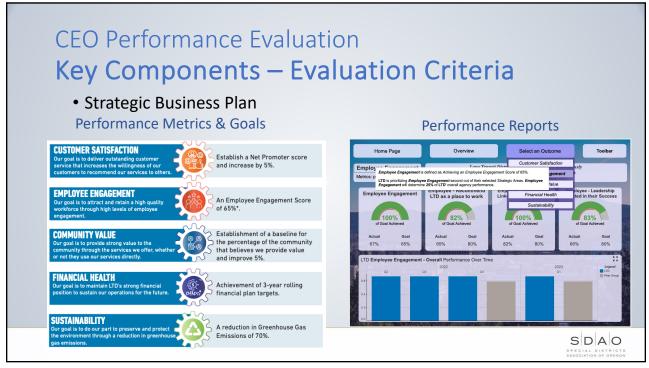
CEO's Existing Job Description

Essential Duties & Responsibilities

- Challenge management staff and their teams to offer solutions to problems that will advance the company.
- Develop and promote a positive working atmosphere and clearly define expectations.
- Maintain on-going effective communication with internal and external stakeholders.
- Interact and communicate regularly with employees, community members, Board of Directors, and all other stakeholders to provide transparency
 and insight into the districts implementation of policies and agendas.
- Establish or implement district policies, goals, objectives, or procedures in conjunction with board members, organization officials, or staff members
- Oversee and assist with annual operating budget.
- Report to Board of directors on monthly basis
- Oversee effective cost-control measures and ensure they are in place at all levels of the district.
- . Oversee an effective marketing plan to promote a positive atmosphere and culture and strong public image which will help increase ridership.
- Attend and report to Board of Directors monthly.
- Mentor, develop and evaluate all levels of staff.
- Preparing and managing budgets for approval.
- Work requires managing and monitoring work performance of an organizational unit or key work area including evaluating program/work
 objectives and effectiveness, establishing broad organizational goals and realigning work and staffing assignments for the department.
- · Must possess ability to develop, manage and reconcile department budget.
- Adhere to procurement policies and procedures.
- Manage contract compliance.

SPECIAL DISTRICTS

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CEO Performance Evaluation **Key Components – Evaluation Criteria**

Proposal - see Handout

SUCCESS FACTORS

- 1. Provides Effective Administration of the District and Transit System
- 2. Provides Effective Support of the Board of Directors
- 3. Provides Effective Leadership and Management of District Staff
- 4. Provides Effective Oversight and Management of District Financial Resources
- 5. Effectively Represents the District at Local, Regional, and National Levels

GOALS

- 6. Achieves Organizational Goals Identified in Strategic Business Plan (Incentive Goals)
- 7. Progress in Achieving Individual Performance Goals



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CEO Performance Evaluation **Key Components – Rating Scale**

LTD's Existing Employee Performance Rating Scale

Underperformi	Significant and sustained improvement is required to effectively complete major duties and responsibilities of the position. Employee is not contributing to success of department and the District as needed.
Developing Performance	Further development is required to effectively complete major duties and responsibilities of the position. Employee is working towards becoming a solid contributor to the success of the Department and the District as needed.
Successful Performance	Effectively completes major duties and responsibilities of the position. Solid contributor to the success of the Department and the District as needed.
Exceptional Performance	Effectively and efficiently completes major duties and responsibilities as it relates to the position. Employee is an exceptional contributor to the success of the Department and the District and goes above and beyond or generally takes on additional duties outside their scope.

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CEO Performance Evaluation **Key Components – Rating Scale**

• Alternative Performance Rating Scale

Rating	Performance	
ОР	Outstanding Performance; exceeds expectations at highest levels, highly effective	
EE	Exceeds Expectations; always meets and often exceeds expectations, effective	
ME	Meets Expectations; acceptable performance, developing at an acceptable rate	
NI	Needs Improvement; often does not meet expectations, notable performance concerns	
UP	Unsatisfactory Performance; does not meet requirements of the position	



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CEO Performance Evaluation **Key Components – Rating Scale**

