



2009 Employee Evaluation

**Joe Public**  
Your Company  
February 17, 2010

Individual Evaluation Report

INDIVIDUAL EVALUATION REPORT CONTENT

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## REPORT INTRODUCTION

### Introduction

You recently participated in a multi-rater feedback survey. Both you and your raters were asked to provide ratings of your effectiveness on many behaviors. The individuals who rated you were categorized by what relationship they have to you. For example, they may have been your leaders, colleagues, and persons directly or indirectly reporting to you. They were asked to be fair and accurate and to base their ratings on their observations of your performance in specific areas. This report presents the results of this multi-rater feedback process and contains your self-ratings and the ratings provided by your co-workers, as well as written feedback provided by your raters. When you review this report, bear in mind that it is designed to be a development tool, not a complete review of your work performance.

### Purpose

The purpose of the multi-rater feedback survey is to help you explore how you contribute to the success of your organization, and to help you identify opportunities to become more successful and more fulfilled in your role. The report will identify "the gap", which is defined as the difference of how you rate yourself compared to the individuals that rated your ability to perform based on the specific competencies.

This report provides you with the results of the survey you recently completed and is divided into three sections:

#### Results Summary:

The first section provides a summary of your overall results, strengths and growth opportunities. This summary will assist you in identifying your strengths and Areas of Opportunity. At this point, a useful step is to examine your strong points by identifying your high ratings from the charts and then identify your weak points from your lowest ratings in the charts. This provides you with a quick way to identify where to focus your developmental efforts.

#### Competency Analysis:

This section of the report presents a detailed description of the competencies and individual behaviors measured in your survey. This information will help you pinpoint specific actions you might take to improve your performance.

#### General Results:

This section of the report presents the results for questions that were not assigned to a competency. This information will help you pinpoint specific actions you might take to improve your performance.

## RESULTS SUMMARY

GAP Analysis – Line Chart

Observer Ratings Average

Aggregate Group Comparison

Your Strengths & Areas of Opportunity

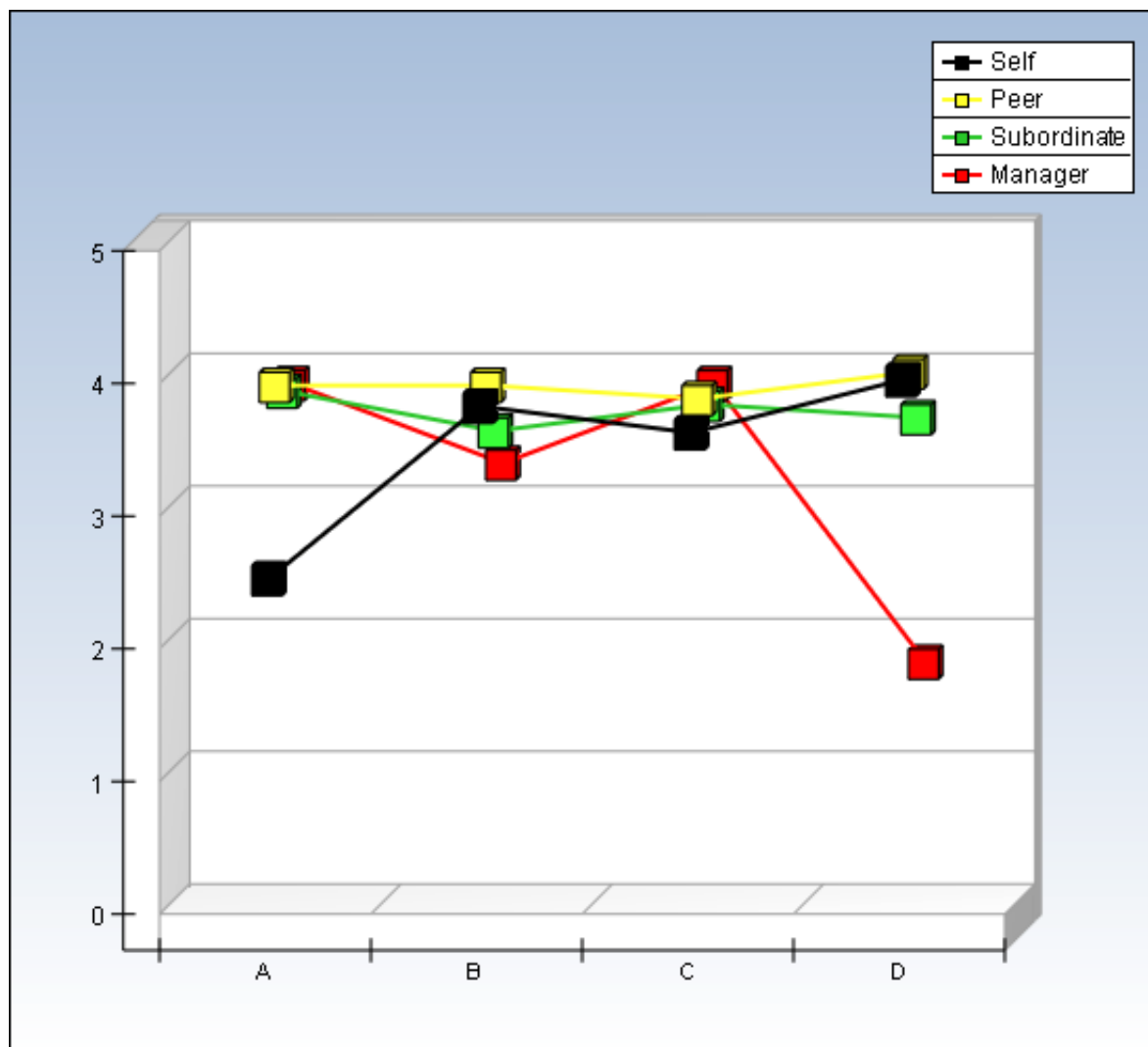
RESULTS SUMMARY

GAP ANALYSIS - Line Chart

The scores are listed on the left (y-axis) and the competencies are shown along the bottom (x-axis). The score you gave yourself is plotted as well as the average scores your raters provided.

