



Monterey Bay Aquarium Research Institute
PERFORMANCE APPRAISAL FORM

Employee's Name: Ford Ray Thompson		Position Title: Machine Shop Supervisor/ Prototype Machinist	
Division: RDE	Period of Review: 2022	Time in Job: 20.5 Years	
Supervisor's Name: Jose Rosal		Supervisor's Title: Manufacturing Group Lead	

The main purpose of the appraisal is to fairly assess and communicate an employee's job performance. This is accomplished by comparing the employee's actual performance to his or her assigned duties and responsibilities. Through this process, special accomplishments may be noted, as well as areas where job development is needed. The performance evaluation allows an opportunity to discuss and clarify job expectations, and set objectives for the next review period.

Performance Rating: Please evaluate the employee according to the following definitions:

- 5) Outstanding** Employee consistently exceeded job expectations by demonstrating outstanding performance and knowledge to carry out the routine, as well as the most complex and demanding portions of the position.
- 4) Excellent** Employee consistently exceeded most performance expectations. Performance was routinely at an above acceptable level.
- 3) Fully Acceptable** Employee consistently met job expectations and may exceed some standards. Performance was at a fully acceptable level.
- 2) Fair** Employee met some but not all performance expectations. Overall, had inconsistent achievement of job expectations.
- 1) Unsatisfactory** Employee did not meet job expectations. Performance was not at an acceptable level. Marked improvement is required.

Performance Dimensions:	Performance Rating
Job Knowledge: Demonstrated expertise in the functional aspects of the position. This was evidenced by the extent in which the employee used information, procedures, equipment and techniques in performing the job.	5
Problem Solving: Identified problems, analyzed, and properly researched, and combined facts to reach sound conclusions. Made appropriate choices when faced with alternative course of action. Analyses resulted in appropriate actions and/or recommendations.	5
Quality: Evaluated tasks in terms of accuracy, thoroughness and follow through.	4
Productivity: Focused on accomplishment of the essential functions of the job; evaluating the quantity, accuracy, and timeliness of work performed against expected results.	5
Citizenship: The employee's work practices emphasized respect of all staff, teamwork, and citizenship. Demonstrated ability to listen to others to build and establish trust at all levels of the institute. Positively engaged others in a professional and productive manner. Showed gratitude and offered credit to others when opportunities arose. Understood the goals of the organization and demonstrated commitment to them; aligned individual work with institute priorities and standards; supported the goals of other departments and the greater good of the institute; actively sought ways to build partnerships among institute programs and with staff. Was seen as a direct, truthful individual; presented facts in an appropriate and helpful manner; admitted and gained insights from mistakes; was dependable; delivered on promises; followed through on commitments; took ownership of responsibilities.	3
Interpersonal Effectiveness: Achieved positive results in dealing with other people. Effectively dealt with others in the work environment. Worked with others and gained their cooperation. Had a positive impact on others. Interpersonal skills helped in achieving objectives. Performed well in group efforts. Contributed toward group decisions.	4
Communication Skills: Produced timely, effective communications. Obtained and considered necessary information from others. Conveyed to others information that was necessary for them to possess. Demonstrated effective listening skills.	4
Adherence to Policies and Procedures: Consistently followed institute policy and complied with management requests and instructions. Responded constructively to management direction.	3
Initiative: Demonstrated self-starting ability, resourcefulness, and creativity, relative to job duties and responsibilities.	5
Dependability: Performed job duties in a timely manner, in terms of punctuality, meeting deadlines, and attending scheduled meetings, for example. Adapted graciously to changes in the work environment.	5
Flexibility: Responded willingly to changes in procedure, technology, responsibility, and assignments.	4

