

## PERFORMANCE REVIEW

### Employee Identification

<b>Name:</b>	David Kent	<b>Manager:</b>	C0000
<b>Position:</b>	Project Manager, Website	<b>Department:</b>	IS

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**Evaluation Date:** 06/23/2008

**Review Period:** **From:** 04/01/2007 **To:** 03/31/2008

**Review Type:** Annual

### Review of Goals and Accountabilities

The following is a review of performance based on the major accountabilities and the goals established for this review period. The goals identified here should be those goals set at the last review. If this is your first review, then from the understanding of the job requirements identify those main goals and rate your performance.

<b>4/4 Exceeds Expectations</b>	Performance consistently exceeds the expectations of the position and contributions are well beyond the normal job requirements. For example, achieves results which consistently exceed most planned goals and/or attained a significant value-added achievement(s) with measurable result(s); demonstrates an in-depth understanding of learned skills; has above average knowledge of required duties; individual planned goals have a positive and/or significant impact on the success of the department; performance is characterized by above average quality and quantity of work, self direction and self motivation; extremely efficient work processes and the ability to rapidly adapt to change.
<b>3/4 Fully meets Expectations</b>	Performance is solid, effective and consistently meets the performance expectations required and defined by the role. For example, achieves results which meet or occasionally exceed planned goals; demonstrates satisfactory understanding of learned skills; has solid understanding of required duties; individual planned goals benefit the team/group; performance is characterized by satisfactory quality and quantity of work, self direction and initiative; normal work efficiency and routine ability to adapt to change.
<b>2/4 Partially meets Expectations</b>	Performance is occasionally below expectations for reasons of lack of experience and/or development. Further training or development plan required to enhance basic skill(s) and / or knowledge. For example, achieves results that occasionally fail to meet job requirements and goals; learning or developing skills and / or knowledge for position.
<b>1/4 Does Not Meet Expectations</b>	Performance consistently below the expectations of the position as defined for reasons within individual control. In consultation with people services a progressive performance management plan needs to be established. For example, achieves less than expected results; fails to remedy deficiencies in required skills and knowledge; performance is characterized by minimal quality and quantity of work, lack of self direction and initiative; inefficient work processes and / or inability to deal with change.

## Goals

Employee Score:

Manager Score: 3.8 / 4.0

Score

**Self:** Title: Complete Projects on Time

/ 4.0

**Title:** Complete Projects on Time

3.5 / 4.0

Projects managed in 6 months with company:

- LMP (Iterative approach - Iterations to-date delivered on time)
- LMS (Iterative based - Iterations to-date delivered on time)
- Sitecore (Training of web development team completed, NLC engaged for architecture plan "completed", NLC engaged for Governance etc.)
- SMART Exchange (Iterative approach - Iterations to-date delivered on time "most ahead of schedule")
- Viper launch( delivered ahead of schedule)
- Load Balancer recommendation / implementation (Delivered on time and on budget )
- WSSO (Iterative approach - Iterations to-date delivered on time)

**Self:**

/ 4.0

**Title:** Notebook 10 (Delivered on Time)

4.0 / 4.0

David essentially saved this customer-facing project when he was brought in at the eleventh hour. He was instrumental in closing cross-functional gaps and ensuring that the project went live as required against some formidable odds.

Self:

/ 4.0

/ 4.0

## II. Performance Review

When completing the comments below the objective is to be as specific and detailed as possible to demonstrate the accomplishments during the review period.

### Performance Summary

Employee Score: 3.5

Manager Score: 3.5 / 4.0

Rating EE - Exceeds Expectations; FM - Fully Meets Expectations; PM - Partially Meets Expectations; NM - Does Not Meet Expectations.

Competency	Summary:	Rating			
		EE	FM	PM	NM
<p>This is a summary of overall performance. Although some of the comments that might be included below appear to be repetitive from the prior section, this section attempts to pull all aspects of the performance together. Ensure to include any key accomplishments, strengths and areas for improvements.</p>	<p><b>Self:</b> Projects managed in 6 months with company:</p> <ul style="list-style-type: none"> <li>- LMP (Iterative approach - Iterations to-date delivered on time)</li> <li>- LMS (Iterative based - Iterations to-date delivered on time)</li> <li>- NBK 10 (Delivered on Time)</li> <li>- Sitecore (Training of web development team completed, NLC engaged for architecture plan "completed", NLC engaged for Governance etc.)</li> <li>- SMART Exchange (Iterative approach - Iterations to-date delivered on time "most ahead of schedule")</li> <li>- Viper launch( delivered ahead of schedule)</li> <li>- Load Balancer recommendation / implementation (Delivered on time and on budget )</li> <li>- WSSO (Iterative approach - Iterations to-date delivered on time)</li> </ul> <p>David is a strong team player and has carried significant project responsibilities over the past year.</p> <p>He effectively uses Steering Teams and other PM Processes to strengthen his delivery capabilities.</p> <p>Greater focus on managing to budget will be introduced in the upcoming year.</p>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Quality of Work

Employee Score: 3.0

Manager Score: 3.0 / 4.0

Rating EE - Exceeds expectations; FM - Fully meets expectations; PM - Partially meets expectations; NM - Does not meet expectations.

