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## Section 1

### Performance Review and Planning

Name: Linda  
 Department: Legal  
 Manager/Appraiser Name: Supervisor  
*Performance plan from* January 1, 2003

Title: Legal Secretary, Senior  
 Grade: 10  
 Office: San Diego  
*to* December 31, 2003

Performance Objectives.	Target Dates	Measures of Success	Final Results
<b><u>Objective 1</u></b> <b>To</b> become proficient in using name cards with templates	06/30/03	<b>1. Validate</b> Ensure consistent creation of Legal File name cards for all new cases. Access appropriate templates.  <b>2.</b> Create new documents from templates.  <b>3.</b> Law Office Manager reviews Legal Files on a monthly basis to monitor compliance.	<p>1. In reviewing the name cards, the Law Office Manager and Marilyn Connors learned that information contained in some of them was either inconsistent or insufficient. Therefore, to expedite the use of templates, in October, Larry Le Plania was requested to assist with the name cards revisions.  <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p> <p>2. The template project is ongoing. And, because of the complexity of template creation, <del>they</del> templates are being created by the Template Team rather than <del>the</del> individual secretaries. The end of February 2004 is the target date for usage of 10 standard newly created templates. In March 2004, the Law Office Manager will review Linda's employee's documents to monitor template use.  <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p> <p>3. In February and September, Linda employee received additional Legal Files training from Tom Lauritson. During this training, and reviewing previously created name cards, it was reiterated that consistent and correct information was necessary when creating them, and to not make duplicate name cards. <del>She</del> Employee followed these reminders and understood that templates would not work if name cards were not created correctly.  <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p>
<b><u>Objective 2</u></b> <b>To</b> cross-train in the C.D., Workers Compensation, Subro or P.I. Units.	12/31/03	<p>1. Obtain cross-training schedule from Law Office Manager</p> <p>2. Select a mentor(s). <b>[Who selects the mentor, the employee or the Law Office Manager?]</b></p>	<p>1. <del>Linda</del> Employee actually began cross-training in the Workers Compensation Unit in 2003. However, due to staffing reassignments, continuation of her training was postponed.  <b>WAS OBJECTIVE MET: ___ YES <u>X</u> NO</b></p> <p>2. <b>Mentor was not selected.</b>  <b>WAS OBJECTIVE MET: ___ YES <u>X</u> NO</b></p>

		<p>3. Train in various <del>various</del> <b>[too vague, list specific training to be provided, and when; also, who is to “initiate” training, the employee or the employer/management?]</b> the following legal procedures pertinent to one <b>or more</b> of the department’s four areas of practice.</p> <ul style="list-style-type: none"> <li><b>a. Training module 1 – C.D., to be provided no later than TBD:</b></li> <li><b>b. Training module 2 – WORKERS COMPENSATION, to be provided no later than TBD</b></li> <li><b>c. Training module 3 – Subro, to be provided no later than TBD.</b></li> <li><b>d. Training module 4 – P.I, to be provided no later than TBD</b></li> </ul> <p>4. Law Office Manager and mentor(s) monitor progress.</p>	<p>3. On October 6th, <del>she</del> employee was reassigned to the Workers Compensation Unit and has since received extensive hands-on training in Workers Compensation procedures. <del>She acclimated to this unit with an inquisitive mind and</del> Employee demonstrated acquired proficiency and offered many suggestions for efficiency and productivity. In reviewing the training and employee’s application to assignments, it was determined <del>she</del> employee reached her training goal <b>for only one of the department’s four areas of practice.</b> To achieve departmental cross-training objectives employee must be proficient in at least two practice areas. Therefore, employee <del>Yet,</del> continued to receive training as new kinds of assignments were given to her. <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p> <p>4. Law Office Manager <del>and mentor(s)</del> monitor <b>red</b> progress.</p>
<p><b>Objective 3</b> <b><u>How exactly</u></b> do the following objectives differ from the “Measures of Success” for “Objective 2?”</p> <p><del>Obtain training schedule from Law Office Manager</del> <del>Select a mentor(s).</del> <del>Train in various legal procedures pertinent to one of the department’s four areas of practice.</del> <del>Law Office Manager and mentor(s) monitor progress.</del></p> <p><b>To initiate self-training in one or more software applications which, as a direct result of training received, will produce an improvement in employee work performance.</b></p>	10/20/03	<p>1. Determine data, tasks, etc., that can be easily monitored and/or made more efficient by use of Excel spreadsheets.</p> <p>2. Attend an Excel class.</p> <p>3. Implement knowledge and skills obtained in class to create and utilize spreadsheets.</p>	<p>1. <del>Linda</del> Employee reached this goal by using an Excel manual to learn to create “rows and columns” and “format cells” features. <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p> <p>2. Employee did not attend an Excel class, but acquired proficiency through individualized self-training. <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p> <p>3. <del>She</del> To demonstrate proficiency, employee created a spreadsheet to track case billing data. <b>WAS OBJECTIVE MET: <u>X</u> YES ___ NO</b></p>