Legend

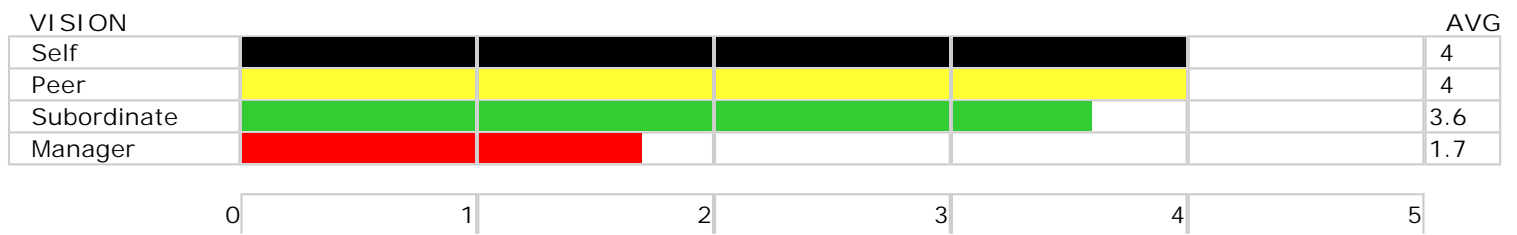
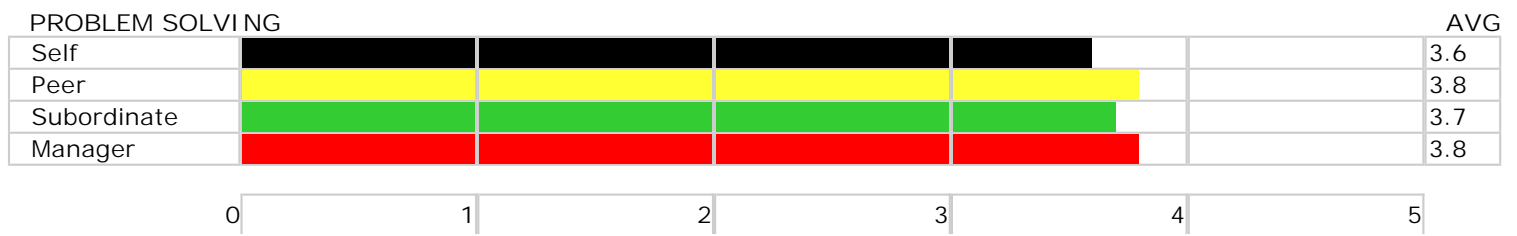
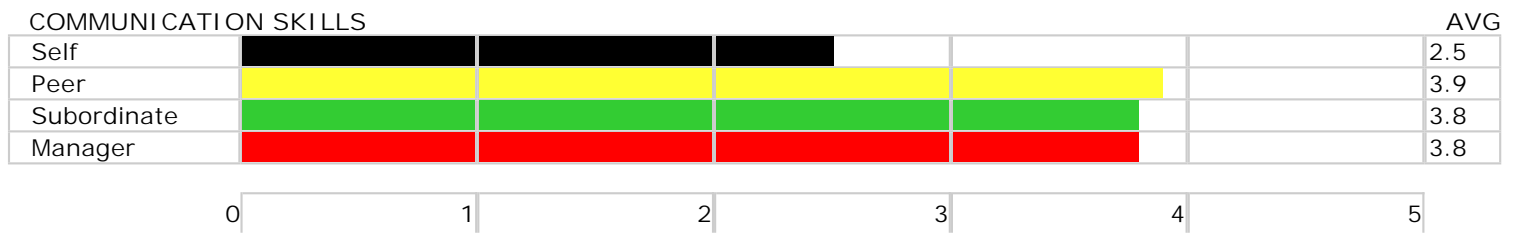
A = Communication Skills B = Leadership C = Problem Solving  
D = Vision



RESULTS SUMMARY

Observer Ratings Average

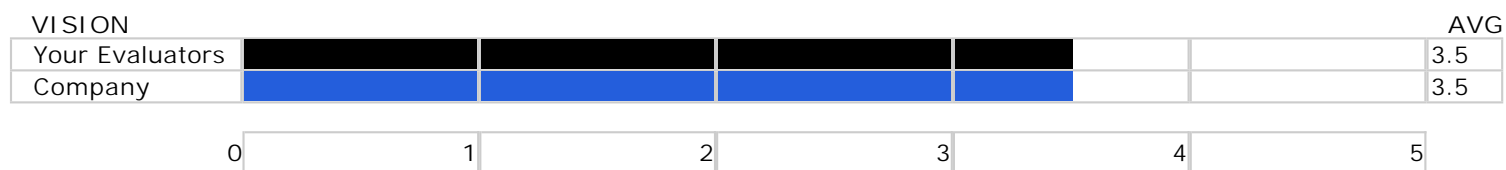
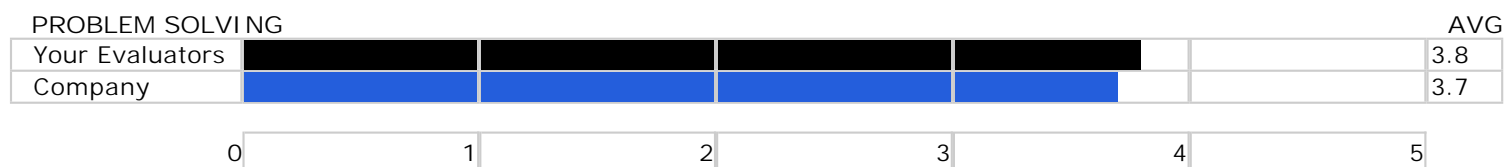
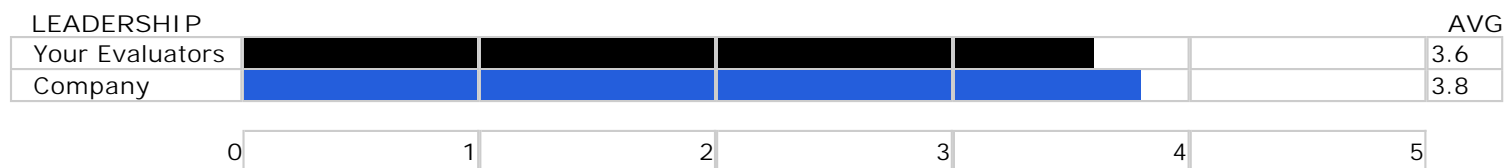
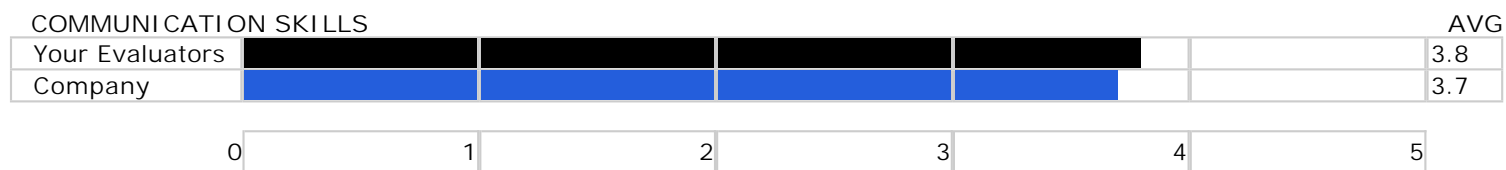
Observer ratings average by competency.



