

## 2020 YEAR-END PERFORMANCE REVIEW FORM



### Final Individual Performance Discussion

Employee	Rodel S. Manalo	Date	February 9, 2021
Employee Designation	Team Leader	Immediate Leader	Chito M. Sandino

#### Process:

1	<p>The leader considers employee's individual performance throughout the year based on employee's behavior towards the company values, project completion and participation in the team's performance. (PRF1)</p> <p><b>During 1 on 1:</b></p> <p>LEADER: Share with the employee what they have done effectively in the 2020 performance period. Provide specific, behavioral examples of what the employee is doing particularly well, and examples of anything that needs to be done differently. i.e. putting values in action, project completion and participation in the team's performance. Also, tell the employee what behaviors you'd like them to focus on next year.</p> <p>EMPLOYEE: Provide your leader with specific examples of what you've done particularly well and where you would like to improve. Ask for feedback from your leader on what you are doing particularly well, and what you might improve upon.</p>
2	The leader schedule a 1 on 1 meeting with employee.
3	Employee performs self-assessment using the Performance Review Form sent.
4	<p>The Leader summarizes the discussions using the PRF after the 1:1.</p> <p>Employee's individual performance throughout the year based on Employee's behavior towards the company values, project completion and participation in the team's performance and then completes PRF.</p>
5	The Leader determines <i>preliminary rating</i> of the Employee's performance on 1-4 scale. <i>Do not discuss rating with employee yet.</i>
6	The Leader and Manager (Manager once removed) meet to discuss rationale behind the rating.
7	The Manager holds a review of ratings with the Superintendents to discuss the performance of Employees and achieve agreement on performance appraisal ratings.
8	The Leader holds a formal 1 on 1 review meeting with the Employee to discuss Employee's individual performance.
9	Once discussions are complete, Leader communicates the final assessment rating and rationale behind the rating.
10	The Employee and Leader agree on actions for improving performance. The Employee and Leader agree on development requirements and actions. These must be consistent with the needs of the business.
11	The Manager (or Manager once removed) signs the form. Employee and Leader each keep a copy; and submit a copy to HRBP.

#### IMPORTANT NOTE:

- THE FORMAL REVIEW MEETING BETWEEN THE LEADER AND EMPLOYEE CANNOT OCCUR UNTIL AFTER THE MANAGER (OR MANAGER ONCE REMOVED) MEETING AND REVIEW HAVE TAKEN PLACE
- STEPS 1, 2, 3 AND 4 ABOVE MUST BE COMPLETED PRIOR TO CONDUCTING THE FORMAL REVIEW MEETING WITH THE EMPLOYEE.