Ray responds well to unscheduled changes and assignments and stays on top of his own current work load also even with the many scheduling changes that can and sometimes do happen in the machine shop.	
Planning/Organizing: Set clear objectives, organized tasks and resources to accomplish them. Set challenging, but realistic objectives. Carefully planned time and priorities when conflicting demands occurred. Allowed adequate lead time for attending to necessary administrative details. Met appropriate deadlines.	
Ray has continued to be proactive as he schedules the work flow in the shop as well as keep materials and tooling ordered to help keep the work flow moving and ensure the schedule can be met. He also reviews all submitted mechanical engineering drawings during the work assigning process to check for missing information or unique challenges that may arise before or during the machining process. He is also proactive in communicating with our Engineering Department and all others concerning upcoming work demands that may affect the current schedule.	5
Safety: Maintained and enforced safe work practices and facilities. Followed environmental and health safe work practices and rules.	
Unique: <i>(Optional - Supervisor to include aspects of one's job duties that are unique to the position or division and not captured in the other performance dimensions.)</i>	3
Systems / Technology origination and transition: Demonstrates ability to develop new systems and/or technology and successfully transfer it to external groups (e.g., internal/external research and operations).	3
Breadth of Skill: Demonstrates ability to perform competently on a wide range of assignments and develop new skills.	4
Professionalism: Provides appropriate and timely input to decision making processes and accepts group decisions. Performs assigned tasks without complaining. Manages time effectively. Provides appropriate and timely communication with management. Demonstrates alignment with departmental and institutional values and objectives.	4
Self-Direction: Independently and competently manages own work assignments and professional development. Uses management and other resources effectively.	4
Leadership: Demonstrates ability to direct collaborative activities and guide the activities and development of others (e.g. post-docs, internships, mentoring).	4
<i>In addition to the above, supervisors are evaluated on the following:</i>	Performance Rating
Leadership & Judgment: Was willing to make decisions and commit to courses of action. Took timely action to get the job done after assessing risks and uncertainties. Did not act impulsively, risking negative consequences. Demonstrated ability to make thoughtful and timely decisions that had positive results.	4
Supervision: Was effective in communicating relevant issues to staff. Demonstrated ability to set priorities and assign tasks appropriately. Created a culture supportive of staff which fosters individual motivation, high levels of individual and team performance, and quality of service. Showed respect for people and their differences; promoted fairness and equity; engaged in recognizing the talents, experience, and capabilities of others; fostered a sense of belonging; worked to understand the perspectives of others; and to create opportunities for success. Managed conflict, aligned performance goals, and provided constructive feedback.	3
Mentorship: Appropriately mentored and encouraged staff; provided support in completing tasks. Coached, developed, inspired, and recognized achievements. Offered career development opportunities; supported continuing education and related programs.	3
Fiscal Responsibility: Exhibited ability to plan and develop budget for approval and operated within approved budget. Made proper use and allocation of funds	3
Personnel Effectiveness: Showed effectiveness in making recommendations on personnel matters, such as new hires, and promotions, and terminations. Conducted fair and timely performance evaluations. Displayed ability to provide work-related counseling and guidance. Administered disciplinary action, as appropriate. Adhered to established policies and procedures.	3

Overall Performance Evaluation: (please check one)

- ☐ **Outstanding**Employee consistently exceeded job expectations by demonstrating outstanding performance and knowledge to carry out the routine, as well as the most complex and demanding portions of the position.
- ☒ **Excellent**.....Employee consistently exceeded most performance expectations. Performance was routinely at an above acceptable level.
- ☐ **Fully Acceptable**.....Employee consistently met job expectations and exceeded some standards. Performance is at a fully acceptable level.
- ☐ **Fair**Employee met some but not all performance expectations. Overall, was inconsistent in fulfilling of job expectations.
- ☐ **Unsatisfactory**.....Employee did not meet job expectations. Performance was not at an acceptable level. Marked improvement is required.

Supervisor's Comments: (List noteworthy accomplishments and/or areas where improvement is needed, including examples in cases where employee was rated below "fully acceptable")

This was my first year working closely with Ray and overall I have been impressed. I believe Ray is a big reason why the shop runs as smoothly as it does. Ray personally reviews and plans every job coming through the machine shop making sure personnel and material processing doesn't interfere with the progress of another. This really does take an understanding of every tool, machining knowledge, techniques, and the careful tracking of personnel and current job statuses to accomplish.

Ray took on some challenging jobs this year. One such job was a titanium end bell where he and Mark discussed at length what processes and techniques they were going to use to ensure that the job would be done right the first time. He also helped the Chemical Sensors project mill a long large diameter tube. While doing so, taught Roman a new skill by teaching him correct material selection and safe machining techniques.

Ray is a trusted and respected member of our team and I really do appreciate everything he does.

Performance Objectives for the Following Review Period: (include objectives, plans of action, and dates for completion)

Look for additional ways to help the work flow through the shop. Continue with training for MasterCam and also training for the New CNC Turning Center that arrived in 2021. Continue with Mastercam upgrades as needed, Mastercam 2023 was recently released and updates to it are continuous throughout the year.

Employee Comments: (attach separate sheet if necessary)

Signature of Immediate Supervisor: Jose Rosal
Jose Rosal (Feb 14, 2023 09:30 PST)

Date: Feb 14, 2023

Signature of Division Director (or Comptroller): Andrew Hamilton
Andrew Hamilton (Feb 27, 2023 09:00 PST)

Date: Feb 27, 2023

Signature of Director of Human Resources: Norm Steinberg
Norm Steinberg (Feb 28, 2023 06:43 PST)

Date: Feb 28, 2023

Employee's Signature:

My signature acknowledges that I have read and understood the contents of this evaluation, but does not necessarily imply I concur with it.

Signature of Employee: Ray Thompson
Ray Thompson (Feb 28, 2023 06:02 PST)

Date: Feb 28, 2023