

# Employee performance evaluation

Evaluation period:

☐ Probation

☒ Annual

Employee name: Robert Rivest

Evaluation completed by: Gibs Bastien

Current position: Developer Lead

Date of evaluation: 2021-03-15

## Legend

1. Unsatisfactory Performance: Consistently fails to meet minimum position requirements
2. Opportunity for Improvement: Meets some, but not all position requirements
3. Meets Expectations: Consistently meets position requirements
4. Exceeds Expectations: Consistently superior and significantly exceeds position requirements

## Dependability.

Ability to follow through on commitments and meet desired outputs.

Sample behaviours:

1. **Unsatisfactory performance:** Lacks integrity and commitment to meeting deadlines and desired work outputs; frequently has incomplete tasks on a daily basis; frequently late for scheduled meetings and shifts.
2. **Opportunity for improvement:** Demonstrates a minimal level of integrity and delivers inconsistent results where work frequently needs to be reviewed; occasionally has incomplete tasks on a daily basis; occasionally late for scheduled shifts or meetings.
3. **Meets Expectations:** Demonstrates a moderate level of integrity and consistently meets desired work outputs along with on-time delivery of results; completes required tasks on a daily basis; arrives on time for scheduled shifts or meetings.
4. **Exceeds Expectations:** Demonstrates a high level of integrity and frequently exceeds desired work outputs and delivers results prior to deadlines; frequently completes more than required on a daily basis; always arrives on time or early for scheduled shifts or meetings.

Dependability rating: 4

## Work performance.

The quality and quantity of work produced.

Sample behaviours:

1. **Unsatisfactory performance:** Lack of knowledge and awareness of the role through the poor execution of assigned tasks; lacks accountability for assigned tasks; requires frequent supervision.
2. **Opportunity for improvement:** Demonstrates minimal knowledge and awareness of the role through inconsistent execution of assigned tasks; demonstrates some accountability for assigned tasks; requires moderate supervision.
3. **Meets Expectations:** Consistently demonstrates knowledge and awareness of the role through the execution of assigned tasks; takes responsibility for the quality and timeliness of assigned tasks; requires minimal supervision.
4. **Exceeds Expectations:** Demonstrates above average knowledge and awareness of the role through the superior execution of assigned tasks; takes ownership of assigned tasks and accepts feedback to improve performance; requires little to no supervision.

Work performance rating: 3

## Cooperativeness.

Working with others.

Sample behaviours:

1. **Unsatisfactory performance:** Frequently works independently without engaging with the team to achieve organizational goals; lacks willingness to share work knowledge, new ideas and/or best practices with the team.
2. **Opportunity for improvement:** Consistently works independently without engaging with the team to achieve organizational goals; occasionally shares work knowledge, new ideas and/or best practices with the team.
3. **Meets Expectations:** Able to work independently but is committed to working in a team to achieve organizational goals; demonstrates a willingness to share work knowledge, new ideas and best practices to enhance team productivity.
4. **Exceeds Expectations:** Works well independently, with the team and all levels of the organization to achieve organizational goals; always willing to share work knowledge, new ideas and/or best practices to enhance team productivity.

Cooperativeness rating: 3

## Communication.

Giving and receiving information.

Sample behaviours:

1. **Unsatisfactory performance:** Demonstrates difficulty communicating to others clearly and concisely; frequently provides feedback in an untimely manner; apprehensive about accepting feedback from others.
2. **Opportunity for improvement:** Communicates with team members and management about less complex issues; communication often requires clarification to be understood by others; inconsistent with providing feedback in a timely manner.
3. **Meets Expectations:** Consistently communicates effectively with team members and management to clearly and concisely explain complex issues; provides feedback in a timely manner; accepts feedback from others.
4. **Exceeds Expectations:** Always communicates effectively with all levels of the organization in a clear and concise manner to explain complex issues; actively listens to others and provides prompt constructive feedback; actively solicits feedback from others to improve work performance.

Communication rating: 3

## Adaptability.

Adjusting to change.

