

I. Employee Information

Appraisal Period: Jan-Jun 2005

Employee's Name: Garry Dinkin	Job Title: Dispatch Rep I
Department: Installation Services Group	Manager: Dominic Martinez

II. Accomplishments

Employee summary: *Describe your work contribution based on the objectives defined in your Accountability & Development Plan. Be sure to include results achieved for job specific responsibilities and special projects, as well as progress on developmental goals.*

Mid-Year:

Maintain a good working relationship with FST's and FOM's within assigned cities in our primary regions (Qwest & Ameritech), and including three cities outside the region – Dallas, Phoenix and Seattle.

- * Continued to develop a sense of belonging which serves as a motivational imperative to strive for doing the best each day at work.

- * Continued learning software systems used by Covad Dispatch and on occasion have been asked to assist more seasoned employees on how to transition jobs in Eagle or use of other systems.

- * Clearly documented tasks in the TT and Eagle applications to ensure the next person viewing the log understands what was done and why.

- * Check the OTD & OPTU for Past Earmarked Trouble Tickets and to correct status or task, such as ORDEU, Repair – Loop to Repair – Sharing, in an effort to reduce MTTR and ensure our team meets established metrics.

- * Assisted other departments (ILEC Repair, TAC, Partner Support) requiring the sooner scheduling of an Install or TT.

Assisted AT&T Account Coordinators requiring the sooner scheduling of an Install or TT

- * Volunteered to work on a holiday.

- * Open to a flexible / different schedule when the needs of the unit or team member requires a temporary change of work hours.

- * Continue to ask questions when unsure of whether a certain process or procedure is appropriate to a given situation.

- * Completed required OSS training

- * Exceeded minimum number of completed daily tasks.

- * Adherence to Covad Attendance Policy

- * One of four agents working for the Circle-K Project.

- * One of two agent working on the Compass Group installations.

- * Worked with Frank McCoy to develop a "Green and Clean" process for Dispatch agents to follow when requesting a Certificate of Insurance.

- * Further developed and streamlined the process when a request for a Certificate of Insurance is received, including the design of the Certificate of Insurance Request Form (CIRF), and have become the Dispatch SME.

- * Uploaded several documents to the Dispatch Sharepoint site so that Dispatch agents and others would have easy access to the CIRF, Insurance Certificate PDF's, Marsh contact information and a sample e-mail request.

- * Volunteered for the ComTech Pilot Project and have become the single Dispatch POC.

- * Mentor and train new Dispatch agents.

- * Each day open to learning something new.

End-of-Year:

Maintain a good working relationship with ISG Technicians and Managers.

- * Continued to develop a sense of belonging which serves as a motivational imperative to strive for doing the best each day at work.
- * Continued learning software systems used by Covad Dispatch and on occasion have been asked to assist more seasoned employees on how to transition jobs in Eagle or use of other systems.
- * Clearly documented tasks in the TT and Eagle applications to ensure the next person viewing the log understands what was done and why.
- * Check the OTD & OPTU for Past Earmarked Trouble Tickets and to correct status or task, such as ORDEU, Repair – Loop to Repair – Sharing, in an effort to reduce CTTR and ensure our team meets established metrics.
- * Assisted other departments (ILEC Repair, TAC, Partner Support, ESG or Covad.Net) requiring the sooner scheduling of an Install or TT.
- Assisted AT&T Account Coordinators requiring the sooner scheduling of an Install or TT
- * Volunteered to work on a holiday.
- * Open to a flexible / different schedule when the needs of the unit or team member requires a temporary change of work hours.
- * Continue to ask questions when unsure of whether a certain process or procedure is appropriate to a given situation.
- * Completed required LPVA training.
- * Exceeded minimum number of completed daily tasks.
- * Adherence to Covad Attendance Policy
- * One of four agents working for the Circle-K Project.
- * One of two agent working on the Compass Group installations.
- * Worked with Frank McCoy to develop a "Green and Clean" process for Dispatch agents to follow when requesting a Certificate of Insurance.
- * Further developed and streamlined the process when a request for a Certificate of Insurance is received, including the design of the Certificate of Insurance Request Form (CIRF), and have become the Dispatch SME.
- * Uploaded several documents to the Dispatch Sharepoint site so that Dispatch agents and others would have easy access to the CIRF, Insurance Certificate PDF's,
- * The single Dispatch POC for the ComTech Pilot Project.
- * Mentored and trained 4 new Dispatch agents.
- * Each day open to learning something new.
- * Available as an internal Dispatch resource
- * Purchased map software to assist ISG Technicians.
- * Assist ISG VoIP Coordinators
- * Easily adapt to new Dispatch policies and procedures.
- * Working with Mike Adams on planning Dispatch Holiday activity.
- * Adjusted to working weekends