Core Values	Below expectations	Meets expectations	Exceeds expectations
<b>Safety</b>	No or low compliance to safety and environmental standards	<p>Full compliance to safety standards such as but not limited to:</p> <ul style="list-style-type: none"> <li>Wears correct PPE</li> <li>Regularly conducts pre-shift meetings</li> <li>Uses appropriate risk management tools – SLAM, JSA</li> <li>Prepares required permits</li> <li>Housekeeping</li> </ul> <p>Work complies with or follows relevant environmental standards</p>	<ul style="list-style-type: none"> <li>Influences behaviors of colleagues by being a positive model, through coaching, mentoring</li> <li>Recognized as a safety champion and/or environmental steward within and outside the organization</li> </ul>
Comments: <ul style="list-style-type: none"> <li>Able to conduct SI monthly and improve SI counts for the whole project support team.</li> <li>Conduct discussion during SI with contractor and to be able to share inputs during PCOM.</li> </ul>			
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>Lacks or no initiative, drive for improvement</li> <li>Accepts status quo</li> <li>Temporary, quick-fix solutions</li> </ul>	<ul style="list-style-type: none"> <li>Initiates improvements within work group or team</li> <li>Seeks out new projects, ideas</li> <li>Uses systematic process in achieving improvements</li> <li>Incremental results implemented or sustained within the year</li> </ul>	<ul style="list-style-type: none"> <li>Initiates improvements across the organization</li> <li>Displays out-of-the-box, lateral thinking to come up with creative and effective solutions</li> <li>Breakthrough and sustained results more than 1 year</li> </ul>
Comments: <ul style="list-style-type: none"> <li>Initiated in updating CER form to new signatories after reorganization to align the responsibility and avoid any audit action and updating capex proposal for a more efficient and relevant info for COR creation in CMF</li> <li>Able to mirror and reconcile the number of project recorded in finance/ capex report to primavera by handling direct purchase projects in terms of reporting together with project owners.</li> <li>Initiate to help during the implementation of CMF as coordinator</li> <li>Coordinate with project owners/stakeholder and Hanna to comply and follow the implementation of CPMS required documents for project approvals. (Ex. Capex proposal, tollgate, CER, change orders, etc.)</li> <li>Manage to handle responsibility of CERs routing and record keeping that was handled previously by finance.</li> </ul>			
<b>Passion</b>	<ul style="list-style-type: none"> <li>Avoids new, difficult or challenging tasks</li> <li>Cruise control</li> <li>Very comfortable or content with routine work</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates sense of urgency for performing tasks</li> <li>Takes initiative</li> <li>Does not give up easily (or at all)</li> <li>Initiate projects, tasks they are interested in</li> <li>Takes responsibility for personal learning and growth</li> </ul>	<ul style="list-style-type: none"> <li>Volunteers or takes on 'thankless jobs' - difficult tasks regardless of reward or recognition</li> <li>Works on projects, tasks outside of defined responsibilities</li> <li>Works or engages with people outside of work group or organization to mobilize and/or leverage resources</li> </ul>
Comments: <ul style="list-style-type: none"> <li>Accepts and completes urgent reports/presentation asked (PASAR/Glencore requirements) Ex. LOA reports and monthly presentation, late agenda of quarterly capex presentation, quick revisions of forecast, budgeting and creating 4-year portfolio.</li> <li>Accepting the challenge to handle the project support team on top of my individual contribution.</li> <li>Performing Imee's 50% work for 3 months while she's on maternity leave.</li> <li>Communicate directly to people involve in getting things done. Ex. Budgeting with Superintendents, confirmation of project progress by owners for direct purchases projects.</li> <li>Accepted the responsibility to facilitate capex tollgate and help to get PL and Project owners to present.</li> <li>Able to extent efforts to join PASAR activities and be part events committee.</li> </ul>			
<b>Integrity</b>	<ul style="list-style-type: none"> <li>Denies responsibility for own words and actions; tends to blame others</li> <li>Usually unreliable to act on committed actions</li> </ul>	<ul style="list-style-type: none"> <li>Takes responsibility for words and actions</li> <li>Demonstrates consistency in using a constructive words and actions ('walks the talk')</li> <li>Delivers on commitments most of the time</li> <li>Builds trust within workgroup</li> <li>Speaks his/her mind</li> </ul>	<ul style="list-style-type: none"> <li>Delivers on commitments with high consistency and reliability</li> <li>Fosters trust and respect across the organization</li> <li>Consistently provides constructive feedback</li> <li>Courage</li> </ul>