Proposal

• Use LTD's Existing Employee Performance Rating Scale

Underperforming	Significant and sustained improvement is required to effectively complete major duties and responsibilities of the position. Employee is not contributing to success of department and the District as needed.
Developing Performance Further development is required to effectively complete major duties and responsible to the position. Employee is working towards becoming a solid contributor to the substitution of the position. The position is required to effectively complete major duties and responsible to the position. The position is required to effectively complete major duties and responsible to the position. The position is required to effectively complete major duties and responsible to the position is required to effectively complete major duties and responsible to the position. The position is required to effectively complete major duties and responsible to the position. The position is required to effectively complete major duties and responsible to the position is required to effectively complete major duties and responsible to the position is required to effectively complete major duties and responsible to the position is required to effectively complete major duties and responsible to the position is required to effectively complete major duties and responsible to the position is required to effect the position is	
Successful Performance	Effectively completes major duties and responsibilities of the position. Solid contributor to the success of the Department and the District as needed.
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CEO Performance Evaluation **Key Components – Evaluation Form**

Proposal – see Handout

 Use LTD's existing employee performance evaluation form as adapted to CEO-specific performance criteria

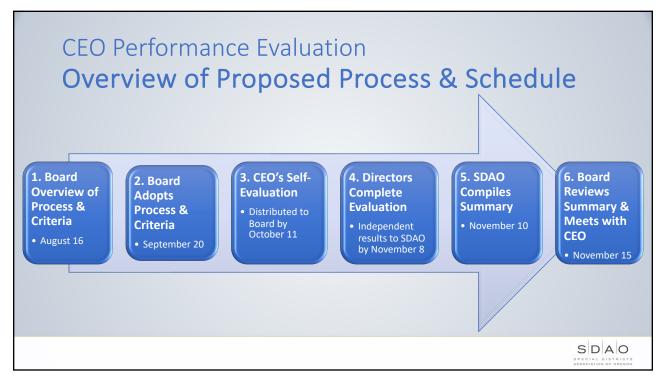


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CEO Performance Evaluation Next Steps for 2023 Evaluation

- Tonight Board reviews & refines proposals:
 - Process & schedule see handout
 - Evaluation period: 11/7/22 10/31/23
 - Evaluation criteria see handout
 - Rating scale
 - Evaluation form see handout
- September Board adopts:
 - Evaluation period
 - Evaluation criteria
 - Rating scale
 - Evaluation form

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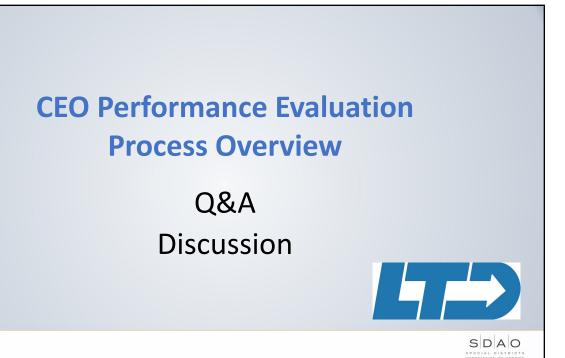


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CEO Performance Evaluation Suggested Future Refinements

- Board and CEO to review compensation after completion of 2023 evaluation, per employment agreement
- Consider revising evaluation schedule
 - Consider a shortened performance period for 2024
 - Coordinate schedule with fiscal year, budget schedule, and/or SBP reporting schedule
- District to manage the CEO evaluation process in the future
 - Annually establish individual performance goals
 - Annually review and update position description
 - · Annually review and update evaluation criteria

SDAO





Date: August 7, 2023

To: Lane Transit District Board of Directors

From: Mark Knudson, SDAO Senior Consultant

Subject: Proposed CEO Performance Evaluation Process and Schedule

The following is a summary of the proposed process and schedule to complete the performance evaluation of the District CEO for the period of November 7, 2022 through October 31, 2023.

