

VOLKSWAGEN

GROUP CHINA



Checklist Performance Evaluation

Employee and Management Dialogue

Detailed criteria for performance evaluation (1/6)

far exceeds requirements	exceeds requirements	fully meets requirements	partially meets requirements	in need of improvement	need for development
P1	P2+	P2	P2-	P3	

Expertise 1/2

Quality of work						
Performs varying tasks efficiently, is well organised and meets deadlines.						
Is resilient by handling a consistently high workload.						
Monitors the achievement of agreed objectives and reacts to deviations from plans at an early stage.						
Concentrates on error avoidance instead of just error remedy.						
Technical and method expertise						
Possesses the general knowledge required for his or her working area/ function and keeps up-to-date as needed.						
Possesses the expert knowledge required for his or her working area/ function and keeps up-to-date as needed.						
Is a recognised authority for his or her field and is highly knowledgeable about the work environment.						
Possesses function-related methodological knowledge and uses it accordingly.						

Employee and Management Dialogue

Detailed criteria for performance evaluation (2/6)

far exceeds requirements	exceeds requirements	fully meets requirements	partially meets requirements	in need of improvement	need for development
P1	P2+	P2	P2-	P3	

Expertise 2/2

Process orientation						
Is familiar with upstream and downstream processes and strives to achieve the overall objective.						
Realises measures and tasks to implement the Volkswagen Way in his or her own work environment.						
Problem-solving skills						
Identifies problems and dysfunctions at an early stage, elaborates his or her own approaches for improvement and independently makes qualified decisions within his or her area of responsibility.						
Reduces the extent of decision-making to a minimum for complex problems.						
Performs causal analysis and identifies relevant connections and interrelationships.						
Development and sharing of knowledge						
Uses new findings and experience to further develop his or her working field and/or job family.						
Transfers his or her knowledge and experience to employees and colleagues in a proactive and timely manner in an appropriate scope.						
Actively searches knowledge sources and uses them for specific tasks (e.g. colleagues, specialists, literature, Internet, etc.).						

Employee and Management Dialogue

Detailed criteria for performance evaluation (3/6)

far exceeds requirements	exceeds requirements	fully meets requirements	partially meets requirements	in need of improvement	need for development
P1	P2+	P2	P2-	P3	

Cooperation and Leadership 1/2

Cooperation						
Is a cooperative team player and exhibits this in work groups and team meetings, for example.						
Demonstrates reliability and loyalty and is open-minded and approachable for other colleagues.						
Practices and accepts constructive criticism.						
Communication skills						
Reports to competent superiors clearly and regularly regarding work and task progresses.						
Compiles work results and presents them to the intended audience appropriately.						
Adapts his or her language and message to the given situation when speaking with other people.						
Presents complex situations clearly and concisely.						

Employee and Management Dialogue

Detailed criteria for performance evaluation (4/6)

far exceeds requirements	exceeds requirements	fully meets requirements	partially meets requirements	in need of improvement	need for development
P1	P2+	P2	P2-	P3	

Cooperation and Leadership 2/2

Convincing and Asserting						
Argues in a competent, factual and convincing manner.						
Exhibits flexible and proper conduct in a wide variety of situations.						
In case it is needed, he or she is also able to assert himself or herself in the face of resistance.						
Leadership (only applies to employees, who are in a leading position)						
Delegates duties and authority and provides for the necessary general conditions.						
Plans and establishes challenging but realistic objectives.						
Monitors target achievement and introduces measures in case of deviation.						
Conducts employee and management dialogues regularly.						
Supports employee development on a need-driven and objective-oriented basis.						

Employee and Management Dialogue

Detailed criteria for performance evaluation (5/6)

far exceeds requirements	exceeds requirements	fully meets requirements	partially meets requirements	in need of improvement	need for development
P1	P2+	P2	P2-	P3	

Entrepreneurial thinking and action 1/2

Customer orientation						
Makes customer needs a top consideration with regard to his or her acting.						
Continuously attracts new customers and nurtures existing relationships.						
Answers customers' questions in a highly competent manner.						
Economically efficient acting						
Is guided by economic aspects in his or her decisions and acting.						
Regularly checks quality, quantity, costs and adherence to deadlines for the work results in his or her area of responsibility.						
Focuses on adding values and avoiding waste.						

Employee and Management Dialogue

Detailed criteria for performance evaluation (6/6)

far exceeds requirements	exceeds requirements	fully meets requirements	partially meets requirements	in need of improvement	need for development	Total
P1	P2+	P2	P2-	P3		

Entrepreneurial thinking and action 2/2

Engagement and self-initiative						
Displays great enthusiasm and dedication in striving to meet the objectives and inspires others to do the same.						
Shows initiative through his or her willingness to take on additional duties (e.g. team leader) or perform overtime.						
Shows readiness to learn (for example, when new systems are implemented) and learns from his or her own or others' experience.						
Responsibility						
Takes on responsibility, particularly in difficult situations.						
Is accountable for the consequences of his or her acting.						

Conclusion (strengths / weaknesses):

Overall performance evaluation: