



Co-Op Rotational Review for Kevin C Griffin

User Information

First Name	Kevin	Last Name	Griffin
OA Gen	Natasha Pollock	Manager	Blake Scanlon
Division	Human Resources (DI_416)	Location	World Headquarters (WHQ) (USA_TECH N CAN)
Title	Application Engineering Co-Op		

Review Information

2018 MyPath Rotational Review

PURPOSE: To summarize your continuous performance discussions throughout the year; to provide end-of-rotation feedback regarding progress against performance goals; to reflect upon demonstration of leadership competencies.

PROCESS: For the Rotational Review process to be complete, you and your manager must meet to discuss the review and sign off on the form.

Note: The dynamic format allows users to view ratings and comments from other raters as information is entered.

IMPORTANT: If you exit the form for any reason, click the **SAVE AND CLOSE** button at the bottom of the page. If you do not, the form will lock, prohibiting other users from accessing the form for 120 minutes.

Performance Goals (50.0%)

In this section, you will see your MyPath Performance Goals. You and your manager may edit the goals in this form. Updates made within this form will automatically update in the MyPath Goal Plan.

Goals

10.0% of total score

Career Development - Work with your manager to define 1 - 2 development goals in your 2019 MyPath Development Plan.

On Track

At the end of the year, this goal will be worth 10% of your performance score (5% of your overall year-end review score). The rating for this performance goal will be determined by assessing the associate's progress throughout the year on the MyPath Development Plan. This is required for all salaried non-operative associates.

The Career Development goal cannot be deleted. Status is the only field that can be edited.

Rating

Met

Rating

Exceeded

Manager's Comments

See comments from David. Co-op training plan was completed.

Associate's Comments

I went above and beyond to develop my career here at Timken. Not only did I attend the normal key contact meetings, but I actively sought out associates from different departments I am interested in. I set up personalized 1:1 key contact meetings to further my understanding of the various roles and departments in the company.

Additional Ratings and Comments

Comments by David Cramer

Rating: Met

Comments: Met training requirements of the Co-Op program. You went above on seeking out 1-1 key contacts opportunities, I note this on the "Develop Career and Expand Knowledge" goal.

Goal Details

Goal Description	Career Development - Work with your manager to define 1 - 2 development goals in your 2019 MyPath Development Plan.	Metric	At the end of the year, this goal will be worth 10% of your performance score (5% of your overall year-end review score). The rating for this performance goal will be determined by assessing the associate's progress throughout the year on the MyPath Development Plan. This is required for all salaried non-operative associates.
Weight	10.0%	Start Date	The Career Development goal cannot be deleted. Status is the only field that can be edited. 01/01/2019
Due Date	12/31/2019	Status	On Track

Other Details

Milestones

Tasks	Navigate to the MyPath Development Plan through the drop-down menu. Define 1 - 2 development goals in your 2019 MyPath Development Plan. Do not add your development goals in the MyPath Goal Plan.	Start Date	01/14/2019
Due Date	02/28/2019		
Tasks	Define learning activities for your MyPath Development Goal(s). Learning activities define the tasks you will complete to make progress on your MyPath Development Goal(s).	Start Date	01/14/2019
Due Date	02/28/2019		
Tasks	Complete your learning activities throughout the year to make progress on your MyPath Development Goal(s).	Start Date	03/01/2019
Due Date	12/31/2019		

Goals 35.0% of total score

Drive Growth

On Track

- a. Support external customer ESRs in support of winning new business. Document these projects.
- b. Utilize ESR system to manage projects and requests. Document ESR % on time to promise: Group KPI target is >95% on-time to promise.
- c. Manage customer-specific projects with guidance from engineering mentors.
- d. Complete market research as requested.

Rating

Partially Exceeded

Rating

Exceeded

Manager's Comments

See comments from David.