RESULTS SUMMARY

Aggregate Group Comparison

Self vs Group(s) comparison by competency.



## RESULTS SUMMARY

Strengths/Areas of Opportunity

Top 5 strengths and Areas of Opportunity identified by observer ratings

## TOP 5 STRENGTHS

| Questions   | SELF SCORE | EVALUATORS AVG |
|---|------------|----------------|
| 15. Communication Skills<br>Communicates frequently and effectively with staff.                                       | 2          | 4              |
| 10. Problem Solving<br>Shares decision-making processes; Identifies facts and considerations that lead to a decision. | 5          | 3.9            |
| 1. Leadership<br>Inspires confidence and enthusiasm in staff.   | 4          | 3.9            |
| 16. Communication Skills<br>Communicates effectively in both written and verbal form.                                 | 3          | 3.9            |
| 11. Problem Solving<br>Proposes strategies that encourage the effective and efficient use of resources.               | 4          | 3.8            |

## TOP 5 AREAS OF OPPORTUNITY

| Questions  | SELF SCORE | EVALUATORS AVG |
|--|------------|----------------|
| 4. Leadership<br>Delegates authority to achieve dept goals.  | 3          | 3.5            |
| 6. Vision<br>Develops and communicates plans and objectives for the department and division.                               | 3          | 3.5            |
| 5. Leadership<br>Shows concern for staff well-being.   | 5          | 3.5            |
| 12. Problem Solving<br>Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner. | 2          | 3.5            |
| 8. Vision<br>Ensures that staff understands their individual objectives and their role.                                    | 5          | 3.6            |

## COMPETENCY ANALYSIS

By Competency – GAP Analysis

By Competency – Observer Rating Average

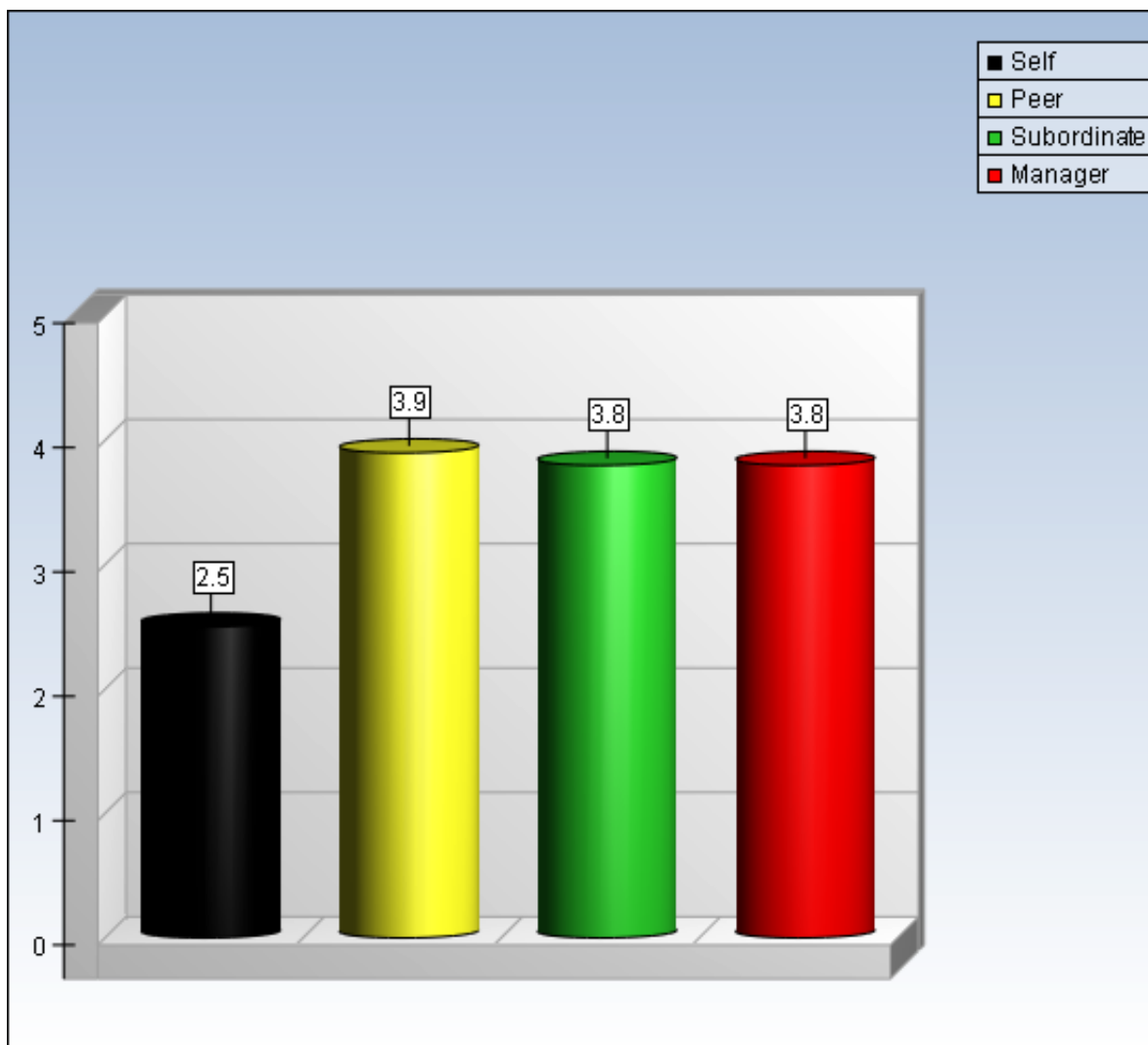
By Competency – Aggregate Group Comparison

Competency Analysis  
Communication Skills

## COMPETENCY ANALYSIS

COMMUNICATION SKILLS - GAP Analysis

| Relationships | Score | Gap |
|---------------|-------|-----|
| Self          | 2.5   | -   |
| Peer          | 3.9   | 1.4 |
| Subordinate   | 3.8   | 1.3 |
| Manager       | 3.8   | 1.3 |



COMPETENCY ANALYSIS

COMMUNICATION SKILLS : Observer Rating Average

Question 14.

