

TENTATIVE AGREEMENT

Engineering and Technical Units

ARTICLE 4 PERFORMANCE MANAGEMENT

Section 4.1 Performance Management Process. The Union and the Company agree that many factors contribute to employee performance. The Performance Management Process provides a method for employees and management to determine individual performance goals, assess performance against those goals and performance values, and establish developmental plans to address performance needs or gain additional knowledge, skills and abilities as necessary.

4.1(a) Each employee, including new hires, and his or her supervisor will participate in periodic Performance Management discussions, which may be initiated by either party. Discussions should promote a mutual understanding of all factors that contribute to or are affected by performance, such as:

- job assignment, responsibilities and expectations;
- the effect of performance on salary reviews;
- the effect of performance, knowledge, skills, abilities and other characteristics on retention ratings;
- education and/or significant experience gained by the employee and related to his or her career progress within the Company;
- other assignments, skills, or classifications that the employee may be qualified to perform.

For newly hired employees, Performance Management discussions should be initiated as soon as possible and occur as frequently as necessary to ensure early alignment with organizational goals and objectives and performance expectations, encourage job progress and growth, and ensure a smooth transition into the workforce.

4.1(b) The Performance Management Process consists of four activities: setting goals, setting, coaching and feedback, assessing performance and employee development.

4.1(b)(1) "Goal setting" consists of documenting job responsibilities and establishing individual performance goals and objectives, based on previously communicated organizational business goals and objectives.

4.1(b)(2) "Coaching and feedback" consists of the following:

Ongoing discussions that provide valid, constructive, performance-based feedback related to goal attainment and/or performance values,

Frequent and focused coaching interactions between employees and supervisors,

Encouraging further development of those employees who meet or exceed expectations, and

Provide feedback to help those who are falling short to identify and overcome impediments to their success.

~~“Coaching and feedback” consists of ongoing events that provide valid, constructive, performance-based feedback related to goal attainment. Frequent and focused coaching interactions between employees and supervisors, encourage further development of those employees who meet or exceed expectations, and help those who are falling short identify and overcome impediments to their success.~~

4.1(b)(3) "Performance assessment" consists of an ongoing communication and assessment of previously defined job responsibilities and performance goals and objectives as well as the performance values. Assessment results from each review shall be recorded in the Company Performance ~~Evaluation-Management~~ record system. Employees are responsible for continuously updating their plan as ~~accomplishments and goals and objectives change are met between scheduled reviews with their supervisor.~~

4.1(b)(4) "Employee development" is a discussion and coaching process to help employees and ~~supervisors~~ managers work together to develop enhance the employee's knowledge, skills and abilities to meet so that current and future business ~~objectives are met~~ needs. ~~Employee development provides employees and supervisors a unique opportunity to identify and discuss strengths that have been demonstrated on the job, as well as skills that can be enhanced to achieve current and future business performance.~~ Additionally, it provides a feedback mechanism to support the development of skills and abilities so that each employee has the opportunity to develop professionally and personally, ~~and professionally, and ultimately improve the performance of the Company.~~

4.1(c) Each employee will have at least one (1) interim review for coaching and feedback and one (1) performance assessment review during each twelve-month period. Employee and supervisor are encouraged to conduct additional interim reviews as often as appropriate.

4.1(d) In the final assessment review meeting, overall performance is assessed, summarized, and documented. This meeting will include a discussion regarding the assessment's relationship to the salary review and retention index review processes. Managers with employees on a cross training, rotational or other temporary assignment should contact appropriate managers to solicit input, as applicable.

4.1(e) Performance Management sessions (goal setting and assessment reviews) shall be scheduled to maximize their utility in salary and retention rating decisions.

Section 4.2 Performance Management Form. Forms used in the Performance Management Process shall be the same for all SPEEA-represented employees and consistent with the established processes used by the Company.

Section 4.3 Process Revision. The Performance Management process and utilization will be reviewed jointly in each year of this Agreement through the Joint Workforce Committee in accordance with Attachment 10. Changes to the Performance Management Process are subject to the approval of both parties.

**Society of Professional Engineering
Employees in Aerospace**

The Boeing Company

By _____

By _____

Dated _____

Dated _____