

**Employee  
Performance  
Planning &  
Review**

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Name: Joan Brownback  
Job Title: Accountant  
Department: Finance & Accounting  
Date of Review: March 19, 2008  
Period of Review: March 1, 2007 through March 1, 2008  
Supervisor: Clinton Koker

**Key Objectives/Goals & Observations:**

Listed below, in order of importance, are specific key objectives/goals to be accomplished.

- 1 To complete all management reports within 15 days after period endings.
  - 06/21/2007 For the quarter, reports were completed and provided to management on average 9.3 days after closing. All reports were completed within 12 days.
  - 09/15/2007 For the quarter, reports were completed and provided to management on average 9.1 days after closing. All but one report were completed within 12 days. Due to a problem with the computer conversion the July Balance Sheet was produced 20 days after month end.
  - 01/10/2008 For the quarter, reports were completed and provided to management on average 8.9 days after closing. All reports were completed within 11 days.
  - 03/01/2008 For the quarter, reports were completed and provided to management on average 8.8 days after closing. All reports were completed within 11 days.
  
- 2 To insure the company tax documents are filed on the dates due.
  - 06/21/2007 Joan went on vacation in May and filed the 941 Quarterly Federal Withholding five days early. This had the effect of costing five days earning on these funds. Delegating payroll tax responsibilities would have prevented this from happening.
  - 09/15/2007 All tax documents were filed on the date due this quarter.
  - 01/10/2008 All tax documents were filed on the date due this quarter.
  - 03/01/2008 Year-end taxes were filed on time. Joan discovered a problem in the way our accounting firm was accruing expenses on work-in-progress that saved us \$6,500 in taxes. More could be saved for prior year taxes after a review is done.
  
- 3 To keep all assigned account and general ledger records current and without significant error.
  - 06/21/2007 All accounts were maintained as desired by this goal.
  - 09/15/2007 General ledger accounts fell a week behind this goal. Discussed computer conversion and its effects on being able to post to general ledger in a timely fashion.
  - 01/10/2008 All accounts were maintained as desired by this goal.

5/22/2008

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03/01/2008 All accounts were maintained as desired by this goal.

4 To pass two parts of the CPA exam by March 1, 2008.

01/10/2008 Attended CPA review classes at WSU this quarter.

02/01/2008 Took CPA exam today.

03/02/2008 Passed all parts of the CPA exam, on the first try. This is exceptional.

5 To delegate payroll tax responsibilities to Payroll Clerk by December 31, 2007.

06/21/2007 So far has trained the Payroll Clerk to process and deposit payroll taxes. Still needs to learn the 941 reports.

09/15/2007 The Payroll Clerk is now fully responsible for all payroll tax responsibilities.

12/15/2007 The Payroll Clerk was promoted to another department. Will need to assist in training new Clerk with payroll tax responsibilities.

6 To maintain a professional, courteous, and friendly atmosphere for employees and co-workers.

05/02/2007 Received complaints from payroll clerks that you are too short with them and don't always provide the information needed for them to support you. On occasion you can be impatient when listening to others. You are encouraged to give your full attention to people when they are speaking and to make a conscious effort to really hear and think about their ideas.

03/01/2008 This objective was added due to the friction that exists between yourself and your co-workers. In particular, problems exist with you and members of the sales department. We still experience too much conflict in the group. Needs work. We will set a goal for the next period that addresses specific problems with sales and attempt to find workable solutions.

5/22/2008

**Other Observations:**

09/20/2007 Joan developed and implemented a process that has simplified our accrual accounting processes and saved the company money on income taxes. The potential savings could be significant (in six figures).

12/18/2007 Joan received a distinguished rating from the local AICPA group for her work with tax-exempt charities in the community. She is quickly developing into an excellent tax specialist. We will want to add tax responsibilities to her job, as this is an area of interest to Joan and an area in which the company can benefit from her talent.

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**Performance Overview:**

05/16/2008

You exceed the requirements for the position, even on some of the most difficult and complex parts of the job. You know the operations of the group and are ready to pitch in and take on extra tasks where needed. You are reliable and, once started on a task, rarely need prompting and can usually be depended upon to carry it through to completion. You are a solid performer who can be relied upon to use good judgment, pick a satisfactory approach, and proceed with few errors.

To improve, you could be more consistent about reacting positively to feedback and acting on the suggestions of others. Listening to advice from co-workers is a good way to improve performance. On occasion you are impatient when listening to others. You are encouraged to give your full attention to people when they are speaking and to make a conscious effort to really hear and think about their ideas.

You display original thinking in response to problems. When faced with unexpected challenges, you are very resourceful and use both your own experience and the views of others to develop the best solution.

You think "outside the box" in new situations and find creative and effective ways of dealing with them.

I appreciate the effort you have given to your job. You have great potential with this company.

Thank you.

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**Employee's Objective Comments:**

**To complete all management reports within 15 days after period endings.**

08/20/2007 The reports were delayed this time due to the computer conversion.

02/28/2008 All reports have been completed within the timeframe or sooner except for July.

**To delegate payroll tax responsibilities to Payroll Clerk by December 31, 2007.**

09/01/2007 Mike is now fully trained and competent to file all payroll taxes including the 941 Quarterly Federal Withholding.

12/15/2007 Mike is leaving for his new position and I will start training his replacement once we fill the position and they learn the basics of the Payroll Clerk position.

**To insure the company tax documents are filed on the dates due.**

01/31/2008 All reports were on time the past two quarters and year end.

06/10/2007 I am training a backup on the tax filing process to prevent what happened in May.

**To pass two parts of the CPA exam by March 1, 2008.**

06/15/2007 I enrolled at WSU for the CPA review classes and plan to take the exam February 1st, 2008.

12/17/2007 I completed all the review classes for the CPA exam and will take them in six weeks.

03/01/2008 I just received notification that I passed all parts of the exam!

**Employee's Other Comments:**

09/10/2007 I worked hard to develop our new accrual process.

11/05/2007 I helped with the company sponsored "Warm Hearts" coat and blanket holiday clothing drive to benefit our community.

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*Employee's Signature*

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*Date*

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*Supervisor's Signature*

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*Date*

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*Next Level Manager's Signature*

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*Date*

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