

EMPLOYEE PERFORMANCE ASSESSMENT

QUICK REFERENCE GUIDE

Year-End is the time to take stock of your accomplishments during the year and document results. You should review your progress against documented performance objectives and The Hess Way of Working behaviors, enter any year-end performance comments into CareerManager and submit the comments to your manager in preparation for the performance conversation.

ACCESSING YOUR PERFORMANCE FORM

To access your Year-End Performance form, do one of the following:

- 1 Click on **Employee Year-End Review** from your **To Do** list on the homepage, or
- 2 Select **Performance and Leading at Hess** from the **Home** menu and click on the **Year-End Performance Review** link for your current review.

ENTERING YOUR COMMENTS

Each of your objectives will be listed on the form along with the objective details, such as description, weighting, and current status of the objective.

Depending on the number of performance objectives, you may have to scroll down to see and comment on each objective.

Click in the **Comments** section on the left side of section, just under the objective title and description to enter comments against each of your objectives. Note - this section is titled with **Your Name and Comment**. The section may look like it is unavailable; you simply have to click into the section to activate. You can enter up to 4,000 characters in each comments field.

If you entered comments into your objectives (from the Objectives page) will be able to view and copy and paste those comments from each individual objective into your year-end form, if desired.

Click on the **Edit** link in order to view any comments you entered on your objectives and to cut and paste them. You can also use the **edit** function to update your objectives at this time.

The screenshots illustrate the workflow for accessing and completing a Year-End Performance Review. The first screenshot shows the 'Employee Year-End Review for Andrew Z Bernard' card on the homepage. The second screenshot shows the 'Home' menu with 'Performance and the Hess Way of Working' selected. The third screenshot shows the 'Performance and Leading at Hess' page for James Halpert, displaying a table of forms. The fourth screenshot shows the '2017 Performance Review for Marcus A Johnson' page, which includes sections for 'Mid-Year Objective Comments', 'Mid-Year Hess Way of Working Comments', and 'Mid-Year Hess Way of Working Comments'. The fifth screenshot shows the 'Edit Objective' dialog box, which allows users to edit objective details and comments.

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ENTERING THE HESS WAY OF WORKING BEHAVIORS OR COMMENTS

Enter comments in The Hess Way of Working Comments section related to how you felt you demonstrated The Hess Way of Working behaviors during the performance.

Click on each behavior to open a window with more information.

You can use the **Save and Finish Later** button at the bottom of the form to save your work without submitting the form to your manager. Your comments will **not** be visible until you submit the form.

SUBMITTING YOUR YEAR-END FORM

Click on the **Submit Self Review** button on the bottom of the page once you have completed your year-end comments. You must submit your form in order for your manager to view your comments and complete the year-end process. Although managers can enter comments while you are still working on your own comments, they can't complete the process until you have finished your piece.

ACKNOWLEDGMENT

At the end of the performance cycle, you will have the opportunity to acknowledge the review. At this time, you will be able to see all comments entered by your direct (and functional) manager as well as your final performance rating.

Click on the **Employee's Signature** link on your **To Do** list. Note, this button will only be available once your manager has sent the review back to you for final sign-off.

Click on the **Sign** button.

Individual Development Objectives serve as your personal guide to achieving annual objectives, building capabilities and maximizing career opportunities. Development planning is an ongoing effort with your manager to upgrade your knowledge, skills and abilities in line with business needs and your personal career goals and aspirations. Use the Development Objectives to capture and work toward your career ambitions.



Performance Review

The Hess Way of Working

Where formal objectives establish what you must deliver, The Hess Way of Working establishes how those objectives should be delivered. We believe that it's not enough to achieve your objectives; how you do that is important. The Hess Way of Working sets the standard for the way we ap
This box shows the The Hess Way of Working behaviors that your manager will assess you against as part of your overall performance review.

Builds Trusted Relationships

[Click here for more information](#)

Creates Effective Teams

[Click here for more information](#)

Delivers High Performance

[Click here for more information](#)

Demonstrates Courage

[Click here for more information](#)

Develops Talent

[Click here for more information](#)

Drives Continuous Improvement

[Click here for more information](#)

Inspires Innovation

[Click here for more information](#)

Makes Quality Decisions

[Click here for more information](#)

Thinks Strategically

[Click here for more information](#)

Builds Trusted Relationships

Is dedicated to meeting the expectations and requirements of internal and external customers, partners, stakeholders, suppliers and contractors; gets first-hand information from them and uses it for improvements in deliverables and services; acts with them in mind; establishes and maintains effective relationships with them and gains their trust and respect. Demonstrates a deep respect for people.

In Practice: Go and See

Always thinks about the employee, co-worker, supplier, customer or others first. Engages with them personally to understand their performance versus target, gaps and problems. Seeks to understand the processes and opportunities.

Demonstrates Courage

Doesn't hold back anything that needs to be said; provides current, direct, complete, and actionable positive and corrective feedback to others; lets people know where they stand; faces up to people problems on any person or situation (not including direct reports) quickly and directly; is not afraid to take difficult actions when necessary.

In Practice: Makes Problems Visible

Is hard on the problem (or process) and easy on the people. The leader asks why there is a problem, not who caused it or who is to blame. Problems and gaps are viewed as positive opportunities to eliminate waste in process improvement and as developmental opportunities for employees. Problems are identified through visual controls, value stream maps, checks against standard work, dashboards, etc. Employees contribute to identifying problems and speak up and are fully active in identifying issues and potential solutions.