Competency	Comments:	Rating			
		EE	FM	PM	NM
<p>Extent to which work produced meets quality standards of accuracy, thoroughness and effectiveness</p>	<p><b>Self:</b> - Demonstrates effective written and verbal communication skills</p> <ul style="list-style-type: none"> <li>- Is highly conscientious about the quality of work</li> <li>- Work demonstrates conscientiousness</li> <li>- Pays attention to details</li> </ul> <p>David produces high quality deliverables and incorporates review and input well once he explores the underlying intent.</p>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Quantity of Work

Employee Score: 4.0

Manager Score: 4.0 / 4.0

Rating EE - Exceeds Expectations; FM - Fully meets expectations; PM - Partially meets expectations; NM - Does not meet expectations.

Competency	Comments:	Rating			
		EE	FM	PM	NM
<p>Volume and timeliness of work based on the requirements of the job.</p>	<p><b>Self:</b> - Exceeds expectations</p> <ul style="list-style-type: none"> <li>- Manages time well</li> <li>- Works well under pressure</li> <li>- Actively takes on all tasks and projects presented</li> </ul> <p>David is able to handle a large workload effectively. He multi-tasks well and is able to operate at varying degrees of detail as required. During this period he was asked to take on numerous projects of various sizes and managed to work through them all with minimal issues.</p> <p>Going forward, David will need to establish appropriate sub-leads on his e-</p>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Commitment****Employee Score: 3.5    Manager Score: 3.5 / 4.0****Rating** EE - Exceeds expectations; FM - Fully meets expectation; PM - Partially meets expectations; NM - Does not meet expectations.

Competency	Comments:	Rating			
		EE	FM	PM	NM
Extent to which employee can be counted on to carry out instructions and fulfill a variety of responsibilities with interest and enthusiasm.	<b>Self:</b> - Goes above and beyond the call of duty - Seeks out responsibility and follows through - Maintains a positive attitude when under stress  David is a very positive and highly committed member of the team.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Initiative and/or Creativity****Employee Score: 3.5    Manager Score: 3.5 / 4.0****Rating** EE - Exceeds expectations; FM - Fully meets expectations; PM - Partially meets expectations; NM - Does not meet expectations.

Competency	Employee's Comments:	Rating			
		EE	FM	PM	NM
Extent to which employee is a self starter in attaining objective of job and taking on new opportunities. Extent to which employee generates new ideas or concepts and identifies improvement opportunities.	<b>Self:</b> - Contributes frequently in meetings and impromptu gatherings - Takes an active part in discussions - Works well independently - Accepts responsibility eagerly - Adapts to change well  David shows good initiative and creativity. He works well with his team members to draw out their knowledge and ideas.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Judgment****Employee Score: 3.5    Manager Score: 3.0 / 4.0****Rating** EE - Exceeds expectations; FM - Fully meets expectations; PM - Partially meets expectations; NM - Does not meet expectations.

Competency	Comments:	Rating			
		EE	FM	PM	NM
Extent to which decisions and actions are based on sound reasoning, weighing of the outcome and supporting department and organizational goals.	<b>Self:</b> - Follows directions well - Accepts responsibility willingly - Shows great flexibility - Shares information clearly and concisely - Isn't afraid to ask questions  David shows good judgement and maturity in his work. He effectively uses Steering Teams and other PM Processes to strengthen his delivery capabilities.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Relationship Building****Employee Score: 3.5    Manager Score: 3.5 / 4.0****Rating** EE - Exceeds expectations; FM - Fully meets expectations; PM - Partially meets expectations; NM - Does not meet expectations.

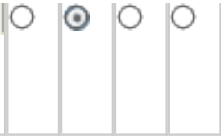
Competency	Comments:	Rating			
		EE	FM	PM	NM
Extent to which employee cooperates with, and/or effectively influences people both inside and outside the company	<b>Self:</b> - Has a pleasant personality - Is highly professional and presents well to clients/customers - Demonstrates a sense of humour - Gets along well with colleagues - Demonstrates a strong team playing ability - Demonstrates a high level of self confidence - Demonstrates a high level of self esteem - Is an active listener  David has built very good working relationships within SMART and with key vendors and consultants.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Shared Values****Employee Score: 3.0    Manager Score: 3.5 / 4.0****Rating** EE - Exceeds expectations; FM - Fully meets expectations; PM - Partially meets expectations; NM - Does not meet expectations.

Competency	Comments:	Rating			
		EE	FM	PM	NM
Demonstrates commitment to company goals, policies, the Code of Conduct and the team. Models behavior in accordance with SMART's values	<b>Self:</b> - Takes criticism well and learns from mistakes - Constantly seeks professional development opportunities - Is someone that can be depended on - Is a good corporate citizen				

- Mature and responsible

David is a strong team player who strives to be positive and constructive even when things are tough. He has a strong sense of customer focus and business urgency.



## Development Plan

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**Self:**

**Title:** Attain PMP designation by March 31, 2009

**Due:** 03/31/2009

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**Self:**

**Title:** Leadership and Supervisory Skills Training

**Due:** 03/31/2009

## Final Comments

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