



DEFINITION OF TERMS

STRENGTHS

Characteristics or attributes regarded as noteworthy in a positive manner. Strengths should be clearly tailored and specific to each individual.

AREAS FOR IMPROVEMENT (AFI)

Characteristics or attributes regarded as places to concentrate improvement efforts to achieve optimum benefit to the individual and Company. AFIs do not necessarily imply deficiency. In keeping with our theme of continuous improvement, everyone has numerous areas in which to get better. Selecting 3 to 5 AFIs per individual per counseling period helps focus attention on areas the supervisor perceives to be of highest priority. Each AFI should be classified in one of the following ways, based on the *primary* message that management is trying to convey. If an AFI is considered to have two equally weighted messages, two boxes can be checked.

- Performance Impacting
This AFI describes performance that, if improved measurably, may result in an increased contribution in the *current* assignment. It does not necessarily imply deficiency. At minimum, however, it represents an opportunity to enhance an associate's personal impact or organizational productivity. Importance for improvement in this area may range from helpful to important.
- Potential Enhancing
This AFI describes performance that, if improved measurably, may result in increasing an employee's potential for advancement to higher levels within the corporation. Improvement in this area does not necessitate promotion so much as it enhances the likelihood of being competitive for one, should the opportunity exist.
- Job Threatening
This AFI, describes performance below an acceptable level. If an employee does not improve this aspect of his/her work significantly for a sustained period of time, it may result in his/her removal from the current job assignment through transfer, demotion or termination of employment. Importance for improving this area requires immediate attention.

DEVELOPMENT RECOMMENDATIONS

This section contains suggested activities to help the employee improve in the areas noted above. Development recommendations can include training or classroom instruction, mentoring or coaching, or exposure to different work experiences. It can also include regularly scheduled follow-up coaching, counseling and feedback sessions.