Candidate Evaluation (Evaluators Name:)					
Ranking System: 1 (Low) TO 5 (High) - The ranking/points is similar to the Performance Mgmt. Process					
Low (1 point) - Difficulty demonstrating skill, examples lacks detail and enthusiasm, and cannot relate to the skill/question Medium (3 point) - Candidate meets the expectation and/or able to demonstrate the skill High (5 point) - Demonstrates incredibly well thought out examples, insights, and ability for the skill set.					
	EXAMPLE: John Doe	Candidate Name:	Candidate Name:	Candidate Name:	Candidate Name:
GENERAL SKILLS & COMPETENCIES ASSESSMENT					
Communication					
1) Describe a situation when you had to communicate a message to someone, knowing that you were right and that they were wrong and reluctant to accept your point of view. 2) Describe a situation where you had to collect information from several people. How did you organize and filter the information you collected?	2				
Analytical					
1) Give me a specific example of a time when you used your fact finding skills to locate data from different sources to solve a problem? How did you filter the data collected? 2) What was the most analytical project you have worked on to date and if you had to do it again, would you use the same approach - why or why not?	5				
Commitment					
1) Describe a situation in which you found your work product was not up to your supervisor's standards. What happened and what action did you take? 2) Tell us about a project where you achieved success despite the odds being stacked against you. How did you ensure that you pulled through?	1				
Emotional Judgement					
1) Tell me about a difficult decision you've made in this last year? How did you weigh your options? 2) What one or two accomplishments have given you the most satisfaction? Why?	3				
Customer Focus/Orientation					
1) Can you tell me a time when you did something outside of normal or routine activities assigned to you for the benefit to the customer? What was their reaction and did they appreciate your efforts? 2) Tell me about a recent situation in which you had to deal with a very upset customer or client. What was the outcome?	4				
Problem Solving					
1) Describe a situation that demonstrates your ability to apply new learned concepts to a new situation you faced. How did you determine what information was significant and what information was not?	5				
Mental Agility					
1) How do you handle when the workload is beginning to be too much and you emotions start to be involved in the situation? 2) Describe a situation where you and a co-worker that you worked closely with had a conflict. How did you handle the situation and how did it effect your relationship afterwards?	2				
Ambition					
1) Describe an occasion when you had to give an explanation of what you could realistically deliver to a manager. Why was it important to articulate your capabilities? 2) Tell me about a project where details were overlooked that ended up negatively affecting or delaying the project's successful completion. Did the experience change the work process?	3				
Energy					
1 - Describe a time when you were unmotivated to get a job done. How did you find a way to complete this? 2 - What traits will a boss have to motivate you to do your best work?	3				
Quality of work					
1) How do you typically react when you are continuously interrupted while doing your work? Provide an example. How do you manage to keep on track and keep the quality to your work? 2) How do you manage multiple projects while maintaining quality of your work?	4				
Total Score	32	0	0	0	0

	EXAMPLE: John Doe	Candidate Name:	Candidate Name:	Candidate Name:	Candidate Name:
TECHNICAL COMPETENCIES ASSESSMENT					
Technical To be determined (i.e. SAP skills, Microsoft Office Skills, Legislature, etc.)	5				
Technical To be determined (i.e. SAP skills, Microsoft Office Skills, Legislature, etc.)	5				
Technical To be determined (i.e. SAP skills, Microsoft Office Skills, Legislature, etc.)	2				
Technical To be determined (i.e. SAP skills, Microsoft Office Skills, Legislature, etc.)	2				
Technical To be determined (i.e. SAP skills, Microsoft Office Skills, Legislature, etc.)	3				
Total Score	17	0	0	0	0
CULTURAL FIT ASSESSMENT					
Work ethic 1) Who was the most demanding supervisor or manager that you've ever worked for, and how did you adapt to work within their required guidelines and/or workplace style? 2) Discuss with me how you manage a varied work environment where there are many projects and priorities on the go at once. How do you prioritize?	3				
Analytical / attention to detail 1) Can you tell me about a time when you discovered a more efficient way to do a work task? 2) Can you tell me about a situation where your analysis of a problem was deemed to be incorrect? What would you have done differently? 3) Tell me about an assignment you worked on in which you had a mass amount of data, and then analyze it?	2				
Flexibility / ability to adapt to change & frustration/Resilience 1) Describe a major change that occurred in a job you held. 2) Tell me about a situation in which you had to adjust to changes over which you had no control. How did you handle it? 3) Tell us about a time where you had to adapt to a difficult situation. 4) What do you do when priorities change quickly? Give us an example of when this happened. 5) Have you ever made a decision where there was no policy in place to support you?	3				
Passion for our industry 1) Why are you interested in working in this industry? 2) What interests you about our industry?	4				
TOTAL	12	0	0	0	0
RELEVANT PREVIOUS EXPERIENCE					
Experience Relevant Experience means other jobs/tasks performed in previous jobs that are applicable for the position required	5				
TOTAL (out of 5) (1 Low/3 Med/5 High)	5	0	0	0	0
TOTAL SCORE	66	0	0	0	0