## **Section 2: Development Planning and Review**

### **1. Dimensions where the employee demonstrated compliance to or achievement of performance objectives, and how compliance and/or achievements positively impact business results.**

**Dimension 1: Customer Service** - Linda excelled in customer focus. On February 26<sup>th</sup>, the adjuster, Kenneth Baker sent an e-mail to Janet Veracity to inform that Linda had been extremely helpful during Janet's absence. He noted that not only was Linda abreast on all of Janet's case activities, she was also very quick to respond to all of his assistance requests. On September 26<sup>th</sup>, adjuster Jacqueline Hess acknowledged Marilyn's quick action on her request for information. On this day, Jacqueline needed a status on a Pipeline meeting. In Janet's absence, Linda transcribed Janet's meeting notes and promptly e-mailed them for Jacqueline's review. In the LMIG v. Davis matter, Linda promptly informed Edward Grafindina that the damages exceeded the limited court's jurisdiction. Edward promptly forwarded a Stipulation to Consolidate to defendant's counsel.

**Dimension 2: Training** - In February, Linda received training in pending invoices in BOCOMP. She learned the program and procedures very quickly and throughout the year, pending invoices in a timely and proficient manner. From February through September, she pended all of the invoices for the Subrogation Unit. She effectively processed a backlog of vendor invoices. To ensure payments were made, she promptly reviewed the payment status information to confirm checks were issued. She was also very helpful in pending many past due invoices from Anchorage Court Reporting Services that were for depositions in many Workers Compensation cases.

**Dimension 3: Team Building** - Linda consistently demonstrated team skills in volunteering to assist with department operational assignments. In this capacity she worked diligently to identify UPS issues by reviewing the Subrogation Unit's standard operating procedures relating to filing and serving of time sensitive documents. Her timely research was used to respond to an inquiry from Home Office regarding ESS protocol. She was also helpful in assisting the Safety Committee and helped to facilitate the Annual Safety meeting. Although not a member, she offered various agenda items relating to ergonomics, loss prevention and potential workstation hazards. Additionally, she served on the Disaster Committee and took a very serious approach to addressing matters of disaster preparedness and department protocol in the event of an emergency. Linda received a **Merit Award** for her continued efforts to uplift department morale. In doing so, she was very instrumental in facilitating the monthly recognition of employee anniversaries. The employees appreciated her efforts in this area and looked forward to taking a little time out to recognize their co-workers' service to the department.

### **2. Identify and comment on those dimensions that, if demonstrated more effectively, would have had a more positive impact business results.**

**Dimension 1: Failure to Perform** - Linda's performance would greatly improve if she followed through with routine assignments. When handling Edwards's work, her daily/weekly follow-up on due dates for briefs, discovery responses, CMC questionnaires was unsatisfactory. For example, when work was assigned to the paralegal, any further follow-up on these assignments, i.e., discovery, CMC questionnaires, and motions was done between the paralegal and the attorney. It was Linda's opinion, that once was the task was assigned to the paralegal, she no longer one of the employees who were responsible for follow-up to ensure that assignments were completed. In many of Janet's cases, Janet did extensive calendaring and serving of documents without Linda's assistance.