Sample behaviours:

1. **Unsatisfactory performance:** Requires direct supervision, even for mundane and daily tasks; unable to think independently or deal with unexpected occurrences; apprehensive when working with others who have a different approach to situations; resistant to change.
2. **Opportunity for improvement:** Confident in mundane and daily tasks, but hesitant when approaching unexpected tasks; adapts well to small changes, but struggles when there is a larger issue that affects the whole office or department; shows reluctance when asked to take over tasks assigned to others.
3. **Meets Expectations:** Adjusts well to changes in the workplace; handles unexpected occurrences and events with ease; embraces working with others with different approaches; readily pushes aside daily tasks to respond to emerging unexpected issues.
4. **Exceeds Expectations:** Easily adjusts priorities, activities, and attitude to meet new deadlines; anticipates and responds with enthusiasm to new challenges; keeps an open mind and shows willingness to learn new methods, procedures, and techniques; encourages others to keep calm during stressful times.

Adaptability rating: 3

## Problem solving.

Thinking on the job.

Sample behaviours:

1. **Unsatisfactory performance:** Defers to others to solve problems and lacks the ability to create solutions; unwilling to work with others to solve problems; difficulty with articulating issues to the team.
2. **Opportunity for improvement:** Frequently defers to others to solve problems but demonstrates some ability to provide solutions to less complex problems; focuses on smaller issues without consideration for overall team or organizational objectives.
3. **Meets Expectations:** Takes a practical approach to solving problems and is able to offer workable solutions to broader range issues; open-minded to accepting contributions of others; able to comprehensively articulate issues to the team.
4. **Exceeds Expectations:** Takes a practical and pro-active approach to problem solving and is able to offer creative solutions to complex problems; seeks to work with others to create solutions that benefit the entire team and organization; able to comprehensively articulate issues and solutions to all levels of the organization; takes responsibility for outcomes of actions taken to solve a problem.

Problem solving rating: 4

## Leadership.

Respect. Integrity. Courage. Honesty. Humility.

Sample behaviours:

1. **Unsatisfactory performance:** Often dictates to others rather than involving them in decision making; assumes others should know what to do and how to do it with little or no training; frequently becomes impatient when things aren't done their way; undercuts teamwork by giving preferential treatment.
2. **Opportunity for improvement:** Rarely breaks projects down into smaller, more manageable tasks and leaves the team overwhelmed; frequent improper prioritization which confuses and frustrates other team members; occasionally throws team members under the bus and makes excuses rather than owning up to mistakes.
3. **Meets Expectations:** Consistently emphasizes the importance of teamwork and personal goals through example; actively generates a positive and measurable outcome; sets high expectations for team members to challenge and promote creative thinking; motivates and encourages team members to take responsibility for their performance; contributes to a positive company culture of reliability and leadership.
4. **Exceeds Expectations:** Frequently structures smaller tasks and assignments to further strengthen teamwork among members; always exhibits a winning attitude among the team and encourages them to view challenges differently; treats all co-workers with respect, making them feel valuable to the team and organization.

Leadership rating: 3

## Overall performance.

Comments:

Bob is a talented and hardworking developer. He excels in troubleshooting and problem solving. His knowledge and experience are a true asset to the company. He always makes himself available to help colleagues and often puts the needs of others first. Bob has a good attitude and promotes company values and goals. He is eager to learn new things and continuously trying to improve.

Opportunities:

Bob can get emotionally charged at times. He sometimes shuts down if he feels he's not being heard. Bob has grown a lot as a leader in the past months. There's room for improvement in making sure everyone gets to talk and share their ideas during meetings.

Overall, Bob represents a strong blueprint of what a valuable employee represents and he is a key member of the team.

Overall performance rating: 3.3

## Employee development goals.

Comments:

Udemy:

- Angular - The Complete Guide (2021 Edition)
- Learn Python Django & Angular 10 by creating FullStack App
- The Complete Course on Leadership, Execution & Resilience

## Employee goals.

Comments:

Improve on leadership skills.

Would like to become an expert in Angular.

Work with the Data Science team to learn more on that side.

Would like to have a good R&D team in place.

## Evaluation feedback.

Comments:

Happy with review.

Happy with management.

## Confirmation of understanding and completion.

Sign below upon completion of performance evaluation.



Employee signature

Reviewer signature