Core Values	Below expectations	Meets expectations	Exceeds expectations
	<ul style="list-style-type: none"> <li>Undermines trust within the workgroup or organization</li> <li>Avoids escalating problems that can't be dealt with by the employee, i.e. hiding failures</li> </ul>	<ul style="list-style-type: none"> <li>Escalates problems that can't be managed</li> </ul>	
	Comments: <ul style="list-style-type: none"> <li>Encourages and corrects practices following the right process such as correct receipting, provide completion certificate for closed projects, create PCO including reduction of PO.</li> <li>Conducted meeting with SEs to ensure that reports were reviewed and discussed (urgent forecasting updating, budget prioritization, assignment of PL, tollgate schedule)</li> <li>Created trust with my Superintendent &amp; Managers especially with high level reports for SLT &amp; Glencore</li> <li>Entrusted with project owners for projects information and requirements especially during budgeting and tollgate presentation of their respective projects.</li> </ul>		
Collaboration	<ul style="list-style-type: none"> <li>Strained work relationships</li> <li>Difficulty building and/or maintaining productive work relationships</li> <li>Not a team player, disrupts team process</li> <li>Jeopardize achievement of team goals</li> <li>Difficulty working with others</li> <li>Avoids conflict</li> <li>Unwilling to resolve conflict</li> <li>Unable to resolve or constructively manage conflicts</li> </ul>	<ul style="list-style-type: none"> <li>Effective work relationships allow for achievement of shared goals</li> <li>Works effectively and cooperatively with others, team player</li> <li>Collaboration within team, work group</li> <li>Work with others in resolving conflicts within reasonable period</li> <li>Proposes middle ground solutions allowing group to move forward</li> </ul>	<ul style="list-style-type: none"> <li>Builds productive, mutually beneficial relationships to solve problems and achieve common goals</li> <li>Creates new partnerships or expands sphere/circle of influence with stakeholders outside of the work group and/or organization to achieve multi-faceted, cross-functional/shared goals</li> <li>Proactively addresses conflicts – anticipates conflicts and addresses these skillfully before becoming</li> <li>Always seeks and usually achieves 'win-win' resolutions</li> </ul>
	Comments: <ul style="list-style-type: none"> <li>Always consult the team for reviewing of reports and team activities</li> <li>Able to work effectively with PLs in generating report and fixing issue of cost, PO/PR and others</li> <li>Assist project owners' queries and support PTA 2019 group on reconciling financial discrepancies.</li> <li>Shared inputs for PTA 2022 on their initial project management for CMF reporting, tollgate and IAR approvals and advices on proper monitoring of procurement records to avoid previous problems on the past PTA.</li> <li>Builds productive relationship with finance controller to achieve target and to create a common report and was entrusted to assume the role of capex controller while on leave.</li> </ul>		
Quality	<ul style="list-style-type: none"> <li>Work is below agreed specifications (cost, quality, time, delivery)</li> <li>Unable to or difficulty distinguishing what is quality work</li> <li>Unable to or difficulty recognizing and/or correcting mistakes</li> <li>Fails to learn from mistakes</li> <li>Relies on others to check on own work</li> </ul>	<ul style="list-style-type: none"> <li>Work meets agreed specifications most of the time (cost, quality, time, delivery)</li> <li>Learns and corrects own mistakes most of the time</li> <li>Takes action to ensure errors do not recur</li> <li>Able to check own work to ensure accuracy and completeness</li> </ul>	<ul style="list-style-type: none"> <li>Work is consistently of high caliber vis-à-vis peers/colleagues</li> <li>Work creates more value than original intent or purpose</li> <li>Takes action to minimize or mitigate impact of errors/mistakes to a negligible level</li> </ul>
	Comments: <ul style="list-style-type: none"> <li>Constant updating of forecast spending and challenging PLs/SEs on their forecast vs commitments to provide a realistic report as possible</li> </ul>		

- Provide consistent reports with basis and supporting confirmation, list of breakdown and tabulated info in charts.
- Prepare and design database with information that might be essential and needed in all kinds of report requested by SLT or Glencore
- Provide suggestions and ideas & contingency plan to be able to meet deadlines & targets and team improvements. (Ex. Hitting the forecast, budgeting & prioritization, process flow, team bldg, etc.)
- Suggest to improve reports or team's process flow in a more efficient manner
- Trusted to provide high level capex reports for SLT and Glencore presentation (Ex. Budget Slides for BAAR's approval, budget cash flow, LOA, Capex EMC, Top projects slides for M Bedard, etc.)

