



PERFORMANCE MANAGEMENT

Name:	Last review date:	Today's Date:
Position:	Review Cycle: Annual	Current Rate:
Department:	Manager/Evaluator:	Date of Hire:
Property:	Review Form: Operational Leader	Date of current position:
		Seniority Date:

RATING KEY

- | | |
|-----------------------|--|
| 5 Outstanding- | Consistently exceeds job expectations and is recognized as a leader and role model |
| 4 Above Expectations- | Consistently meets and occasionally exceeds job expectations |
| 3 Meets Expectations- | Consistently meets job expectations |
| 2 Below Expectations- | Occasionally fails to meet job expectations |
| 1 Unacceptable- | Consistently fails to meet job expectations and performance improvement plan is required |

True North Objectives	Rating
Quality - Quality of Planning and Choosing the Right Priorities, Proactive	5 4 3 2 1
Process - Integrating the Process into Your Schedule	5 4 3 2 1
Results - Getting the Right Things Accomplished	5 4 3 2 1
Leading - Using True North Objectives to Effectively Lead Your Team	5 4 3 2 1

True North Comments:

RESULTS

1. Sales-Driven Environment

5 4 3 2 1

- Champions a sale-driven culture, leads team to focus on goal attainment, driven to succeed.
- Manages and communicates sales/revenue goals to team using information from financials, sales, marketing and NVHG operating plans.
- Ensures the Resort is a place guests want to be, enjoy being there and are eager to return.
- Supports the sales/catering organization, responds quickly to planning questions, and communicates group needs. Ensures Team Members understand all aspects of the sales process.
- Manages and works with sales/catering teams to execute contractual obligations.
- Provides ongoing opportunities for sales training
- Develops innovative sales strategies, forecasts and budgets, annually and monthly.
- Weighs the value of each piece of business against Resort and NVHG objectives.

2. Financial Acumen

5 4 3 2 1

- Participates in the development of the Annual Operating Plan (AOP).
- Actively participates in the monthly forecast of revenues and expenses for area.
- Utilizes the 14-Day Forecast, Northview Schedule Optimizer, and Daily Flash to adjust spending and labor, makes contingency plans to meet profit and flow-through expectations
- Adheres to NVHG accounting standards as measured by the Controller and internal audit.
- Analyzes results, determines key reasons for variances to target, and clearly/professionally communicates reasons both verbally and in written form when required.
- Ensures invoices are promptly turned in and properly coded.
- Ensures controls are in place and Team Members are held accountable.
- Utilizes checkbook accounting.
- Stays abreast of industry trends, constantly evaluates business processes and seeks to improve efficiency; dedicated to continuous improvement.

3. Guest Service

5 4 3 2 1

- Drives customer service and culture, and ensures it is systemic in the Resort; checks and inspects against established standards.
- Ensures all Team Members greet all Guests.
- Is engaged daily in guest service. Uses the Northview Schedule Optimizer; makes needed adjustments to always make sure the right people are in the right place at the right time.
- Trains Team Members according to the Resort's Performance Standards, models the way, and uses role playing to demonstrate and develop proper guest service behaviors.
- Always aware of the department and Resort's top guest dissatisfiers (e.g., the Dirty Dozen), develops plans to improve performance, and ensures staff is trained to manage chronic issues.
- Ensures service scores and goals are posted and reviewed during department meetings.
- Nurtures relationships with prospective and existing customers.
- Meets NVHG and Brand quality assurance expectations.
- Ensures telephones and radios do not interfere with face-to-face guest interactions.

4. Team Leadership

5 4 3 2 1

- Leads by example (words and actions match.)
- Builds the best team by being personally involved in the hiring process, utilizing NVHG's behavioral interviewing tools, and being an employer-of-choice.
- Shows sincere care for Team Members as our most valuable resource and helps people reach their full potential.
- Ensures department orientation, daily line-ups and monthly department meetings are conducted.
- Ensures the performance review process provides supportive guidance in an environment that enables personal growth, mutual trust and integrity. Sets appropriate development goals, communicates them and follows up on plans.
- Adheres to all human resources policies and procedures and holds Team Members accountable; confronts performance problems and addresses poor performers.

- Is passionate and creatively celebrates successes and supports Team Member recognition/incentive programs.
- Reviews Team Member satisfaction results and prepares and follows through on action plans.
- Provides a proactive approach to safe work practices and acts to minimize workers' compensation claims.

5. Environmental Awareness

5 4 3 2 1

- Ensures that the Resort's arrival experience sets the tone for outstanding guest experiences.
- Ensures outlets, meeting facilities, heart of the house, equipment and storerooms are clean, organized and well-maintained.
- Establishes standards and holds Team Members accountable for appropriate ambiance, music, aromas and lighting conditions.
- Ensures regular area tours are conducted to assure high standards and trains others to do the same.
- Schedules disruptive maintenance tasks at the proper time to minimize guest inconvenience.
- Maintains a quiet environment for guests by requiring headsets for radio communications in guest areas.
- Works with Resort leadership to establish and execute an effective "Green" strategy.
- Facilitates capital projects and makes capital investment recommendations.

To calculate scores add all Results scores, divide by five and enter in the Results box on page 5

Results Comments:

Culture (Northview Guiding Principles)

Personal

- **Integrity**
 - Keeps commitments and actions always follow words
 - Decisions are based on the overall best interest of Guests, Team Members and the Company
 - Communicates in an honest, respectful, direct and professional manner
- **Passionate**
 - Is a source of positive energy and inspires excellence
 - Leads by example, shares the vision and walks the talk

5 4 3 2 1

5 4 3 2 1

- Always eager to learn and grow
- Actively works to develop others
- **Listens** 5 4 3 2 1
 - Is an attentive listener, values input from others and seeks to understand
 - Waits for others to finish speaking before talking
 - Seeks and acts on feedback

Interpersonal

- **Respectful** 5 4 3 2 1
 - Treats others with dignity and acts with gratitude and demonstrates humility
 - Values diversity and individuality
 - Always gives others the benefit of the doubt
- **Collaborator** 5 4 3 2 1
 - Communicates honestly and in a timely manner
 - Keeps others informed
 - Works with others to make things better
- **Accountable** 5 4 3 2 1
 - Is responsive
 - Is goal-oriented and knows what is expected of him/her
 - Practices excellent problem-solving and decision-making skills
- **Professional** 5 4 3 2 1
 - Appears, acts and communicates as a steward of our culture and our Company
 - Practices excellent written and verbal communication skills
 - Keeps internal business confidential

Time Management

- **Proactive** 5 4 3 2 1
 - Is well-organized and an effective manager of time
 - Successfully balances career and personal life
- **Planning** 5 4 3 2 1
 - Works together on shared mission and vision to meet overall goals
 - Strategizes, plans and set goals, gaining a competitive advantage

To calculate scores add all Culture scores, divide by nine and enter in the Culture box below.

Culture Comments:

Name

Results / Culture Matrix



Overall Rating

True North Obj.

Results:

Culture:

Overall:

Additional Comments

We would like to congratulate you on:

We would like you to focus on next year:

What can we do to help?

HYUa `A Ya VYf`Comments:

Team Member Signature

Date

Manager Signature

Date

Senior Manager Signature

Date