Step	Start	Who	Activity	
1	8/16/23	Board	Board Overview of Process & Criteria: Board receives briefing on proposed process; review proposed process & schedule, criteria, rating scale, and form.	8/16/23
2	9/20/23	Board	Board Adopts Process & Criteria: Board adopts process, schedule, criteria, rating scale, and form.	9/20/23
3	9/21/23	Jameson	Self-Evaluation: Jameson completes self-evaluation using Board-approved criteria; distributes to Board of Directors.	10/11/23
4	4 10/12/23 Directors		Directors' Evaluation: Each Director independently completes an evaluation form and sends their completed form to Mark (only).	11/8/23
5	11/8/23	Mark	Compile Results: Mark compiles evaluation results from all Directors and prepares an anonymous summary evaluation with average scores & input from all Directors.	11/10/23
6	11/15/23	Board & Mark	Board Meeting: Directors meet in executive session per ORS 192.660 (2)(i) "to review and evaluate the employment-related performance of the chief executive officer". The Board first meets without Jameson to review the summary evaluation, and then meets with Jameson to present the Board's agreed-to summary evaluation.	11/15/23

Please direct any questions or concerns to me; do not copy other Directors with any communications related to this matter to avoid potential violation of Oregon public meeting requirements.

Please return your completed evaluation form to me at mknudson@sdao.com. I can be reached by phone or text at 503-319-5256.

c: Jameson Auten Camille Gandolfi

Lane Transit District

PROPOSED CEO Performance Evaluation Criteria August 7, 2023 – Page 1 of 3

CEO Performance Evaluation Criteria

For the Evaluation Period of 11/7/23 to 10/31/23

The following criteria will be used to guide the Board's evaluation of the CEO performance during the stated evaluation period.

SUCCESS FACTORS

1. Provides Effective Administration of the District and Transit System

- Effectively administers business affairs of the District
- Effectively implements, administers and abides by policies, regulations and ordinances adopted by the Board
- Establishes and implements district policies, goals, objectives, and procedures in coordination with Board members, organization officials, and staff members
- Assures the effective and efficient administration of the acquisition, construction and operation of the transit system
- Provides effective oversight and coordination of plans for the acquisition of equipment or construction of improvements and facilities
- Ensures compliance with all laws for Mass Transit Districts, ORS 267.101 to 267.390, and all laws regulations, circulars and notices of the Federal Transit Administration, as applicable
- Oversees an effective marketing plan to promote a positive atmosphere and culture, and strong public image with the goal of increasing ridership

2. Provides Effective Support of the Board of Directors

- Effectively communicates with the Board and individual Directors
- Maintains effective working relationships with the Board and individual Directors
- Assists in preparing Board meeting agendas
- Attends Board meetings, including executive sessions; reports to the Board monthly
- Provides timely and accurate reports to the Board regarding district programs, resources, facilities, opportunities, and challenges
- Provides sound policy input and presents information that supports effective and timely decisions by the Board
- Keeps the Board informed of current and projected needs of the district

3. Provides Effective Leadership and Management of District Staff

- Hires, appoints, promotes, disciplines, or removes all employees (and volunteers)
 except those employees and office directly employed or appointed by the Board
- Challenges management staff and their teams to offer solutions in support of district goals and policies

Lane Transit District

PROPOSED CEO Performance Evaluation Criteria August 7, 2023 – Page 2 of 3

- Develops and promotes a positive working atmosphere and clearly defined expectations; maintains high quality staff, positive morale, and a safe and secure work environment
- Provides effective and efficient administration of district personnel; mentors, develops and evaluates all levels of staff
- Manages and monitors performance of key work areas; evaluates objectives, effectiveness, organizational goals, and alignment of work and staffing assignments
- Provides effective oversight, direction, supervision, and management to maintain compliance with all applicable labor laws, policies, and collective bargaining agreements

4. Provides Effective Oversight and Management of District Financial Resources

- Provides oversight of implementation and maintenance of financial auditing and accounting systems to show the complete financial condition of the district at all times
- Provides oversight for the preparation and submits to the Board a complete report on the finances and activities of the district for the prior fiscal year within thirty (30) days following the end of the fiscal year
- Arranges to have prepared and timely file annual financial report to the Oregon Secretary of State, the Comprehensive Annual Financial Report (CAFR), and Annual Transit Database reporting, and the Grant Reports to the Federal Transit Administration
- Provides effective financial oversight with the aspiration that annual audit findings have no "significant deficiencies" or "material weaknesses"
- Keeps the Board informed of the current and project financial future status of the district
- Oversees, assists and manages preparation and administration of annual budgets for the district and applicable departments
- Oversees effective cost-control measures; ensures cost-control measures are in place at all levels of the district
- Provides oversight to assure adherence to procurement policies and procedures
- Manages contract compliance