**Dimension 2: Failure to establish and maintain faster turnaround on the completion of projects through effective internal communications** - In the Smythe case, Janet asked Linda to update and organize the case file for an upcoming trial and to have it ready prior to an MSC that was being covered by Terry Vera Sera on 9/12/2003. This important assignment was not completed until the Friday before the initial 09-15-03 trial date. As is usual when preparing for trial, various tasks such as subpoenaing witnesses, doctors, creating exhibits and compiling evidence and other last minute preparation needed to be done prior to the last work day before trial. Unfortunately, due to Linda's procrastination in organizing the file when requested she then complained about being unable to do additional trial prep work. Edward who was involved in assisting with the preparation had to organize others in the unit to assist. Granted, trial preparation requires a team effort. However, had Linda completed the task initially assigned by Janet, there would have been no need to recruit others to complete the trial prep tasks in this case. In the course of this trial prep, there was a need to contact and subpoena a witness. On previous occasions, the witness had spoken to Linda and left his telephone number. He called again before trial, spoke to Linda and gave his number to forward to Janet to return his call. When Linda spoke to the witness about serving the subpoena, he informed her that he would only give his number to Janet and did not leave his number. However, had she maintained a carbon telephone message log, or used the Legal Files telephone feature, the number could have been given to Janet (who was out of state) to quickly clear up the subpoena issue. Instead, Edward rifled through Janet's desk to search for her steno pads to locate the witnesses' number.

When Linda worked with Edward and Janet, when Janet asked her to do something, she'd frequently reply that Edward had previously assigned tasks to her, was too busy and such

precluded her from accepting Janet's assignments. Linda responded to Edward in a similar manner when he asked her for assistance with his work when Janet was out of the office. When the two attorneys discussed this situation to improve the workflow between the three of them, the attorneys learned that Linda's allegations that the other was keeping her too busy were unfounded because neither had recently assigned her any work.

**Dimension 3: Failure to complete assigned tasks within prescribed time periods, as well as increase productivity on a consistent basis** - Although Linda was very good about assuring timely completion of rush projects, on several occasions, "To Do's," or a review of her assignments placed in her work basket indicated that tasks should have been completed timelier. To improve in this area, Linda would benefit by staying focused on her list of scheduled and/or priority assignments and avoid wavering from what she had planned to accomplish for each day. This could be accomplished by implementing basic time management procedures. It should be noted that her ability to sustain productivity during the months of October through December was impeded by daily rush assignments from one of the Workers Compensation attorneys. Linda must also reduce the amount of complaining about various aspects of her job. This kind of behavior greatly reduced her overall productivity and on frequent occasions, caused disruptions in both the Subrogation and Workers Compensation Units. She must also manage her anger and frustration. Repeatedly, she over reacted to situations, became unreasonably angered when assigned rush projects, or disagreed on how tasks were to be accomplished. On these occasions, Linda's productivity was reduced for 1-3 days because she spent the greater part of her time complaining to co-workers about the perceived injustices that she encountered. During these occasions and when constructive criticism was offered to her, she invariably became overly sensitive, remained angry and looked beyond positive aspects of her performance that were acknowledged by the attorneys or me.

**Dimension 4: Failure to establish and maintain effective and diplomatic oral and written communications with co-workers, attorneys and management** - Linda also became unnecessarily upset and complained about the number of e-mails she received from Janet when she was out of the office. The e-mails were assignments and a means of communication by Janet. She excessively complained about this mode of communication and direction, which distracted her co-workers and reduced her overall productivity. In this regard, she placed more pressure and stress on herself than the job required. Although Linda frequently offered recommendations for efficiency, or how to streamline work, more often than not, these recommendations were presented as complaints, which in time, were viewed by many as complaining and another means to disrupt the workflow rather than promote it.

As previously discussed with Linda by both Carry and me, it is imperative that she cease her daily complaints throughout the day about various aspects of her job. Linda also spent an excessive amount of time on personal telephone calls, to include calls to the Orange office. This problem was addressed to Linda by me, yet it continues to be a problem that interferes with her productivity and overall performance. **Frequent complaints were received [from JV on calendaring; from ET on productivity; from CL on confrontational skills, and other staff/management] regarding Linda's failure to communicate positively and constructively about the work process.** This problem, and it is serious, ~~has had~~ continues to have a very negative impact **not only** on Linda's overall performance, **but also compromises the achievement of shared employee and departmental performance objectives.**

### 3. Describe plans to strengthen those areas representing the most significant development opportunities.

Plans:

**1. Communication Skills** - To establish and maintain faster turnaround on the completion of projects through effective internal and external communications, including constructive feedback.