Associate's Comments

I exceeded in driving growth during my summer at Timken. At most, I managed seven ESRs at the same time, each one making equal progress. I worked with the project leads to ensure I was on the right track. When projects hit a low point, I asked David to create a new ESR just so I could work during the "lulls" of work. So far, I have not missed a promise date, but all of my ESRs are due 8/16/19 (the last day). I will be working up until the very last day, ensuring those get finished or get passed on correctly.

Additional Ratings and Comments

Comments by David Cramer

Rating: Partially Exceeded

General Comments: Great work supporting your growth projects this term. Many of these projects are internal in nature, but relate directly to driving growth with our customers in key areas. As you noted, took it upon yourself to request to update the Co-Op Syber training presentation - noted under internal projects. Continue to try and drive as many of your projects to completion as possible.

a & b: ESRs on time to promise = 100% (3/3) to date. On time to request 100% (3/3) to date. Continue to work to drive as many of your projects to a close as possible for the term.

c. Supported Rotor Mast Bearing ADG, Categorized active rail backing rings, and CRB/SRB teardown support which all support growth.

d. No market research projects assigned this term.

Goal Details

Goal Description	Drive Growth	Metric	
Weight	35.0%	Start Date	05/20/2019
Due Date	08/16/2019	Status	On Track

Other Details

Milestones

Goals 35.0% of total score

Support Internal Projects and CI Initiatives

On Track

- a. Manage internal development projects as assigned. Document completed projects.
- b. Update or create ADGs as necessary. Update or create at least 1 ADG.
- c. Provide feedback on Co-Op program on evaluation form and in 1-1 meetings as needed.

Rating	Rating
Partially Exceeded	Exceeded

Manager's Comments

See comments from David.

Associate's Comments

One of my ESRs involved creating my own ADG. I worked throughout the term with Chuck Culver and Kamaran Price to learn how the aerospace team chooses a rotor mast bearing through Syber analysis. As of 8/2/19, the ADG is in it's final stages of review before publication.

During my 1-1 meetings with David Cramer, I feel that I have given a lot of feedback not only for the co-p program, but for him as well. Each meeting had different suggestions, from him to me and vice versa.

Additional Ratings and Comments

Comments by David Cramer

Rating: Partially Exceeded

General Comments: Strong support of many internal projects through the term. Many of your projects were longer-term internal projects. You did well to follow-up on these projects, continue to follow-up and drive as many of these to completion as possible.

- a. Supported Rotor Mast bearing ADG, rail backing ring categorizing, CRB/SRB teardown, historical tactic documentation, and LVS/CV setting procedure gathering.
- b. Significant support of Rotor Mast ADG for aero team. Chuck Culver and Kamaran Price noted you display strong work ethic, and maintained a positive attitude on the project, even after they requested several major updates to the ADG. The aero team is reviewing and finalizing. You also volunteered and followed through with updating the Co-Op Syber training presentation while you had a lull in your other projects. Thank you for taking initiative and seeing to completion. Your perspective as a first term Co-Op was very valuable for the presentation.
- c. Openly shared feedback during 1-1 meetings through the term. Please share any additional comments you have. Noted your request for more field visit opportunities.

Goal Details

Goal Description	Support Internal Projects and CI Initiatives	Metric	a. Manage internal development projects as assigned. Document completed projects. b. Update or create ADGs as necessary. Update or create at least 1 ADG. c. Provide feedback on Co-Op program on evaluation form and in 1-1 meetings as needed.
Weight	35.0%	Start Date	05/20/2019
Due Date	08/16/2019	Status	On Track

Other Details

Milestones

Goals 20.0% of total score
 Develop Career and Expand Knowledge On Track

- a. Report-out at the end of the co-op rotation to Engineering and HR Management
- b. Evaluate career goals and identify desired potential career path. Goal is to identify target Co-Op path or post-graduation placement.
- c. Work with the Customer Engineering Team to build relationships.
- d. Develop key contacts outside of Customer Engineering.

Rating	Rating
Partially Exceeded	Met

Manager's Comments

See comments from David.

Associate's Comments

I will be reporting out my term's accomplishments on Friday, 8/9/19. This presentation will include every project I have worked on, some more in-depth than others, as well as the other activities I participated in.