## Part II – Performance Discussion

### 1. What does the Employee think he/she did well?

- Able to gather, review, prioritize and complete the 2021 capex budget on time including the 4-year capex portfolio.
- Provide capex monthly report and present KPIs to SLT and quarterly report despite of late agenda given.
- Reforecasting, revision and reprioritization of 2021 capex budget after major cuts from top management advice.
- Ensuring the registration of all capex projects reflected in finance and capex report to primavera including direct purchases handle by project owners to align the tally of ongoing projects and its status.
- Taking the role as capex controller during 3-month leave and assuming the 50% job responsibility on top of the current scope.
- Consistent monitoring and reforecasting of capex spending to provide a realistic reports.
- Taking the responsibility to be a team leader for project support.
- Able to manage and assume the responsibility to keep CER records and the responsibility to get the approval that was previously handled by finance.
- Updating the project progress into weighted system to reflect a more realistic progress report of the project as whole after some SLT concerns during monthly capex report.
- Got involved in the initial rollout of CMF as coordinator providing necessary requirements to be uploaded.
- I updated the CER to align the signatories after reorganization and 1 pager capex proposal adapting the CMF COR.
- Taking the responsibility to facilitate the tollgate meeting.
- Happy that I will be able enforce to follow and comply the necessary requirements for capex proposal, EPN issuance, CER approval, PCN and other through Hanna.

### 2. What does the Employee think he/she could have done differently?

- To continue and improve monthly SI
- To create a sustainable monthly reporting of project schedule to SEs and superintendent
- Sustain a formal cost review of projects with SEs though I communicated directly to PLs/SEs for confirmation.
- To set plans/goal and action for my team.

### 3. What does the Leader think the Employee could have done differently?

- Develop a plan to improve audit on the Docucenter
- More timely and accurate details on the tollgate minutes
- Improve Safety Interaction within self and subordinates

### 4. What does the Leader think the Employee did well?

- Organized and have good planning
- Dependable in terms of Reporting for CAPEX financials
- Accepted the new TL role without hesitations
- Have a sense of determination to get things done
- Challenge peers in complying with the set deadlines

### Part III – Final Evaluation of Performance

#### **DO NOT COMMUNICATE PERFORMANCE RATING WITH EMPLOYEE UNTIL AFTER THE MANAGER REVIEW.**

Consider overall performance, both positive and negative throughout the year based on **Employee's behavior towards the reorganization, company values, project completion and participation in the team's performance**. Please provide specific examples or evidence.

#### **Overall Comments on Performance:**

*The individual was one of the main reason for the Departments success in terms of CAPEX spending and progress despite the significant events (change in management, COVID and Labor Strike). He was exceptional in his work and was a good contributor to the team.*

**Performance Rating :** Considering overall performance during the review period, circle as appropriate

**4 – Exceeds Expectations**

**Significantly exceeded the objective or standard(s).**

3 – Meets Expectations

*Met (or somewhat exceeded) required objective or standard(s).*

2 – Needs Improvement

*Made some progress in achieving the expectations, but did not meet the required objective or standard(s).*

1 – Not Achieved

*Is clearly not performing to expectations. Results are far from the required objective or standard(s).*

### Part IV – Individual Development Plan

#### **Improvement Plan**

Agreed between Leader and Employee

- What work behavior is currently productive and should be enforced?
- What work behavior should be changed to be more productive?

- Enforce commitments within the group
- Coach good planning techniques within team members as what is being practice by the individual

#### **Development Requirements**

- What development actions are needed? (These can be training or on the job experiences)
- Development actions must be consistent with the needs of the business

- Project Management Training

*Rodel Manalo*

**Rodel S. Manalo**

**02/09/2021**

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[Signature over name of Employee]      Date

*Chito Sandino*

**Chito M. Sandino**

**02/09/21**

\_\_\_\_\_  
[Signature over name of  
Immediate Leader]      Date

\_\_\_\_\_  
[Signature over name of Immediate  
Leader]      Date

***Note: Employee and Leader each keep a copy. Forward signed copy to assigned HRBP to be placed in Employee's file.***