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 Subject: APPRAISER FEEDBACK.DOC

2002 PERFORMANCE AND DEVELOPMENT REVIEW

Employee Name:

Job Title:

Indicate the level of service you feel was achieved by rating each of the criteria from one to five (definitions below as a reminder). Please just bold the number that you select. Any notes regarding specific areas of accomplishment or areas for improvement would be most appreciated and there is space at the end of the questionnaire for comments.

CRITERIA	LEVEL OF SERVICE						
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PERSONAL LEADERSHIP (WAB)	low	1	2	3	4	5	high
BUSINESS RESULTS (WAB)			1	2	3	4	5
ENTERPRISE FIRST (WAB)		1	2	3	4	5	
COMMUNICATION (WAB)		1	2	3	4	5	
LEARNING ORIENTATION (WAB)	1	2	3	4	5		
DIVERSITY (WAB)	1	2	3	4	5		
ACCESS		1	2	3	4	5	
COMPETENCE		1	2	3	4	5	
CREDIBILITY		1	2	3	4	5	
VALUE ADDED		1	2	3	4	5	

### DEFINITIONS:

Personal Leadership

- demonstrates player not victim behaviour
- a positive force for change
- leads by example

Business Orientation/Results

- performance driven
- focuses on critical few which create value
- low cost mindset
- consistent, accurate, dependable delivery of services

Enterprise First

- Focused on global goals and all actions
- Demonstrates a strong customer focus

Communication

- keeping the customer informed, using their language
- communicates as appropriate up,down, across and outside Shell

- Constructively says what they are thinking
- Accepts when a decision has been made

Learning Orientation                      - Admits mistakes to self and other

- Creates new solutions by breaking old mindsets
- Excited to apply best practices and solutions
- Demonstrates adaptability in a rapidly changing environment

#### Diversity

- Believes diversity enhances decision making and seeks input and involvement of others
- Publicly recognizes the contribution of others

Competence                                      - professionalism, skills & knowledge, managing resources.

Access                                              - approachability, availability and ease of making contact.

Credibility                                        - trustworthiness, believability, honesty.

Value Added                                      - contributes                      significantly to business

Please indicate areas that illustrated any of the above:

Positive grades above based on favorable experiences with benzene related projects: 1) Shanghai study and 2) Global OEL.

These projects moved forward to a large extent because of Patsy's diligence and gentle prodding.

Please indicate any areas for improvement:

Communication up and down Shell could be improved. Although communication skills are excellent, Patsy is somewhat selective in what information is shared, particularly with peers.

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Attachments:

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