Manager Comments: *Provide feedback on the employee's work contribution and quality of those results based on the goals you set in the Accountability & Development Plan. Provide feedback on job knowledge and progress on developmental goals as well. Attach any performance metrics as appropriate.*

Mid-Year:

Garry has endured quite a few changes during the first half of this year. Having lost his direct senior before the end of 2004, he was reporting to a temporary senior who was then replaced by Shawn Goss in January. Shortly after that we reassigned the teams and Garry was moved to yet another senior. A few months later when we lost an agent from the Central team Garry was moved back. He has been asked to increase performance while the team was short on head count over 50 % of the time. He has done a good job adjusting to the needs of the business and producing quality work while keeping the customer satisfaction in mind.

Garry has been recognized as one of our top performers on the Dispatch team. This was the primary reason Garry was selected to fill the need when Dispatch lost another top performer from the Central team. Garry has a strong understanding of Dispatch's roles and responsibilities with constructive recommendations and suggestions for improvement to our daily operations.

Garry has handled several projects for the Dispatch Team, including Comtech (where Garry is the single dispatch POC); Circle K project (where Garry was on a team of four – responsible for the complete dispatch coordination of every Circle K order); Compass Food Group (where Garry was one of two agents responsible for the coordination of dispatch tasks); and Green and Clean coaching for all Dispatch team members on insurance certificates, which Garry is viewed upon by his peers and the Dispatch leaders as a SME in this subject. Garry also was assigned to the daily Seattle FST call until he left the West team to return to Central.

Garry has been extremely flexible by volunteering for holidays and transitioning to a weekend schedule, when the need has arisen. Garry operates with a team in mind philosophy and approaches his responsibilities with a strong work ethic and sense of urgency. Garry has consistently provided an above average output, averaging approximately 55-60 tasks/day versus the dispatch standard 45. He is a strong member of the team, with a ton of potential.

I encourage Garry to improve his confidence when working complex issues. With his in-depth ISG knowledge, he usually knows the answer, but tends to still request senior advice. Garry should also work on developing his leadership and communications skills through independent study and individual coaching and mentoring. I also challenge Garry to continue to focus on areas of improvement for the department, propose improvements and work with the leadership team to implement changes.

Garry is a valuable asset to the ISG Dispatch team, who will continue to grow as a result of his determination, work ethic, and passion. These invaluable characteristics have earned Garry a rating of Meets all Expectations for the 1st half of 2005.

End-of-Year:

Garry has continued to develop himself into a valued employee and integral part of the Dispatch team. Garry has not only contributed to his own development, but he has extended himself to be a factor in the development of his peers. Garry can very often be seen providing peer coaching to his team members and is often sought after for assistance. Garry does not hesitate to lend himself as a subject matter expert to assist with the advancement of his peers. Garry finds ways to offer assistance, even when unsolicited, when he identifies the area of improvement.

Garry also contributes with his flexibility. Garry has filled a very significant need by changing his shift to cover Saturdays. Garry works this day, unsupervised, and has done so without any noticeable impact to his productivity. Garry continues to meet and occasionally exceed the expected output for a Dispatch agent. Garry averages between 35-40 completed tasks per day (excluding Jep/Gantt checks) and schedules 60-65% of all tickets worked for same/next day. This is against a dispatch average of 35 tasks per day and 58% for tickets scheduled same/next day. Garry has a very meticulous approach which plays a part in his ability to produce quality work. He constantly checks various Dispatch queues, including OTD/OPTU, and finds opportunities to improve commitments while identifying training opportunities which Garry submits to the Dispatch leadership team to be addressed.

