

I. Employee Information

Appraisal Period:

Employee's Name: Garry Dinkin	Job Title: Dispatch Rep I
Department: ISG Dispatch	Manager: Sean Kavanagh

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, compliance in audit related activities (I.e. Sarbanes-Oxley), special projects, as well as progress on developmental goals.*

Mid-Year:

- * Maintain a good working relationship with ISG Technicians and ISG Managers.
- * Continue to develop a sense of belonging which serves as a motivational imperative to strive for doing the best each day at work.
- * Continue 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 document tasks in the TT and Eagle applications to ensure the next person viewing the log understands what was done and why.
- * Assisted other departments (ILEC Repair, TAC, VoIP, Provisioning, Partner Support) requiring the sooner scheduling of an Install or TT, that may include creating a TT to expedite the scheduling process.
- * Open to a flexible / different schedule when staffing needs of the unit or team member requires a temporary or permanent change of work hours.
- * Continue to ask questions when unsure of whether a certain process or procedure is appropriate to a given situation.
- * Meet minimum number of completed daily tasks.
- * Adherence to Covad Attendance Policy
- * Each day open to learning something new.
- * Assist in the training of and ongoing professional development new Dispatch Agents
- * Provide assistance to ISG Tech 3's in understanding Service Power and Dispatch procedures.

End-of-Year:

- Provided support to the ISG Mgr of LAX, SAN, SBA, and LAS
- Provide support to the ISG Mgr and Tech-3 of SFO & SAC
- Provide support to the ISG technicians of SFO & SAC
- Learned use and operation of MARS that included creation and scheduling of Mars tasks, editing tasks that appear as unable to be scheduled and to get them scheduled and assigned to correct technician.
- Created and scheduled off-net tasks.
- Review the unresourced / jeopardy trays of SFO & SAC throughout the day to ensure all jobs (Mars, ON, TT and WO) remain scheduled or get scheduled within expected timeframes.
- Review OTD queues for the SFO & SAC regions throughout the day to effectively manage CTTR and ensure tickets are properly transitioned
- Participate in weekly team calls
- * Maintain a good working relationship with ISG Technicians and ISG Managers.
- * Continue to develop a sense of belonging which serves as a motivational imperative to strive for doing the best each day at work.
- * Continue 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 document tasks in the TT and Eagle applications to ensure the next person viewing the log understands what was done and why.
- * Assisted other departments (ILEC Repair, TAC, VoIP, Provisioning, Partner Support) requiring the sooner scheduling of an Install or TT, that may include creating a TT to expedite the scheduling process.
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- * Meet minimum number of completed daily tasks.
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- * Assist in the training of and ongoing professional development new Dispatch Agents
- * Provide assistance to ISG Tech 3's in understanding Service Power and Dispatch procedures.

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 related to operational results and compliance and controls.*

Mid-Year:

In my short time in ISG I have witnessed Garry as a strong member of the dispatch team. Garry has historical knowledge and experience in dispatch and working with the ISG field teams and is recognized by his peers and the field as a go to resource to get something done.

Garry is considered an asset to dispatch based on the feedback I have received from the field managers and the leads in dispatch. They know that he can be counted on to take action on critical tasks and to provide consistent high quality in his workload.

In the rest of 2007 I challenge Garry to take ownership of his markets and work with Nolan to determine the best way to manage the load in his markets to meet our budgeted truck rolls and installation intervals.

End-of-Year:

Garry's daily work ethic enabled him to successfully brand Covad with numerous customers in 2007. Garry's results orientation earned him praise from the Northern California Operations team in the very short time in which he has supported them. Although Garry does great work with the Northern California team Garry could assert himself to be more innovative and help share his success with the rest of the Dispatch team by sharing best practices by using peer to peer coaching with his teammates. Garry has the technical ability to be a leader on the Dispatch team, going forward, Garry should seek to assert himself as a leader of his peers by contributing in a more vocal manner on conference calls and in peer to peer settings. Also continue to seek advancement of knowledge in Transmissions. Garry is always trustworthy and often times takes it upon himself to find work for both his peers and himself. I would like to see Garry volunteer himself and his time to work on projects across regions to better both process and performance for Covad as a whole.