Comments:

Competency	Competency Definition
Communication	Effectively communicates their ideas and is able to listen to other people's ideas with a respectful attitude.
Analytical	Ability understand complex situations (in scope and depth), break down problems into parts and processes this to arrive to conclusions that will allow to anticipate trends.
Commitment	Shows commitment with himself/ herself and with his task.
Emotional Judgement	Tolerance of frustration. Motivation, persistence, empathy, control of his/her impulses. Demonstrates ability to handles stress.
Customer Focus/Client Orientation	Ability to satisfactorily anticipate and understand client needs (internal, external and potential). Ability to focus on the established objectives and/or on surpassing goals.
Problem solving	Ability to set priorities, to find alternative ways of solving problems, to define methods and working plans in order to achieve objectives. Ability to control and to make systematic and rational judgments based on relevant information.
Mental Agility	Quick thinker. Comfortable with complexity and ambiguity. Precision with the management of numerical information.
Ambition	Demonstrates high level goals/aspirations of professional development and enough self confidence to achieve them.
Energy	Can manage high level of activity and demonstrates an impulse to work until obtaining the goal is completed.
Quality(of work)	Ability to carry out requirement of his job. Shows knowledge of objectives and standards relating to job duties and follows and monitors data and projects to ensure that quality and productivity standards are maintained.

Performance Development Plan

Employee Name		Date	
Department		Goals Agreed To?	
Manager			

Personal Goal	Evaluation Metric	Evaluation (1-5)

Personal Goal	Evaluation Metric	Evaluation (1-5)

Personal Goal	Evaluation Metric	Evaluation (1-5)

General Skills

Desired Competencies	Comments
Organization	
Teamwork (Engaging People)	
Written and Oral Communication	
Accountability and Drive for Results	

Strengths

Areas of Improvement

Comments

Individual Development Plan

Employee Name		Date	
Department		Plan Agreed To?	
Manager			

What are the skill and knowledge you want to develop during this year?

Development Action	Description	Completion Date	Check in Times

Development Action	Description	Completion Date	Check in Times

Development Action	Description	Completion Date	Check in Times

Employee satisfaction survey questions

On a scale of 1 to 10, how happy are you at work?

To get employee engagement right, you must start with this question and ask it regularly. It's undoubtedly the most direct of questions to ask employees regarding workplace satisfaction. Regularly finding out where your company's morale falls on the 10-point scale allows you to track morale over time. The key, however, is consistency.

Would you refer someone to work here?

How likely an employee would refer someone is a reflection on how satisfied this person is at their job. If they're unhappy with their job, you can bet they don't have much good to say to their friends about the company.

Do you have a clear understanding of your career or promotion path?

Another poll by Gallup found that employees who get the opportunity to continually develop are twice as likely to say they will spend their career with their company. Find out if your workers have a clear understanding of what lies ahead of them. If their answers are negative, you'll need to start offering developmental opportunities to prevent people from quitting in rapid succession.