Appropriately shares information.

AVG

|             |     |  |       |  |     |
|-------------|-----|--|-------|--|-----|
| Self        | 0-2 |  | 2-4   |  | 2   |
| Peer        | 0-2 |  | 2-4   |  | 4   |
| Subordinate | 0-2 |  | 2-3.3 |  | 3.3 |
| Manager     | 0-2 |  | 2-4   |  | 4   |



Question 15.

Communicates frequently and effectively with staff.

AVG

|             |     |  |     |  |   |
|-------------|-----|--|-----|--|---|
| Self        | 0-2 |  | 2-4 |  | 2 |
| Peer        | 0-2 |  | 2-4 |  | 4 |
| Subordinate | 0-2 |  | 2-4 |  | 4 |
| Manager     | 0-2 |  | 2-4 |  | 4 |



Question 16.

Communicates effectively in both written and verbal form.

AVG

|             |     |  |     |  |   |
|-------------|-----|--|-----|--|---|
| Self        | 0-2 |  | 2-3 |  | 3 |
| Peer        | 0-2 |  | 2-4 |  | 4 |
| Subordinate | 0-2 |  | 2-4 |  | 4 |
| Manager     | 0-2 |  | 2-3 |  | 3 |



Question 17.

Facilitates interdepartmental communication.

AVG

|             |     |  |       |  |     |
|-------------|-----|--|-------|--|-----|
| Self        | 0-2 |  | 2-3   |  | 3   |
| Peer        | 0-2 |  | 2-3.7 |  | 3.7 |
| Subordinate | 0-2 |  | 2-3.7 |  | 3.7 |
| Manager     | 0-2 |  | 2-4   |  | 4   |



COMPETENCY ANALYSIS

COMMUNICATION SKILLS : Aggregate Group Comparison

Question 14.

Appropriately shares information.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.7 |
| Company         |  |  |  |  | 3.7 |



Question 15.

Communicates frequently and effectively with staff.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 4   |
| Company         |  |  |  |  | 3.7 |



Question 16.

Communicates effectively in both written and verbal form.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.8 |
| Company         |  |  |  |  | 3.8 |



Question 17.

Facilitates interdepartmental communication.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.7 |
| Company         |  |  |  |  | 3.6 |

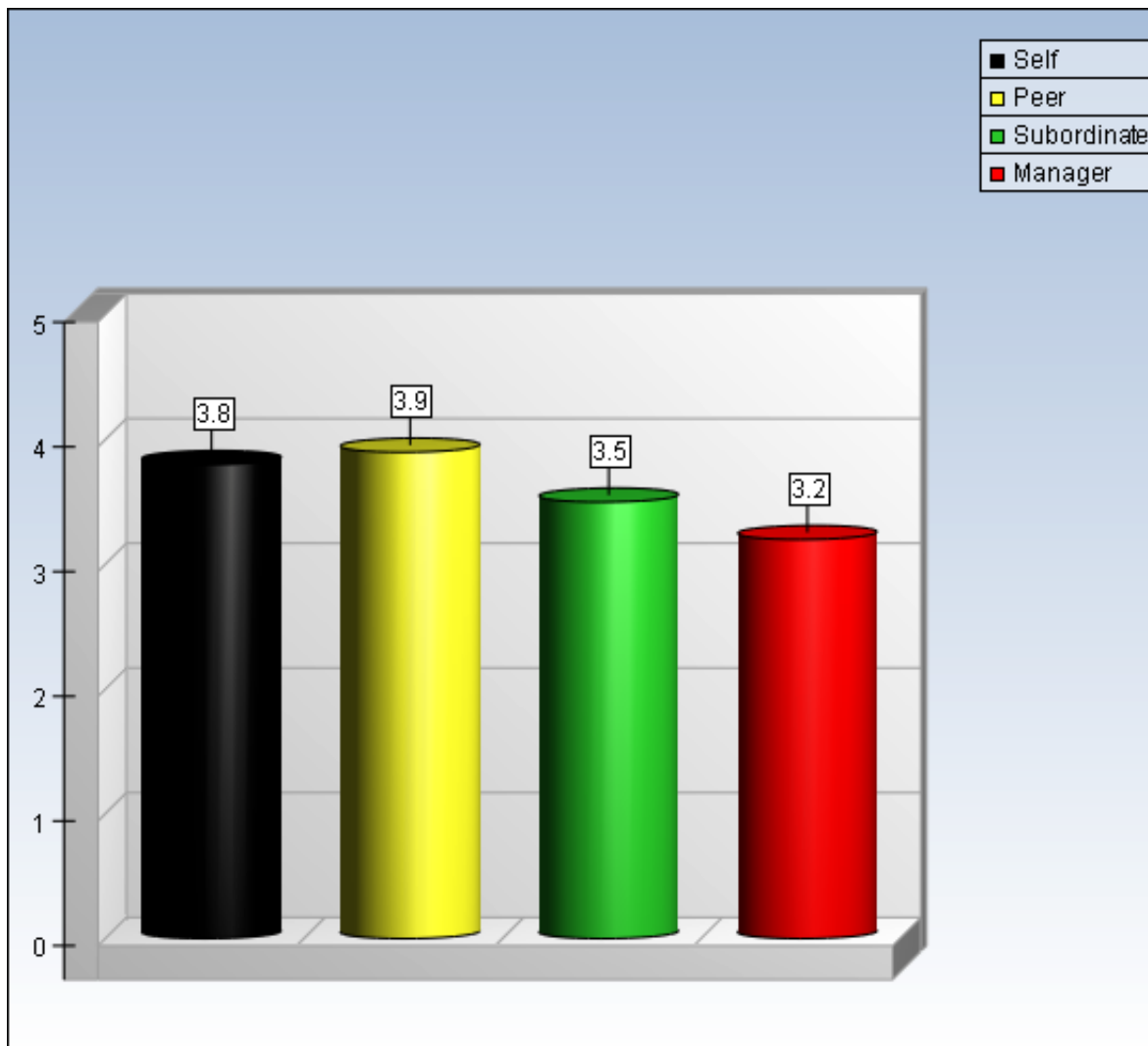


Competency Analysis  
Leadership

## COMPETENCY ANALYSIS

LEADERSHIP - GAP Analysis

| Relationships | Score | Gap  |
|---------------|-------|------|
| Self          | 3.8   | -    |
| Peer          | 3.9   | 0.1  |
| Subordinate   | 3.5   | -0.3 |
| Manager       | 3.2   | -0.6 |



COMPETENCY ANALYSIS

LEADERSHIP : Observer Rating Average

Question 1.