I have worked with David Cramer and Blake Scanlon to find the best placement for a return term at Timken.

Through my personalized 1-1 meetings, I have created my own network system specialized to my interests.

Additional Ratings and Comments

Comments by David Cramer

Rating: Partially Exceeded

General Comments: You did well to better understand your potential career interests, and identified several areas of interest for future rotations. Continue to provide feedback on your career interests. Good work on taking the initiative to set up additional 1-1 key contact meetings to refine your career interests.

- a. Pending final presentation.

b. Good, open discussion on career interests at Timken. You have noted interest in MPT Co-Op program, process design, and manufacturing. Also noted you enjoyed your time in application, and potential interest in service engineering. You enjoy hands-on activities and problem solving more than theoretical type work. You also have interest in reverse engineering and innovation - you expressed interest in this after helping Jake Hecker support work with Pete Maslowski and Steve Johnson on a conveyor project recently.

c. Your engineering project mentors enjoyed working with you. Comments include great work ethic, effective communication, and not afraid to provide suggestions for your projects.

d. Sought out specific key contacts outside of application engineering to support career development and expand knowledge. Met with Bob Wolfe, Doug Lucas, and Rick Brooks to investigate interest in NDE and Wind Energy as you have the option to add these areas of study to your college degree. This helped influence your decision towards minoring in renewable energy.

Goal Details

Goal Description	Develop Career and Expand Knowledge	Metric	a. Report-out at the end of the co-op rotation to Engineering and HR Management b. Evaluate career goals and identify desired potential career path. Goal is to identify target Co-Op path or post-graduation placement. c. Work with the Customer Engineering Team to build relationships. d. Develop key contacts outside of Customer Engineering.
Weight	20.0%	Start Date	05/20/2019
Due Date	08/16/2019	Status	On Track

Other Details

Milestones

Section Comments:

Associate's Comments

None.

Comments by David Cramer

Overall good performance for the term on your projects. See specific feedback under the individual goals.

Manager's Comments

Strong results across the board which are impressive for a first term co-op.

Leadership Competencies (50.0%)

The Leadership Competencies define expectations for behaviors required by all Timken associates. During the review, associates and managers should discuss the associate's demonstration of these competencies throughout the year. Complete competency definitions can be seen by clicking "Expand Behavior Definitions" under each competency.

Planning

Effectively manages one's time and resources to ensure that work is completed efficiently

Rating

Skilled

Rating

Skilled

Associate's Comments

Throughout the term, I have effectively used my time for each ESR I was given. I balanced each project based on work load and due date, and made prioritization from there. I scheduled meetings when I had questions, or if I wanted to make sure I was on track with the assignment.

Additional Ratings and Comments

Comments by David Cramer

Rating: Skilled

Comments: You did well to schedule update meetings and balance your time across your projects.

Planning Behavior Statements

Leverages Resources

Takes advantage of available resources (individuals, processes, departments, and tools) to complete work efficiently

Makes Preparations

Ensures that required equipment and/or materials are in appropriate locations so that own and others' work can be done effectively

Prioritizes

Identifies more critical and less critical activities and tasks; adjusts priorities when appropriate

Schedules

Effectively allocates own time to complete work; coordinates own and others' schedules to avoid conflicts

Stays Focused

Uses time effectively and prevents irrelevant issues or distractions from interfering with work completion

Professional Presence

Demonstrates engaged workplace practices through timely arrival, an open and constructive mindset, and productive behaviors in all tasks

Rating

Skilled

Rating

Leading

Associate's Comments

At the beginning of the term, I set my schedule as 7:30 - 4 with a 30 minute lunch. I have stuck to that plan everyday since, with the exception of working later than 4. In the morning, I start working as soon as my computer is booted up. Lunches do not take more the 1 slot them for. I treat this opportunity just as I would if it were a full time position. I was forced to take a sick day early in the semester, but every other absence was pre-planned and run by my manager first.