On a scale of 1 to 10, how would you rate your work-life balance?

Employees need to balance work and their personal life in order to be productive and engaged. If employees are feeling lopsided, then that's a red flag that signals burnout is right around the corner.

Hypothetically, if you were to quit tomorrow, what would your reason be?

Bad communication, lack of transparency, feeling unvalued — these can all be uncovered by asking this question. Responses to this ultra-insightful of engagement questions will inform you if your employees feel like they're there to stay or if there are underlying issues that are driving them to look elsewhere for work.

Do you feel valued at work?

Our research has revealed that only 21% of employees feel strongly valued at work. Use this question to gauge how valued workers in your organization are feeling.

How frequently do you receive recognition from your manager?

Find out how the leadership team is doing with recognizing their employees. If the majority of workers have said they've gone more than two weeks without recognition, there's a good chance morale is dropping. And that can lead to disengagement, loss of productivity, and attrition.

The last time you accomplished a big project, did you receive any recognition?

Feeling valued at work is a huge motivator. This question will help uncover if leaders (or peers) have missed the mark when it comes to recognition. If employees don't feel their hard work is properly recognized, you can work together to find a solution to this problem.

Employee Retention

Do you believe you'll be able to reach your full potential here?

Employees want to work at a place that will nurture their desire for growth. The more opportunities for growth your organization can offer, the longer employees will stick around.

If you were given the chance, would you reapply to your current job?

This is a tricky question — the happier an employee is at their current job, the more likely they would be to reapply to that very same position. So, if an employee rates on the lower end of the spectrum then they're most likely unhappy and won't be at the job for long.

Do you foresee yourself working here one year from now?

A question like this is pretty self-explanatory. However, it can say a lot about your retention rate. If a majority of your employees are saying they don't see themselves working here in one year, you've got some changes to make.

Do you believe the leadership team takes your feedback seriously?

No one wants to work at a place that ignores their employees. When leaders don't take feedback or suggestions seriously, it shows that they're not committed to making improvements. And frankly, it makes employees feel unvalued.

Employee survey questions about culture

Do you feel like the management team here is transparent?

Our previous research found that transparency is the number one factor that contributes to workplace happiness. In our 2017 Employee Engagement Report, however, we found that only 25% of workers believe management is very transparent — despite that nearly twice as many managers consider themselves transparent.

Find out how well your leaders are doing with providing information to their employees.

With eyes closed, can you recite our organization's values?

Our previous research has also uncovered the fact that only 42% of employees know their organization's vision, mission, and cultural values. A low number is unsettling because it's saying that employees are doing their work without any real understanding of how they're contributing to the company or that everyone isn't working on the same page.

What three words would you use to describe our culture?

Fun, suppressive, supportive — find out what your employees think about your culture. Use the results to find ways to strengthen and improve your culture to suit your employees' needs.

On a scale of 1 to 10, how comfortable do you feel giving upwards feedback to your supervisor?

A workplace should never be a hostile environment. Nor should it be one that's suppressive. Employees should feel comfortable providing feedback to their supervisors so that they can continue to offer suggestions for improvements.

Do you feel like coworkers give each other respect here?

You want to build a culture where people respect one another — not one where heads clash. Dig under the surface to find out how employees truly feel about each other. If they're not supporting one another, it's time to start doing team-building activities.

Do you believe we live authentically by our organizational values?

Do your employees feel like the organization's values are just meaningless words on the walls? Or maybe they believe leaders aren't living out the values. Either way, an organization's values are there are guidelines for behaviors and decisions.

Does our executive team contribute to a positive work culture?

Are the top leaders in your organization fostering a positive work environment or a negative one? With this survey question, you'll be able to go behind the scenes and find out how well leaders are upholding the organization's culture.

Do you have fun at work?

Employees spend so many hours at work. Find out if your employees think your organization's culture is worth waking up every day for.

Anonymous employee surveys are an important tool for fighting disengagement and attrition. But you'll need to act on this feedback by sharing it with your employees and working with them to find solutions to improve the workplace in order to truly foster an engaging environment.