Inspires confidence and enthusiasm in staff.

AVG

|             |         |  |  |  |     |
|-------------|---------|--|--|--|-----|
| Self        | [0-4]   |  |  |  | 4   |
| Peer        | [0-4.3] |  |  |  | 4.3 |
| Subordinate | [0-3.7] |  |  |  | 3.7 |
| Manager     | [0-3]   |  |  |  | 3   |



Question 2.

Demonstrates ethical behaviors and attitudes appropriate for a leader.

AVG

|             |         |  |  |  |     |
|-------------|---------|--|--|--|-----|
| Self        | [0-4]   |  |  |  | 4   |
| Peer        | [0-3.7] |  |  |  | 3.7 |
| Subordinate | [0-3.7] |  |  |  | 3.7 |
| Manager     | [0-4]   |  |  |  | 4   |



Question 3.

Works effectively with staff on strategic issues.

AVG

|             |         |  |  |  |     |
|-------------|---------|--|--|--|-----|
| Self        | [0-3]   |  |  |  | 3   |
| Peer        | [0-4]   |  |  |  | 4   |
| Subordinate | [0-3.3] |  |  |  | 3.3 |
| Manager     | [0-4]   |  |  |  | 4   |



Question 4.

Delegates authority to achieve dept goals.

AVG

|             |       |  |  |  |   |
|-------------|-------|--|--|--|---|
| Self        | [0-3] |  |  |  | 3 |
| Peer        | [0-4] |  |  |  | 4 |
| Subordinate | [0-3] |  |  |  | 3 |
| Manager     | [0-3] |  |  |  | 3 |



Question 5.

Shows concern for staff well-being.

AVG

|             |         |  |  |  |     |
|-------------|---------|--|--|--|-----|
| Self        | [0-5]   |  |  |  | 5   |
| Peer        | [0-3.7] |  |  |  | 3.7 |
| Subordinate | [0-3.7] |  |  |  | 3.7 |
| Manager     | [0-2]   |  |  |  | 2   |



COMPETENCY ANALYSIS

LEADERSHIP : Aggregate Group Comparison

Question 1.

Inspires confidence and enthusiasm in staff.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.9 |
| Company         |  |  |  |  | 3.9 |



Question 2.

Demonstrates ethical behaviors and attitudes appropriate for a leader.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.7 |
| Company         |  |  |  |  | 3.8 |



Question 3.

Works effectively with staff on strategic issues.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.7 |
| Company         |  |  |  |  | 3.7 |



Question 4.

Delegates authority to achieve dept goals.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.4 |
| Company         |  |  |  |  | 3.7 |



Question 5.

Shows concern for staff well-being.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.4 |
| Company         |  |  |  |  | 3.8 |