Garry not only exhausts all efforts to accomplish his tasks, but he documents all completed steps, as well to ensure that anyone who follows up on something he has touched has the full understanding of the measures taken to reach the current disposition. This is a very beneficial "best practice" that I encourage Garry to share with his peers.

Garry has been selected to serve as a single point of contact for several different projects. However, most recently, Garry was selected to assist with the ISG VOIP Coordinator responsibilities. Garry's desire to take on added responsibility coupled with his detailed approach made him a prime candidate for this new challenge. Garry has, just as he did with other projects, taken this new challenge head on. I look forward to seeing Garry contribute to that team, as he has with the Dispatch team.

Garry has made some great progress this year and with the new challenges he is facing, I am confident that he will develop even more. Garry has earned a rating of meets all expectations for 2005.

III. Brand & Sales Culture Attributes

Accountability – Accepts personal responsibility for actions and results. Delivers on promises. Demonstrates commitment to company goals.
Confident – Understands and displays a high degree of confidence in their current role, responsibilities, and impact to overall business goals. Operates with a “can do” approach and finds opportunities to delight Covad customers.
Easy to Do Business With – Works efficiently. Understands and clearly communicates customer needs. Works with team members to provide quality solutions. Works with a sense of urgency while creatively solving problems. Proactively looks for ways to positively impact both internal and external customer experiences.
Innovative – Routinely looks for other ways to achieve results. Is forward thinking, suggesting ways to shift current paradigms.
Results Orientation – Continuously looks for ways to improve his/her performance. Successfully implements action plans aligned with customer and business expectations. Acts quickly to meet customer commitments and accomplish goals. Takes advantage of information and development resources to continuously improve performance.
Spirited – Demonstrates a strong desire to serve customers well. Brings a positive attitude into the workplace and encourages team members to do the same. Takes pride in being a member of the Covad team.
Trustworthy – Presents the truth in an appropriate and helpful manner to all audiences (employees, customers, partners, vendors, etc.) Keeps appropriate issues confidential. Admits mistakes. Makes and keeps promises.

Manager Comments: *Provide feedback on how the employee has demonstrated Covad brand and sales culture attributes. Provide examples of successes and/or development areas for each attribute.*

Mid-Year:

Garry accepts personal responsibility and **accountability** for his actions. Garry takes ownership of certain situations and will see them to completion. Garry demonstrated this when he identified a gap in the process the Dispatch team was utilizing for the submission of *Certificate of Insurance* requests. Garry took it upon himself to streamline the process and devise a new *Certificate of Insurance Request Form*. Garry (with the assistance of Frank McCoy) then provided the entire Dispatch team with a “*Green & Clean*” presentation on the new process.

Garry understands the functionality of his current role and is **confident** in his ability to meet the requirements set before him. Garry has demonstrated this confidence by providing coaching to peers who have been with the organization for a longer period of time. I encourage Garry to expand on this confidence and make decisions independently without seeking reassurance. Garry is very talented and knowledgeable, and will be challenged to display a stronger sense of security with his decision making.

Garry is identified as a person who is very **easy to do business with**. Garry was specifically solicited to be the Dispatch POC for the Comtech special customer procedure pilot. Garry's ability to provide thorough and accurate results have made him a prime candidate for several special projects, all of which Garry has done an excellent job in administrating. Garry works extremely well with our internal and external partners, and has been identified by several people he has worked

with as a pleasure to work with. This sentiment was expressed by the ISG Central leadership team when Garry's departure and return to the Central Dispatch responsibility unit was noted.

Garry is very **innovative** and consistently provides the Dispatch leadership team with new ideas and suggestions for improvement. As noted above, Garry identified a gap in the certificate of insurance request process and devised a new way to go about it. Garry is constantly "thinking outside the box" and actively provides suggestions which stimulate growth and development.

