



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	Process Development Engineering Co-Op		

Review Information

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 2020 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

Partially Exceeded

Rating

Partially Met

Associate's Comments

I created the goals below based off the two week training plan given at the beginning of the term. I completed the NX/Automation training, but I did not get much of the statistical modelling training. This training was pushed back because of furloughs, and time was never there since then. I decided I partially met my goals because I did not get to everything, even if no one could control it.

Additional Ratings and Comments

Comments by Ron E Doyle

see comments for specific development goals below

Goal Details

Goal Description	Career Development - Work with your manager to define 1 - 2 development goals in your 2020 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	01/01/2020
Due Date	12/31/2020	Status	On Track
			The Career Development goal cannot be deleted. Status is the only field that can be edited.

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	01/15/2020
Due Date	02/28/2020		
Tasks		Start Date	01/15/2020

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).

Due Date 02/28/2020

Tasks Complete your learning activities throughout the year to make progress on your MyPath Development Goal(s). Start Date 03/02/2020

Due Date 12/31/2020

Goals Drive Growth 35.0% of total score

On Track

- Support process drawing updates for recently updated Wuxi Spherical Outer stock model. Execute process drawing automation for affected part numbers, check work, and complete the steps required to release prints in SAP (Connex).
- Support part transformation model update for Chennai through hardened tapered rings. Create data analysis file, perform statistical analysis, and develop updated growth and stock model.
- Perform tasks to drive growth on a daily basis.

Rating No Longer Relevant **Rating** No Longer Relevant

Manager's Comments
no longer relevant

Associate's Comments
Wuxi project never made it to a point where I was able to work on it. This project just kept getting pushed back because of furloughs and Covid craziness. Along with that, I didn't get to do much with Ron on statistical modelling. This was also because furloughs, as it takes him a couple days minimum to catch up on everything he missed over the week off. Because of these reasons, I put this goal as no longer relevant.

Additional Ratings and Comments

Comments by Ron E Doyle
agree with no longer relevant rating. the furlough's and higher than normal project load has delayed Wuxi stock model updates and transformation training.

Goal Details

Goal Description	Drive Growth	Metric	- Support process drawing updates for recently updated Wuxi Spherical Outer stock model. Execute process drawing automation for affected part numbers, check work, and complete the steps required to release prints in SAP (Connex). - Support part transformation model update for Chennai through hardened tapered rings. Create data analysis file, perform statistical analysis, and develop updated growth and stock model. - Perform tasks to drive growth on a daily basis.
Weight	35.0%	Start Date	06/01/2020
Due Date	08/14/2020	Status	On Track

Other Details

Milestones

Goals Develop NX and Automation Skills 20.0% of total score

On Track

- Have the ability to perform NX tasks like modelling, sketching, and drafting, independently.
- Perform independent work at a 95% accuracy rate.
- Learn how the automation system works and assist Ian Hunter and other engineers with their workload.

Rating Exceeded **Rating** Met

Associate's Comments
I have performed automation tasks assigned by Ian with minimal error, disregarding the learning curve required for automation. I have edited drawings and models accordingly at a high accuracy. Errors still occur, but are fixed in a timely manner. This is why I met this goal.

Additional Ratings and Comments

Comments by Ron E Doyle
The feedback I received from Ian and Tom is Kevin's abilities and contributions to NX related work was excellent. Kevin was a very quick learner and took directions very well. His performance for this category was well above expectation. I recommend "Exceeded" rating for this goal.

Goal Details

Goal Description	Develop NX and Automation Skills	Metric	- Have the ability to perform NX tasks like modelling, sketching, and drafting, independently. - Perform independent work at a 95% accuracy rate. - Learn how the automation system works and
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assist Ian Hunter and other engineers with their workload.

Weight	20.0%	Start Date	06/01/2020
Due Date	08/14/2020	Status	On Track

Other Details

Milestones

Goals 20.0% of total score

Develop Statistical Modeling Skills.

On Track

- Learn how the statistical modelling system works and use that knowledge to assist in various projects in the department.
- Work with associates to help with projects relating to statistical modelling, and help them with their workload on a weekly basis.

Rating	Rating
No Longer Relevant	No Longer Relevant

Manager's Comments
no longer relevant

Associate's Comments
I didn't get to do much with Ron on statistical modelling. This was because furloughs, as it takes him a couple days minimum to catch up on everything he missed over the week off. I worked mostly NX automation projects the entire term. Because of this, I decided this goal was no longer relevant.

Additional Ratings and Comments

Comments by Ron E Doyle
agree with no longer relevant rating, same reasons stated above.

Goal Details

Goal Description	Develop Statistical Modeling Skills.	Metric	- Learn how the statistical modelling system works and use that knowledge to assist in various projects in the department. - Work with associates to help with projects relating to statistical modelling, and help them with their workload on a weekly basis.
Weight	20.0%	Start Date	06/01/2020
Due Date	08/14/2020	Status	On Track

Other Details

Milestones

Goals 15.0% of total score

Develop Career and Expand Knowledge

On Track

- Use the time at Timken to network with full-time employees. Cover areas of the company that I haven't been exposed to in the past.
- Use the knowledge from networking to further assess where in the company I fit best.
- Meet with at least 5 new full-time associates.

Rating	Rating
Met	Met

Associate's Comments
Completed all six key contact meetings, and reached out to various employees to learn more about their spot at Timken. This furthered my knowledge about the company, especially in positions I had not heard about before.