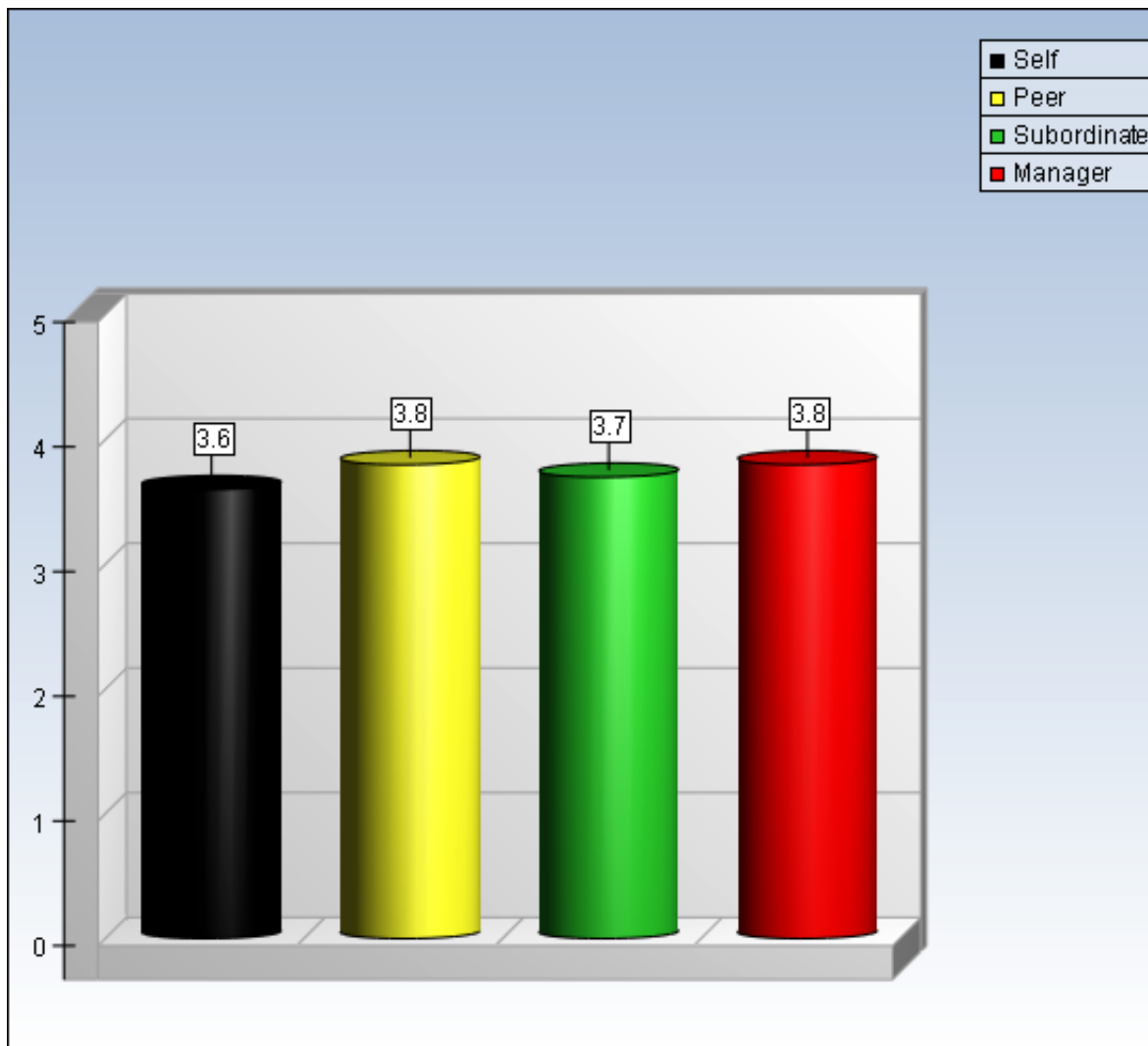


Competency Analysis  
Problem Solving

## COMPETENCY ANALYSIS

PROBLEM SOLVING - GAP Analysis

| Relationships | Score | Gap |
|---------------|-------|-----|
| Self          | 3.6   | -   |
| Peer          | 3.8   | 0.2 |
| Subordinate   | 3.7   | 0.1 |
| Manager       | 3.8   | 0.2 |



COMPETENCY ANALYSIS

PROBLEM SOLVING : Observer Rating Average

Question 9.

Makes decisions consistent with division and university mission and goals.

AVG

|             |              |             |             |               |     |
|-------------|--------------|-------------|-------------|---------------|-----|
| Self        | [0-4] Black  |             |             |               | 4   |
| Peer        | [0-4] Yellow |             |             |               | 4   |
| Subordinate | [0-1] Green  | [1-2] Green | [2-3] Green | [3-3.3] Green | 3.3 |
| Manager     | [0-4] Red    |             |             |               | 4   |



Question 10.

Shares decision-making processes; Identifies facts and considerations that lead to a decision.

AVG

|             |              |             |             |             |              |              |              |              |   |
|-------------|--------------|-------------|-------------|-------------|--------------|--------------|--------------|--------------|---|
| Self        | [0-1] Black  |             |             |             | [1-2] Black  | [2-3] Black  | [3-4] Black  | [4-5] Black  | 5 |
| Peer        | [0-1] Yellow |             |             |             | [1-2] Yellow | [2-3] Yellow | [3-4] Yellow | [4-4] Yellow | 4 |
| Subordinate | [0-1] Green  | [1-2] Green | [2-3] Green | [3-4] Green | [4-4] Green  | [4-4] Green  | [4-4] Green  | 4            |   |
| Manager     | [0-1] Red    | [1-2] Red   | [2-3] Red   | [3-3] Red   | [3-3] Red    | [3-3] Red    | [3-3] Red    | 3            |   |



Question 11.

Proposes strategies that encourage the effective and efficient use of resources.

AVG

|             |              |             |             |               |                 |                 |                 |              |   |
|-------------|--------------|-------------|-------------|---------------|-----------------|-----------------|-----------------|--------------|---|
| Self        | [0-1] Black  |             |             |               | [1-2] Black     | [2-3] Black     | [3-4] Black     | [4-4] Black  | 4 |
| Peer        | [0-1] Yellow |             |             |               | [1-2] Yellow    | [2-3] Yellow    | [3-4] Yellow    | [4-4] Yellow | 4 |
| Subordinate | [0-1] Green  | [1-2] Green | [2-3] Green | [3-3.7] Green | [3.7-3.7] Green | [3.7-3.7] Green | [3.7-3.7] Green | 3.7          |   |
| Manager     | [0-1] Red    | [1-2] Red   | [2-3] Red   | [3-4] Red     | [4-4] Red       | [4-4] Red       | [4-4] Red       | 4            |   |



Question 12.

Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner.

AVG

|             |              |              |              |                |                  |                  |                  |             |   |
|-------------|--------------|--------------|--------------|----------------|------------------|------------------|------------------|-------------|---|
| Self        | [0-1] Black  |              |              |                | [1-2] Black      | [2-2] Black      | [2-2] Black      | [2-2] Black | 2 |
| Peer        | [0-1] Yellow | [1-2] Yellow | [2-3] Yellow | [3-3.3] Yellow | [3.3-3.3] Yellow | [3.3-3.3] Yellow | [3.3-3.3] Yellow | 3.3         |   |
| Subordinate | [0-1] Green  | [1-2] Green  | [2-3] Green  | [3-3.7] Green  | [3.7-3.7] Green  | [3.7-3.7] Green  | [3.7-3.7] Green  | 3.7         |   |
| Manager     | [0-1] Red    | [1-2] Red    | [2-3] Red    | [3-4] Red      | [4-4] Red        | [4-4] Red        | [4-4] Red        | 4           |   |



Question 13.

Seeks resources adequate to improve operations given current budgetary constraints.

AVG

|             |              |              |              |                |                  |                  |                  |             |   |
|-------------|--------------|--------------|--------------|----------------|------------------|------------------|------------------|-------------|---|
| Self        | [0-1] Black  |              |              |                | [1-2] Black      | [2-3] Black      | [3-3] Black      | [3-3] Black | 3 |
| Peer        | [0-1] Yellow | [1-2] Yellow | [2-3] Yellow | [3-3.7] Yellow | [3.7-3.7] Yellow | [3.7-3.7] Yellow | [3.7-3.7] Yellow | 3.7         |   |
| Subordinate | [0-1] Green  | [1-2] Green  | [2-3] Green  | [3-4] Green    | [4-4] Green      | [4-4] Green      | [4-4] Green      | 4           |   |
| Manager     | [0-1] Red    | [1-2] Red    | [2-3] Red    | [3-4] Red      | [4-4] Red        | [4-4] Red        | [4-4] Red        | 4           |   |




COMPETENCY ANALYSIS

PROBLEM SOLVING : Aggregate Group Comparison

Question 9.

Makes decisions consistent with division and university mission and goals.

AVG


|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.7 |
| Company         |  |  |  |  | 3.7 |



Question 10.

Shares decision-making processes; Identifies facts and considerations that lead to a decision.

AVG



|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.9 |
| Company         |   |  |  |  | 3.6 |



Question 11.

Proposes strategies that encourage the effective and efficient use of resources.