5. Effectively Represents the District at Local, Regional, and National Levels

- Maintains effective working relationships with the community, regulatory agencies, and local public agencies in support of the goals and priorities of the district
- Interacts and communicates regularly with employees, community members, Board of Directors, and all other stakeholders to provide transparency and insight into the implementation of district polices and agendas
- Effectively represents the district through participation in industry events and conferences
- Participates in district-related boards, professional associations and organizations
- Regularly engages with federal funders and peer agencies
- Maintains on-going effective communication with internal and external stakeholders

Lane Transit District

PROPOSED CEO Performance Evaluation Criteria

August 7, 2023 – Page 3 of 3

 Participates in civic and charitable activities and keeps the Board informed of such activities

GOALS

- 6. Achieves Organizational Goals Identified in District Strategic Business Plan (Incentive Goals)
 - Achieves Customer Satisfaction Goals
 - Achieves Employee Engagement Goals
 - Achieves Community Value Goals
 - Achieves Financial Health Goals
 - Achieves Sustainability Goals
- 7. Progress in Achieving Individual Performance Goals
 - Demonstrates continued progress in achieving personal performance goals identified in the previous performance evaluation

Adopted by the Board of Directors of the Lane Transit District on	
Board Chair	



CEO Performance Evaluation For the Period of 11/7/22 through 10/31/23

Our Mission: Connecting Our Community

Our Vision: In all that we do, we are committed to creating a more connected, sustainable, and

equitable community

Values: Respect, Integrity, Innovation, Equity, Safety, Collaboration

Employee:	Jameson Auten, Chief Executive Officer	Date:
Supervisor:	Board of Directors	Department:

Purpose: To assess how the employee is performing as it relates to the employee's job description, LTD's values, and goals, and Board-adopted evaluation criteria.

The following scale is used for all ratings in the review.

The following scale is used for all futilities in the fevicini				
Underperforming	Significant and sustained improvement is required to effectively complete major duties and responsibilities of the position. Employee is not contributing to success of department and the District as needed.			
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SUCCESS FACTORS

1. Provides Effective Administration of the District and Transit System						
Underperforming	Developing Performance	Successful Performance	Exceptional Performance			
Comments:						
2. Provides Effective S	upport of the Board	of Directors				
2. Provides Effective S Underperforming	upport of the Board of Developing Performance	of Directors Successful Performance	Exceptional Performance			
	• •					



CEO Performance Evaluation For the Period of 11/7/22 through 10/31/23

3. Provides Effective Leadership and Management of District Staff				
Underperforming	Developing Performance	Successful Performance	Exceptional Performance	
Comments:				
4. Provides Effective Resources	e Oversight and Manag	ement of District Fin	ancial	
Underperforming	Developing Performance	Successful Performance	Exceptional Performance	
Comments:				
5. Effectively Repre	sents the District at Loc	al, Regional, and Nat	tional Levels	
Underperforming	Developing Performance	Successful Performance	Exceptional Performance	
Comments:				
	GOALS			
6. Achieves Organiz (Incentive Goals)	ational Goals Identified	in Strategic Busines	s Plan	
Underperforming	Developing Performance	Successful Performance	Exceptional Performance	
Comments:				
7. Progress in Achie	ving Individual Perform	ance Goals		
Underperforming	Developing Performance	Successful Performance	Exceptional Performance	
Comments:				
Underperforming				



CEO Performance Evaluation For the Period of 11/7/22 through 10/31/23

OVERALL PERFORMANCE

OVERALL FERT ORIVIANCE						
Overall Job Performance Rating						
Underperforming	Developing Performance	Successful Performance	Exceptional Performance			
Comments:						
INDIVIDU	IAL GOALS FOR N	IEXT EVALUATIOI	N PERIOD			
Compensation Recommendation						