Additional Ratings and Comments**Comments by David Cramer**

Rating: Skilled

Comments: You have demonstrated strong work ethic, positive attitude, and professional image throughout the term. Keep up the good work.

Professional Presence Behavior Statements**Attendance**

Reports to work as scheduled and on time

Attitude

Maintains a positive and constructive mindset which is reflected in workplace behaviors

Professional Image

Dress and appearance are appropriate for the workplace

Work Ethic

Is engaged and productive throughout internship

Leadership - Demonstrates Adaptability & Ownership - Associate

*Develops and adapts strategies, tactics, and plans to meet evolving business needs *Manages change effectively, leading self and others through ambiguous situations *Actively questions the status quo, takes business-driven risks, and innovates to drive results *Takes ownership of core responsibilities and empowers others to take accountability for the timeliness and quality of their efforts

Rating

Skilled

Rating

Leading

Associate's Comments

During the term, I adapted to many changes in my ESR projects. I managed those changes well, and worked with the project leads to properly finish what I started. I have taken ownership of every ESR I have been working on. If I had a question, I asked it. If I needed help, I sought it out.

Additional Ratings and Comments**Comments by David Cramer**

Rating: Skilled

Comments: Positive feedback on managing ambiguity and adapting to change. You were given several longer term internal projects, some with more ambiguity. Continue to own these projects and drive as many to completion as possible.

Leadership - Demonstrates Adaptability & Ownership - Associate Behavior Statements**Adapts to Change**

Works in an agile manner, adapting to changing business conditions and partnering with leaders to adjust ways of working

Demonstrates Inquisitiveness & Risk Taking

Demonstrates inquisitiveness, questions the status quo, takes risks and continuously innovates

Manages Ambiguity

Recognizes and manages through ambiguous situations

Takes Ownership

Takes ownership and accountability for own actions, changing behaviors quickly when needed

Leadership - Develops Self & Others - Associate

*Supports learning, striving to develop broad organizational capabilities personally and through others *Coaches others, providing balanced, actionable, real-time feedback to others *Invests time and money in the development of others *Inspires others through hard work, ethical execution, and business-driven decision making

Rating

Skilled

Rating

Skilled

Associate's Comments

For personal development, I have exceeded during the semester. I have networked with people in positions I wanted to learn more about, and I applied what I learned in meetings to the projects I was working on. However, I have room for improvement when it comes to coaching and supporting my peers. Sometimes one gets so focused in themselves, that they cease to see/help the people around them. I am guilty of this and will be striving to be better.

Additional Ratings and Comments**Comments by David Cramer**

Rating: Skilled

Comments: Good work during the term in seeking and applying learning with your projects. You volunteered to update the Co-Op Syber training which speaks to supporting development of your peers. As you noted, continue to look for opportunities to support your peers' development.

Leadership - Develops Self & Others - Associate Behavior Statements

Applies Learning

Effectively applies learning gained from formal and informal experiences

Coaches Peers

Provides real-time feedback and coaches peers and team members when needed

Commits to Personal Development

Demonstrates commitment to personal development, taking ownership of own development plan and completing required and self-directed learning

Supports Peers Development

Supports peers who want to learn and develop their skills

Leadership - Executes with Excellence - Associate

*Monitors results and continuously improves processes and products to drive growth *Knows the business and makes fast, high-quality decisions that deliver positive outcomes *Operates at the customer edge, working in an agile manner to deliver results for customers *Encourages innovation and risk taking, without sacrificing product quality and design integrity

Rating

Skilled

Rating

Leading

Associate's Comments

All of the work I put out is quality work. I do not send anything out without double checking/ reading through it once more.

I took DTS1 and DTS2 as opportunities to learn more about the company's product line. I feel I have a much better understanding of not only Timken, but also its acquisitions and what they do for the company.

Additional Ratings and Comments

Comments by David Cramer

Rating: Skilled

Comments: Good work in producing quality results for your customers during the term.