AVG



|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.9 |
| Company         |   |  |  |  | 3.6 |



Question 12.

Seeks to resolve differences and conflicts in a mutually acceptable, fair, and constructive manner.

AVG



|                 |   |  |  |  |     |
|-----------------|---|--|--|--|-----|
| Your Evaluators |   |  |  |  | 3.6 |
| Company         |  |  |  |  | 3.7 |



Question 13.

Seeks resources adequate to improve operations given current budgetary constraints.

AVG

|                 |  |  |  |  |     |
|-----------------|--|--|--|--|-----|
| Your Evaluators |  |  |  |  | 3.9 |
| Company         |   |  |  |  | 3.8 |

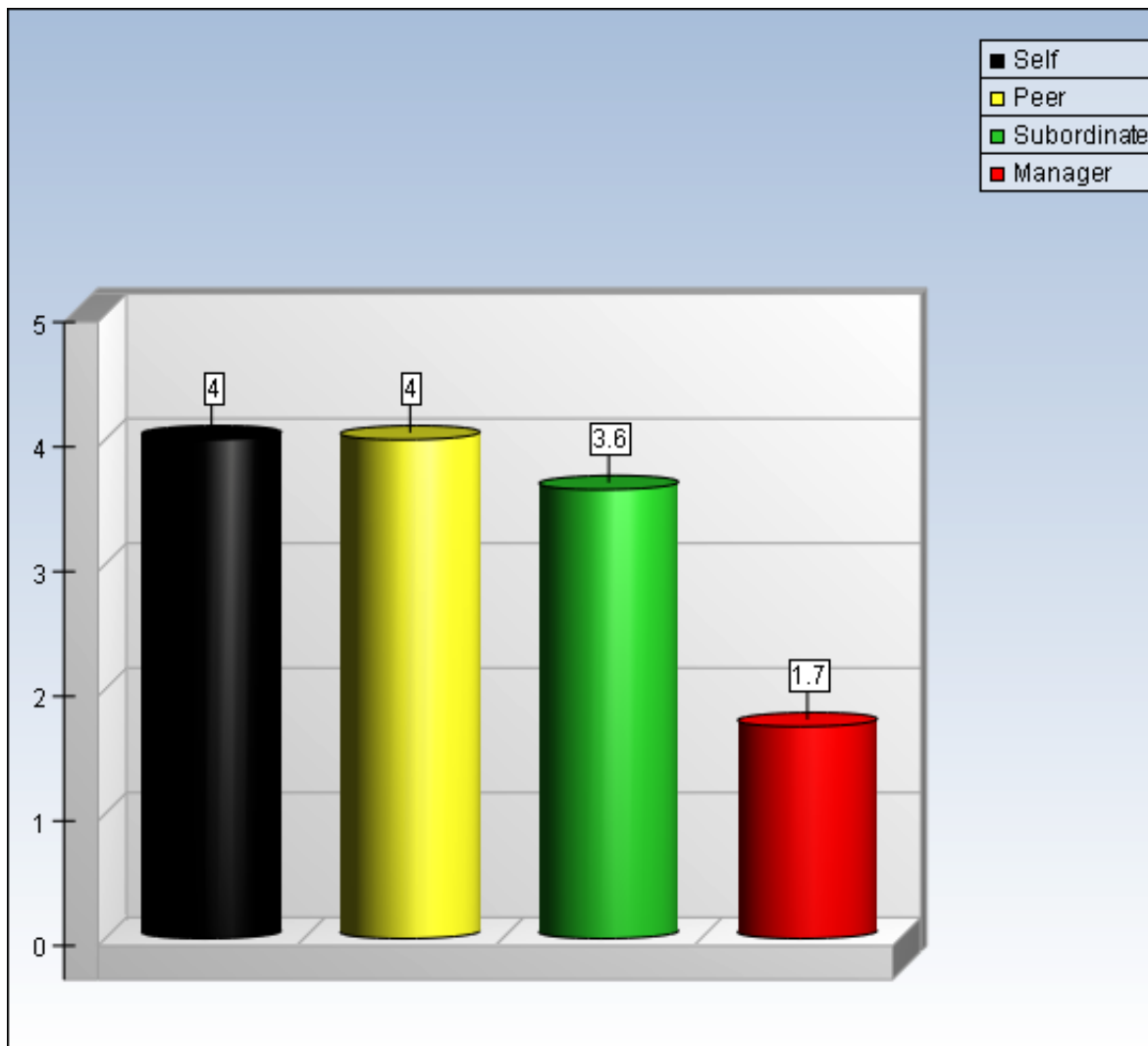


Competency Analysis  
Vision

## COMPETENCY ANALYSIS

VISION - GAP Analysis

| Relationships | Score | Gap  |
|---------------|-------|------|
| Self          | 4     | -    |
| Peer          | 4     | 0    |
| Subordinate   | 3.6   | -0.4 |
| Manager       | 1.7   | -2.3 |



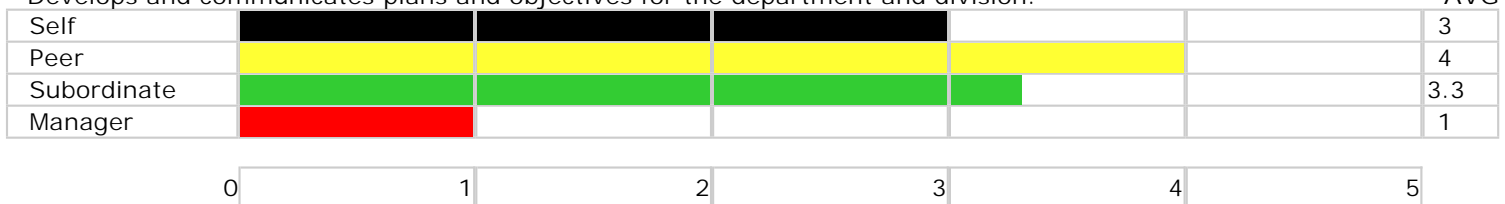
COMPETENCY ANALYSIS

VISION : Observer Rating Average

Question 6.

Develops and communicates plans and objectives for the department and division.