Garry approaches work with a **results oriented** attitude. He approaches every task with the end result in mind. Garry will do what it takes to provide a positive contribution to Dispatch's success. Garry has changed his shift and volunteered for holiday coverage to ensure that he was doing what he could to minimize the impact to our customers and Dispatch's metrics. Garry's log entries are extremely thorough and all encompassing. Garry will work overtime when needed, and provides a quality output on or off his normal hours of operation.

Garry is very **spirited** and shows up to work with a "can do" attitude. Garry enjoys being a part of the ISG-Dispatch team and is constantly looking to contribute to Covad's success. Garry maintains a positive attitude, even while Dispatch was undergoing a time of change and the Central team was short-staffed. Garry still approached work with a can do attitude and was an integral part in ensuring that the impact was negligible.

Garry is **trustworthy** and can work without supervision. Garry is extremely receptive to coaching and utilizes all feedback to develop. I am confident that Garry will continue to merit the trust of all who work with him.

End-of-Year:

Garry continues to demonstrate **accountability** for his actions. He recognizes his areas of opportunity and consistently works to drive improvement. Not only does Garry maintain accountability for his actions and results, but he extends himself to contribute to the development of the team. This is evident in Garry's follow up of completed task work, through checking the OTD/OPTU queue. Garry very often finds opportunities in such queues and regularly submits them to be addressed. This desire to drive the same accountability throughout the team is a very noteworthy accomplishment.

Garry is **confident** in his abilities and I encourage Garry to step further from his comfort zone. Garry has the knowledge and is fully capable of creating his own opportunities. I will commit to facilitating this growth, but am very confident that Garry can further his own development by using the confidence he has developed and stretching to other limits which he has the potential to reach.

Garry is extremely **easy to do business with**. Garry constantly extends himself to serve the customers (both internal & external) better. I have received positive comments from the managers he supports as well as from his peers regarding Garry's willingness to help and ability to deliver. Below is an example of one of the kudos I have received regarding Garry's easy to do business with attitude:

Hey Dominic,

I wanted to let you know how much AT&T IS appreciates Gary's assistance and professionalism. I received a call from an AT&T IS Manager (Shirley) regarding how much he goes beyond his duties to assist them regarding special project installations.

I also appreciate this feedback since all Operations impacts the performance and relationship with our Partners!

Thanks,
 Chuck Browitt
 Partner Support Manager
 Covad Communications
 720-670-1025

Garry is very **innovative** and continues to provide "outside of the box" solutions to everyday problems. Most recently, Garry purchased a mapping software tool in order to enhance his ability to create efficient work schedules for the ISG technicians. Garry also continues to provide valuable feedback to the Dispatch leadership team, which sometimes lead to action plans for team development.

Garry is extremely **results oriented** and cares to provide the best performance possible. Garry consistently meets the expected results output for a Dispatch agent without sacrificing quality. Garry continues to focus on improving his own performance and is producing and standard and above standard ratings – even when working without supervision.

Garry continues to display a **spirited** attitude and consistently looks to provide positive contribution. Garry comes to work with a sincere "can do" attitude and often volunteers for added responsibility.

Garry continues to be very **trustworthy** and has in no way violated the trust of his manager, his leads, or his peers. I trust Garry with added responsibility and trust that he will deliver with or without supervision.

IV. Managerial Responsibilities – complete only for managers with direct reports.

Leadership & Accountability – provides direction, clearly defines responsibilities & sets goals for every employee, creates accountability for results with team, manages productivity & profitability, demonstrates commitment to company goals, confronts and resolves conflict quickly and directly. Meets deadlines, delivers on promises and commitments to internal and external customers/constituents.
Motivates/Develops Employees – creates a high-performance environment, conveys enthusiasm and trust, recognizes performance & improvement, provides coaching, provides timely positive & constructive feedback, conducts formal appraisals, has developmental plans in place for team, promotes work/life balance.
Communication – fosters open communication, keeps team up-to-date, effectively communicates changes, provides status and progress updates.
Selection/Retention - hires based on skill and "cultural fit," retains & develops performing employees, creates a work environment that reduces voluntary turnover
Embraces Diversity/Maintains Harassment-free Workplace – understands the law, strives to be a visible/influential role model, helps team develop appreciation for strengths, manages for inclusion