III. Brand & Sales Culture Attributes

Ownership & Accountability – Accepts personal responsibility for actions and results. Takes ownership and accountability for all business processes and policies, inspires others to be accountable, manages completion of duties related to controls, and demonstrates commitment to company goals. Meets deadlines, delivers on promises and commitments to internal and external customers. Understands how personal contribution impacts the success of Covad.

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, auditors, 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:

Ownership and accountability- Garry takes ownership of his work and completes it to the best of his ability. I rarely get escalations on a task Garry has worked on. He makes sure to complete everything that needs to be done and makes sure that the customer (both internal and external) are aware of what was done.

Confident- Garry knows the processes in Dispatch and demonstrates his confidence in his role through knowledge sharing with other employees both in the field and in Dispatch.

ETDBW- Garry is always helpful and does not shut down ideas or feedback. He's open to change and willing to do whatever is needed on the team for us to be successful.

Innovative- I encourage Garry to use this understanding of the processes and his new partnership with the LA team to find creative ways to help us meet our goals.

Results Oriented- Garry never walks away from a task. He completes what is needed and makes sure that his decisions are appropriate from both the team and customer perspectives.

Spirited- Garry truly seems to enjoy working for Covad. He recently celebrated with 4 year anniversary and invited his peers to join in his celebration of this milestone. This type of excitement about working here is needed right now at Covad and helps to keep morale of the team up through times of change.

Trustworthy- I can trust Garry to work extended shifts and to be here when there are no leads or managers staffed to work. Garry has demonstrated sound decision making and the ability to work autonomously.

End-of-Year:

Accountability -As the sole dispatcher for Northern California Garry holds himself accountable to ensure the jeopardy trays and all past earmarked tasks are worked in a prompt manner. Garry is very good at keeping the team informed of any nuances within the region so everyone is prepared for situations coming down the line.

Confident –Garry displays his confidence daily in his interactions with his peers across the region. He is a go to person for all types of work and he is fully confident in his abilities

Easy to Do Business With –Garry works well with NOC/TAC/Dispatch/Customer Ops and IPE. He should sometimes look to think outside the box to help both internal and external customer of ISG meet their business needs dependant on the situation.

Innovative – Garry should continue to think of new ways to improve team efficiency and scheduling. Garry should be more vocal during team meetings sharing his knowledge with his peer more consistently.

Results Orientation – Garry does a great job of keeping the technicians informed of any problems orders or in central offices, saving future truck rolls and trouble tickets. Garry should continue to work on improving the teams metrics, leadership skills, and coaching.

Spirited – Garry is quiet in nature but his quietness should not be mistaken for a lack of desire. Garry operates with the customer in mind and he is usually seeking to improve his knowledge of the business.

Trustworthy –Garry has always kept confidential those issues where he was asked not to reveal anything. He maintains the highest integrity and Trust has never been an issue with Mr. Dinkin.

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. Takes ownership and accountability for business results, processes and policies. Manages completion of duties related to compliance and audit related activities.
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. Signatures

Employee Signature _____

Date _____

Manager Signature _____

Date _____

Approving Manager Signature _____

Date _____

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

ACCOUNTABILITY AND DEVELOPMENT PLAN

I. Employee Information

Employee's Name:	Job Title:
Department:	Manager:

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 (i.e. Sarbanes-Oxley Controls).

Impact to the Business (what are you going to do?)	Expected Results (include Brand and Sales Culture attributes)	% of Time
Special Projects	Expected Results	% of Time
Q1		
Q2		
Q3		

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

IV. Career Development – completed by manager and employee

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