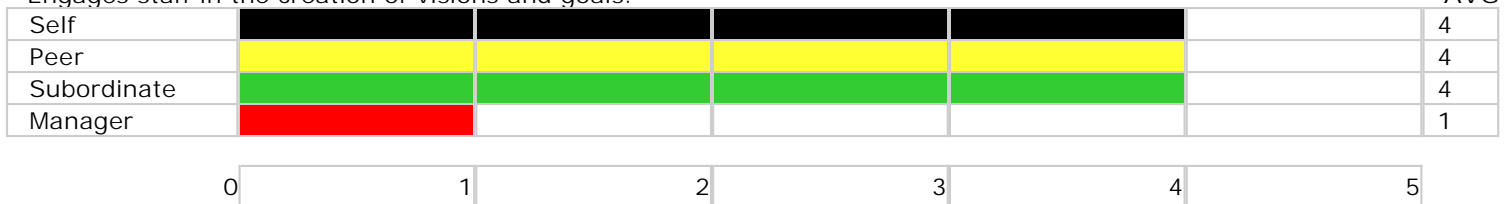
AVG



Question 7.

Engages staff in the creation of visions and goals.

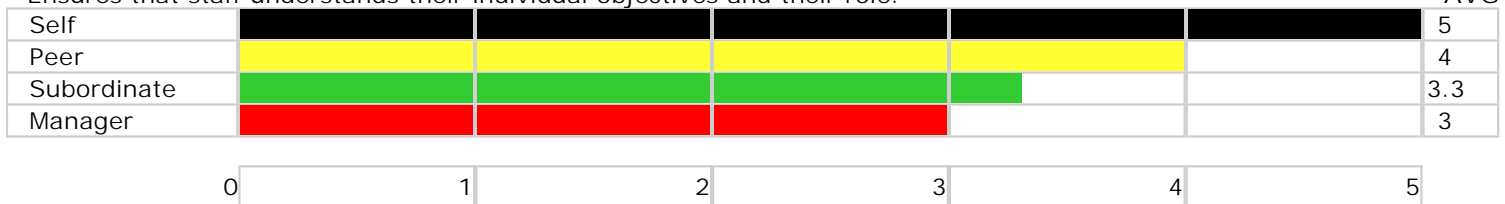
AVG



Question 8.

Ensures that staff understands their individual objectives and their role.

AVG



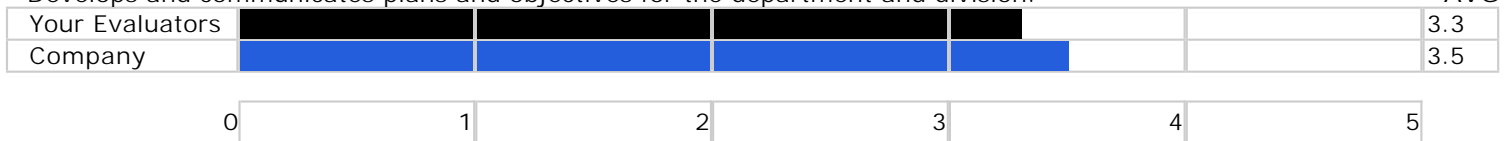
COMPETENCY ANALYSIS

VISION : Aggregate Group Comparison

Question 6.

Develops and communicates plans and objectives for the department and division.

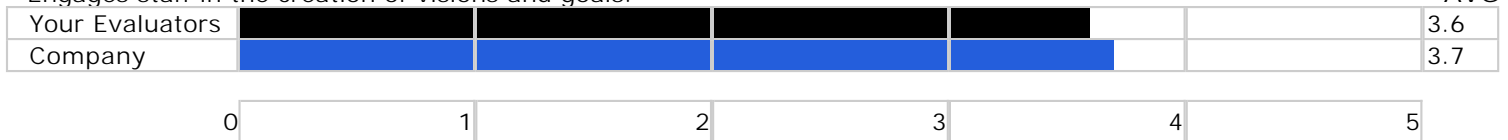
AVG



Question 7.

Engages staff in the creation of visions and goals.

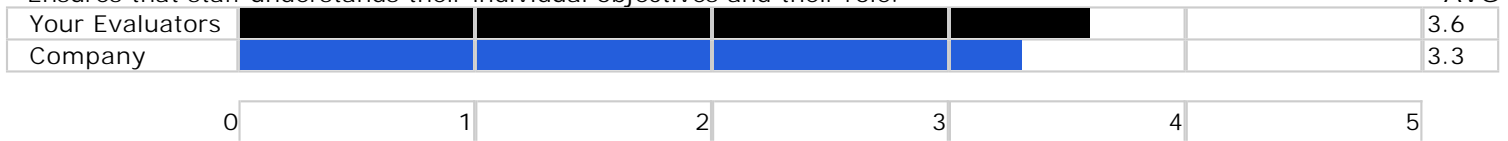
AVG



Question 8.

Ensures that staff understands their individual objectives and their role.

AVG



## GENERAL RESULTS

## GENERAL RESULTS

Question 18:

Use this space to add any additional comments for (NAME).

- (Self)I feel that I have a lot to improve on if I want to be an essential part of this team.
- Brian is a great co-worker who has a good sense of humour, a pleasure to be working with him.
- Possesses very strong leadership skills and interpersonal skills. Would like to see improvements in delegating responsibility when required to.
- Be more open to discuss your opinions and be more patient in listening to others' comments.
- Very professional and assumes accountability for personal performance. Is excellent at accepting constructive criticism. Has excellent communication skills and definitely enhances our working environment. Makes efficient use of his time and is great at multi-tasking. Always ensures that deadlines are met and manages his priorities well. Can always be counted on to follow through on commitments. Clearly defines his roles and responsibilities. Is effective at managing people and treats everyone fairly. Needs to work on his customer skills. He tends to not put the customer first which is inconsistent with our company training. Is an excellent employee and adds tremendous value to our organization. However, could work on his customer management skills. Suggest a training course to assist in this area.
- Very professional and assumes accountability for personal performance. Is excellent at accepting constructive criticism. Has excellent communication skills and definitely enhances our working environment. Makes efficient use of his time and is great at multi-tasking. Always ensures that deadlines are met and manages his priorities well. Can always be counted on to follow through on commitments. Clearly defines his roles and responsibilities. Is effective at managing people and treats everyone fairly. Needs to work on his customer skills. He tends to not put the customer first which is inconsistent with our company training. Is an excellent employee and adds tremendous value to our organization. However, could work on his customer management skills. Suggest a training course to assist in this area.
- Should try to be more of a team player
- (Manager)Should try to be more of a team player