Manager Comments: *Provide feedback on the employee's performance of critical managerial responsibilities.*

Mid-Year:

End-of-Year:



IV. Performance Rating & Signatures *Determine the employee's overall performance rating considering responsibilities, results and performance factors. You must choose ONE rating only. (For rating descriptions see section VI)*

☐ Exceeds all expectations ☒ Meets all expectations ☐ Needs Improvement

Employee Signature _____

Date _____

Manager Signature Poni McG

Date 1/24/06

Approving Manager Signature _____

Date _____

V. Performance Descriptions *The following descriptions are for information only. Please be sure you have entered your official rating by checking the appropriate box in the previous section.*

Needs Improvement	Meets some of the important requirements of the role, but accomplishments fall short of fully achieving role accountabilities. Needs improvement in some critical role responsibilities or in demonstration of brand/sales culture attributes. Some objectives not adequately completed. The individual is aware of the need for improvement and is receiving coaching and support.
Meets All Expectations	Meets all role requirements while demonstrating behavior consistent with Covad brand/sales culture attributes. The contribution to the work group and Covad is that expected of a fully qualified and experienced individual in this role. Satisfactorily performs both routine and complex important role functions. May be exceptional in some aspects of performance and is effective in all others. May initiate and complete projects or responsibilities outside of the traditional scope of his/her current role.
Exceeds All Expectations	Work contribution and demonstration of brand/sales culture attributes consistently and significantly exceeds the expectations for the role. Achieves highly effective and proficient performance that is attained by only a few exceptional individuals within the role. The impact created by this employee is well recognized by others outside of the immediate work group.

VI. Optional Employee Comments *Complete after the appraisal discussion.*



2005 ANNUAL PERFORMANCE APPRAISAL

ACCOUNTABILITY AND DEVELOPMENT PLAN

I. Employee Information

Employee's Name: Garry Dinkin	Job Title: Dispatch Coordinator
Department: Installation Services Group	Manager: Dominic Martinez

II. Employee Accountability and Performance Objectives –Describe the expected employees work contribution. Be sure to include results achieved for job specific responsibilities and special projects.

Impact to the Business (what are you going to do?)	Expected Results (include Brand and Sales Culture attributes)	% of Time
Results	45 tasks completed per day - Dispatch Assigned (under 2 hours) - Dispatch New (under 1 hour) - Monitor & Maintain all queues and sources of work (Affinity/Contact Manager/Email/IM/TT). - Capacity management (e.g. Pull Ins, OTD/OPTU queue, Jep Trays, Past Earmark)	60%
Brand Attributes	- Accountability - Confident - ETDBW - Innovative - Results Orientation - Spirited - Trustworthy	30%
Relationships	- Maintain a symbiotic relationship with Customer Ops - Maintain a symbiotic relationship with Field Operations & Network Operations	10%
Special Projects	Expected Results	% of Time
Q1		
Q2		
Q3		
Q4		

III. Professional Development Plan - Identify 2-3 development goals for the next appraisal period that will help you improve your performance in your current role. Think of goals related to results improvement, expanding technical job knowledge, improving your overall business/industry acumen.

Goal	Measure	Target Date	Employee Actions & Responsibilities	Manager Actions & Responsibilities
knowledge of VOIP, LPVA, Wireless				
Become expert in software used by Dispatch and other ISG groups				

Develop Personal and Group Communication Skills				
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IV. Career Development – *completed by manager and employee on annual appraisal only*

Based on your overall career goals, identify 1-2 development opportunities that will help prepare you for your next desired position at Covad. (For employees rated “meets all expectations” and “exceeds all expectations” only).

Development Opportunity	Target Date	Employee Actions & Responsibilities	Manager Actions & Responsibilities