

Probationary Evaluation

Rate Observations and Guide interview throughout the checklist; normalize and correlate

Employee:	initials	
Position:		
Occurrence	Importance	SCORE
0 - 100	to Position	
	col adds to	*100.0
Scores are used to evaluate needs for training, finding replacement employees, identifying organization trends... Each group score is independent and normalized to compare personnel value to the organization		
Communication		
		extracts and records details from communications accurately
		appropriate and accurate use of jargon
		concise
		ensures receiver has captured the details of communication
		flow of content
		level of expertise relevant to the audience
		non-trivial
		strong vocabulary
		understandable relationships
		use of humor
		where appropriate, promotes visualization
		verbal communications are:
		° able to "read the room" [sensitive to the unstated intent of a meeting/gathering]
		° attractively pitched
		° comfortable amplitude
		° strong annunciation
		written communications are:
		° attractively formatted
		° grammatically correct
		° limited in spelling errors
		° scientific methodology
		Other:
		Column Totals
		Column Averages
	100.0	Interpersonal
		consistent
		empathetic [body language and voice analysis]
		honest
		identifies tools of managerial influence
		leads by example
		observant
		persuasiveness
		sensitive to variation (appropriate time delay and level of response)
		tenacity
		Column Totals
		Column Averages

	100.0	Self-Motivation
		activities are job centric
		attention to detail
		broad abilities
		consistent energy
		controls work environment to avoid panic
		incorporates typical standards
		integrity (universally consistent)
		leadership skills
		on-going professional/technical personal development
		process work flow is dominantly efficient with little wasted efforts
		vigilance to ensure details culminate in deliverables
		willful engagement
		Column Totals
		Column Averages
	100.0	Willing to Work
		Demonstrated with these qualities:
		Ability and Desire to Communicate, while organizing and presenting thoughts clearly
		Adaptable, accepts changes, and follows a path of a greater volume of positive outcomes, with an increasing return on resource investment
		Being a good role model and taking charge
		Exceptional Occupational Skills, Able to do the job and seeks new training
		Gets along with others
		Handles Conflict
		High Energy Level
		Imagination
		Sets and Achieves Goals, Continuous improvement, and has personal direction
		Showing assertiveness and initiative
		Showing common sense and the ability and active on-going effort to learn
		Takes on new challenges, admits mistakes, fixes them, and creates methods to prevent repeating the same mistakes
		Column sub-Totals
		Column averages
	100.0	Uses Down Time Productively
		Asks for, or finds, new tasks to do; helps someone else
		Develops ways to improve something in their job or in the company (company sanctioned research)
		Cleans and organizes their work area
		Updates their filing systems, cleans out old email messages, etc.
		Documents processes, writes articles related to the job or industry and shares it with their manager
		Takes online class that is relevant to their job. Then proposes a plan that relates what was learned to something beneficial for the organization. [The act of trying creates mental tools to make the next effort more realistic. Only present these types of proposals if the effort has at least 80% of the variables controllable; management may have the insights to control the other 20%.]
		Reads trade journals and magazine articles about the organization and the industry in which they work
		Reads about current trends in their industry on the Internet; things to implement
		Column sub-Totals
		Column averages
	100.0	Honesty & Integrity: (positive)
		Admonishing the action of doing as little as possible while others make up the difference
		Increasing experience and personal development providing for a more valuable employee
		Rhetoric largely ignored and honored respect offered to others for actual accomplishments
		Works proactively and diligently "despite fears" (courage) of working more than others and not being compensated similarly
		Column sub-Totals (used to compare personnel)
		Column averages (used to help focus personnel on incremental improvement)

	estimate	Examples of Dishonesty: (negative)
		Completing personal tasks on the job, using company equipment and supplies, telephone or Internet abuse.
		Extended breaks and rest room visits
		Having coworkers clock in for them when late; this is usually illegal
		Horseplay; usually a discharge offense
		Providing excessive praise
		Working more slowly than the standard pace
		Other:
		Column sub-Totals
		Column averages
		<div> <div></div> <div>Combined Total (Honesty & Integrity minus Dishonesty)</div> </div> Positive / Proactive Attitude (Initiative) Good attitudes help with promotion, creating friends, pleasing customers, and raising sales. Good attitudes increase the value of personnel to the organization.
	100.0	Good Attitudes:
		Complaining through proper channels, while offering practical suggestions for improvements
		Good job performance (visibly diligent)
		Good posture
		Interested in others (being non-self-centered)
		Logically prioritizes tasking, able to plan (i.e. visibly thoughtful)
		Manages conflict and anger (constructive conflict versus destructive behaviors)
		Pleasant tone of voice
		Respect and courtesy shown to all personnel
		Smiles
		Column sub-Totals
		Column averages
	100.0	Impact
		behavioral flexibility/tolerance (outcome oriented)
		converts bad interim outcomes into beneficial gains
		demonstrates negotiation skills
		documented innovative acumen
		productive independence
		team building
		work environment chameleon
		Column Totals
		Column Averages
	100.0	Decision Making
		active analysis
		active control
		active risk management
		broad systems and stakeholder considerations
		capture of Lessons Learned
		creates consistent metrics to monitor performance
		follow-up after deliverables provided
		identifies abstract relationships
		incorporates previous Lessons Learned into new developments
		outcome-justified judgment
		relational estimations
		sets logical priorities
		uses previous developments to advance knowledge-base quickly
		Column Totals
		Column Averages

		100.0	Contributor Awareness
			awareness of organization strategic plans
			awareness of stakeholder strategic plans
			broad organization and stakeholder awareness
			consistent safety awareness
			creativity/innovation
			credit to contributors
			metric sensitivity coupled with control mechanisms
			productive interactions with stakeholders
			risk assessments
			Column Totals
			Column Averages
		100.0	Knowledge and Skill Sets
			expanding expertise related to machine and process operations
			technical/professional knowledge evidenced by quality of deliverables
			technical/professional proficiency evidenced by shortening timelines
			Column Totals
			Column Averages
		100.0	Career Development
			documented networking with enabling professionals
			self-development orientation
			visible accomplishment related to career ambitions
			Column Totals
			Column Averages
		100.0	Management
			control acumen
			delegation
			development of subordinates
			documented development outcomes more closely approximate original documented predictive estimates
			planning and organizing
			provides for independent verification
			self-organization and monitoring
			staff coordination
			Column Totals
			Column Averages
			Column Total of all Positive Contributions to the Organization (Normalized to Maximum of 100)
			Column Total of Averages amongst all categories (Normalized to Maximum of 100)
Total Value	Position Designated	Value in the Position	*Importance (light blue column) is scored solely upon the needs of the position. Personnel need to focus upon those characteristics that yield the greatest performance. Upper level manager need to excel in ALL areas of assessment. Likelihood of "Occurence" x "Importance" to Position = "SCORE" / 100