Results:

a. Employee will receive no unjustified complaints during the review period.

b. Employee will consistently demonstrate effective and diplomatic oral and written communication skills, with an emphasis on positive and constructive communications with co-workers, attorneys, clients and, if appropriate, collaborative decision making teams.

c. Employee will demonstrate experience performing as a team player, and recognizing and resolving conflicts or potentially controversial situations through diplomacy.

d. Employee will consistently provide constructive oral and written feedback on all work related activities, and employee not engage staff, management or clients in any adverse or antagonistic communications.

## 2. Time Management:

- a. To develop a time management schedule. ~~and to focus on reducing interruptions.~~
- b. To reduce and/or eliminate non-work related interruptions.
- c. To successfully prioritize ~~when faced with~~ requests, demands and deadlines.
- d. To keep conflicting situations in proper perspective.
- e. ~~To excel in priority determinations.~~
- f. ~~To effectively handle competing priorities.~~
- g. ~~To effectively cope with competing priorities.~~
- h. To capably prioritize the demands of multiple superiors.
- i. To concentrate on activities with high payoff.
- j. ~~To focus on essential activities to get the job done.~~
- k. ~~To distinguish between low and high priority activities.~~
- l. ~~To identify unessential activities.~~
- m. ~~To distinguish between the crucial and trivial activities.~~
- n. ~~To effectively prioritize daily and weekly activities.~~
- o. ~~To greatly reduce daily non-work related conversations.~~

## 2. Time Management:

- a. Employee will develop a time management schedule, and submit it to her immediate management for approval by Friday, April 30, 2004.
- b. Employee will confine non-work related communications to scheduled break and lunch periods.
- c. Employee will consistently and successfully prioritize all requests, demands and deadlines, as directed and approved by immediate management, and will validate such through use of date stamps, project logs, and other tracking protocols.
- d. Employee will establish and maintain an individual system, as directed and approved by immediate management, to effectively prioritize all daily, weekly, monthly and related work activities, which includes methodology for resolving conflicting situations by Friday, April 30, 2004.
- e. Employee will establish and maintain an individual system, as directed and approved by immediate management, to effectively expedite the completion of projects from multiple superiors and/or to complete rush projects by Friday, April 30, 2004.
- f. Employee will submit to immediate management at least one (1) written recommendation before the end of each quarter [March, June, September, and December] that improves workforce strategies for one or more of the department's four areas of practice (including requests, demands and deadlines, etc.) and produces the highest possible payoff in individual performance.

## OVERALL ASSESSMENT OF PERFORMANCE

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**Trends In Achievement** - Linda was able to provide a broad range of organization support in many areas. On numerous occasions, she offered efficiency tips on several office tasks. From photocopying , scheduling appointments, filing court documents, pending payments, or serving parties, she considered the most time/cost effective of completing the task. Since working for GEIC and LMIG, she has worked in the P.I., C.D., Subrogation Units, and most recently, the Workers Compensation Unit. In doing so, she transferred information and skills learned to each area, and displayed flexibility in adapting to changing conditions. She offered very good recommendations for the Safety Committee and did an excellent job by facilitating the Annual Safety meeting.

Linda ~~is a~~ **has** demonstrated she can ~~completely~~ **perform as a** competent and capable Senior Legal Secretary. However, **as described in #3 above**, she must reduce and/or eliminate the greatest deficiency in her performance by improving her communication skills. ~~she must focus on the areas listed in section 3, i.e., time management, reduction of daily complaining, anger management, and reduction of non work related conversations in order to improve her overall performance.~~

## EMPLOYEE COMMENTS

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*Signatures:*

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date

\_\_\_\_\_  
Immediate Supervisor

\_\_\_\_\_  
Date