Leadership - Executes with Excellence - Associate Behavior Statements

Delivers for the Customer

Prioritizes the customers' needs and innovates for the customer experience

Focuses on Quality

Makes quality a focus in all work and adheres to Timken's quality standards

Knows the Business

Demonstrates knowledge of Timken's business, including sharing in-depth knowledge of Timken with others

Produces Results

Delivers results by monitoring own performance, making high-quality decisions and continuously improving processes and products without sacrificing quality

Leadership - Fosters Collaboration & Inclusion - Associate

*Communicates effectively with team members and cross-functional colleagues *Demonstrates ethics & integrity in all work activities; upholds the Timken brand *Creates an inclusive environment by respecting diversity of thought *Works with other team members to accomplish a common goal and drive business decisions *Brings global perspective to key decisions and work efforts, including ideas from all parties involved

Rating

Skilled

Rating

Leading

Associate's Comments

I have been nothing but respectful both in and out of the work place. Being a Timken employee doesn't stop once you leave the building. The core values don't disappear once you take your badge off. Professionalism in and out of work is the key to success, and I have been focusing on this for the entire term.

Additional Ratings and Comments

Comments by David Cramer

Rating: Skilled

Comments: I would echo all of your comments. You have always acted professionally during the term, collaborated well with others, and welcomed input during the term.

Leadership - Fosters Collaboration & Inclusion - Associate Behavior Statements

Acts Professionally

Acts with professionalism, ethics & integrity and treats others with respect

Collaborates with Others

Effectively communicates and uses teamwork skills in a variety of scenarios

Respects Diversity of Thought

Utilizes a global perspective in the workplace and respects diversity of thought

Welcomes Input

Welcomes feedback and ideas from others

Section Comments:

Associate's Comments

None.

Comments by David Cramer

Overall very balanced on competencies. Continue to build these as you gain additional experience.

Manager's Comments

Good across the board competencies shown by Kevin.

Development Goals

This section displays the goal(s) from your Development Plan. You will also see any learning activities associated with each goal. Development goals do not receive direct ratings; however, progress on development will drive the rating for the Career Development performance goal.

Note: Changes to this section will sync with the MyPath Development Plan.

Development Goals

Complete Co-op Development Plan

Not Started

Manager's Comments

See comments from David. Co-op training plan was completed.

Associate's Comments

I feel that I have met each and every goal that was set for myself at the beginning of the term. After self-reviewing myself, it really helps to put in perspective how much I have developed as a worker. I had no experience coming into the summer, and I feel that, as the term comes to an end, I am confident I will be strong worker.

Additional Ratings and Comments

Comments by David Cramer

Comments: Met the training requirements of the Co-Op program and sought additional 1-1 key contact meetings to support career development.

Learning Activities

ESR Completion

One big goal for me this summer is to complete all ESR s correctly, thoroughly, and within the time provided.

Type	On-the-job assignment/project	Status	In Progress
Target Completion Date	08/16/2019		

Learn, Develop, and Adapt

As a mentee, and a new member of The Timken Company, there will be many learning experiences throughout the semester. The purpose of this goal is to make sure I learn what I can, improve (develop) as a worker, and change (adapt) my way of thinking. An open mind receives the most information.

Type	Mentoring (as mentee)	Status	In Progress
Target Completion Date	08/16/2019		

Complete Co-op Training

This goal is to finish all co-op training. This includes, but is not limited to: Learning Modules, DTS 1, DTS 2, OSHA-10

Type	Orientation (new to company)	Status	In Progress
Target Completion Date	08/16/2019		

Goal Details

Development Goal	Complete Co-op Development Plan	Description
End Date	08/16/2019	Status Not Started

Section Comments:

Associate's Comments

None.

Manager's Comments

Overall strong semester.

Sign-Off

By checking the box below, you are acknowledging that you and your associate have met and discussed the MyPath Year-end Review. You may provide additional comments in the box provided.

Manager Sign-Off
 Manager Date 08/16/2019
 Associate Sign-Off
 Associate Date 08/16/2019