Additional Ratings and Comments

Comments by Ron E Doyle
Good networking efforts from Kevin this session. agree with met rating

Goal Details

Goal Description	Develop Career and Expand Knowledge	Metric	- Use the time at Timken to network with full-time employees. Cover areas of the company that I haven't been exposed to in the past. - Use the knowledge from networking to further assess where in the company I fit best. - Meet with at least 5 new full-time associates.
Weight	15.0%	Start Date	06/01/2020
Due Date	08/14/2020	Status	On Track

Other Details

Milestones

Section Comments:

Associate's Comments

None.

Comments by Ron E Doyle

At this point I wish Kevin could return in the fall when the work environment is more normal. Based on positive feedback from Tom Moody and Ian Hunter regarding Kevin's abilities, I feel this summer session was a missed opportunity for Kevin and Timken. Kevin is one of our exceptional Co-Ops, and hope he returns to Timken for future sessions.

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

Time was used for work or improving myself professionally. In down time (furloughs) I did not just sit around, I sought out work, or found different ways to grow the company or myself. I practiced programming in Python, documented all of my learning for the next co-op, and attempted to help other co-ops with their work.

Additional Ratings and Comments**Comments by Ron E Doyle**

Recommend Skilled rating. Took good notes. Worked on procedures for NX work that will be beneficial for future CoOps and associates.

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

Leading

Rating

Skilled

Associate's Comments

I worked the full hours everyday, even when working remote. When I couldn't make it on-time to the building, I adjusted when I left. I worked 40 hours every week. I had an open and constructive mindset and I was productive with all assigned tasks.

Additional Ratings and Comments**Comments by Ron E Doyle**

Kevin's interpersonal skills are excellent. Very positive attitude, flexible, respectful, etc. Recommend "skilled" rating.

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

Skilled

Associate's Comments

I took ownership with every assignment I was given. I asked questions when needed, and avoided any down time due to lack of information/knowledge. Worked fast, but prioritized accuracy. Furlough caused down-time was used for personal and professional development, and not used for slacking. My time is my responsibility.

Additional Ratings and Comments**Comments by Ron E Doyle**

Good self awareness, self accountability. Agree with "skilled" rating.

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

Leading

Rating

Skilled

Associate's Comments

Offered new co-ops help on numerous occasions, as they have had a rough first term. Helped other co-ops with questions, or at least pointed them in the right direction.

Additional Ratings and Comments

Comments by Ron E Doyle

Recommend "Leading" rating. Kevin leveraged his time very well, and worked on documenting NX process without being ask. I think this justifies high rating for this competency.

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

Skilled

Associate's Comments

I worked hard to learn the automation system and produce accurate drawings every time. When errors occurred, I took note and made effort to not repeat them. These common errors were documented in my reference document, so the next co-op builds off me. Worked fast, but prioritized accuracy. Changed the way I worked and thought based on my mistakes.

Additional Ratings and Comments

Comments by Ron E Doyle

Very high accuracy rate, quality of work. Agree with "skilled" rating.

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

Skilled

Associate's Comments

I created an open communication environment for myself. Any question I had was asked in a timely manner. This was especially crucial when working remote. I was ethical in everything I did.

Additional Ratings and Comments

Comments by Ron E Doyle

Kevin has very good mix of personal skills to work with associates with varied backgrounds and experience. Tom and Ian enjoyed working with Kevin. Recommend "skilled" rating.

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.

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 and KCM

On Track

Associate's Comments

I completed every applicable item on the co-op plan.

Additional Ratings and Comments

Comments by Ron E Doyle

Agree requirement met for this development goal

Goal Details

Development Goal	Complete Co-op Development Plan and KCM	Description	
			-Complete assigned training (Refer to Co-op Development Plan Doc)
			- Complete Key Contact Meetings
			- One or more level 3 meetings
			- Two or more level 2 meetings
			- Three or more level 1 meetings
			- Option to complete a level 4 meeting
End Date	08/07/2020	Status	On Track

Development Goals

Complete NX/Automation Training

On Track

Associate's Comments

I completed the training program in a timely manner. Training never really stops, but I started getting individual work after the allotted two weeks. Errors are kept to a minimum but, even now, one will pop up every once in a while. That's why we double check every drawing!

Additional Ratings and Comments

Comments by Ron E Doyle

Kevin develop strong NX skills this session, great work!

Goal Details

Development Goal	Complete NX/Automation Training	Description	
			- Work with Ian Hunter and Tom Moody to learn how to run through the automation process.
			- Training should last two weeks, along side statistical modelling, then individual work can be trusted.
			- Aiming for 95% accuracy once trained.
End Date	08/07/2020	Status	On Track

Development Goals

Complete Statistical Modelling Training

Not Started

Manager's Comments

no longer relevant

Associate's Comments

This training never occurred. Furloughs pushed this back to a point that Ron was overloaded and couldn't take this on.

Additional Ratings and Comments

Comments by Ron E Doyle

Not relevant

Goal Details

Development Goal	Complete Statistical Modelling Training	Description	- Work with Ron Doyle and Tom Moody to learn how statistical modelling relates to Process Engineering. - Training should last two weeks, along side automation training, then individual work can be assigned. - Can assist in growth within the company.
End Date	08/07/2020	Status	Not Started

Section Comments:

Associate's Comments

None.

Comments by Ron E Doyle

Kevin has a bright future to look forward to. Already thinks like a more experienced engineer.