

Employment Certificate Writing Guidelines – Sample Employee Evaluation Form

I. Curriculum within the company

Roles and responsibilities in managing teams			
Positions held	Duration of the activity	Budget under management	Staff under management

Roles and responsibilities in managing projects			
Positions held / Projects managed	Duration of the activity	Budget under management	Staff under management

Roles and responsibilities in participating to projects			
Positions held	Duration of the activity	Budget under management	Staff under management

II. Sample evaluation criteria

a) Assessment of the employee's performance

Criteria (add the necessary comments)	Employee Assessment Form (underline the most appropriate answer)			
				
Entrepreneurial vision	lags behind in terms of market trends, the needs of customers	keeps up with market trends, the needs of customers	anticipates market trends, the needs of customers	has proved a visionary leader
Ability to meet the goals in terms of quality	unreliable, frequent mistakes	is generally reliable, makes occasional mistakes	is reliable, rarely makes mistakes	shows exemplary reliability
Ability to meet the goals in terms of turnover/sales	has difficulty meeting his/her goals	generally meets his/her goals	always meets his/her goals	regularly surpasses his/her goals
Ability to meet the goals in terms of price competitiveness	has difficulty meeting his/her goals	generally meets his/her goals	always meets his/her goals	regularly surpasses his/her goals
Ability to meet the goals in terms of market shares/growth	has difficulty meeting his/her goals	generally meets his/her goals	always meets his/her goals	regularly surpasses his/her goals
Ability to meet the goals in terms of customer acquisition	has difficulty meeting his/her goals	generally meets his/her goals	always meets his/her goals	regularly surpasses his/her goals
Customer satisfaction in terms of relationship management	doesn't meet customers' expectations	generally meets customers' expectations	always meets customers' expectations	exceeds customers' expectations
Customer satisfaction in terms of problem-solving skills	doesn't meet customers' expectations	generally meets customers' expectations	always meets customers' expectations	exceeds customers' expectations
Respect of budgets	frequent overruns	occasional overruns	generally reliable	perfectly reliable
Respect of deadlines	frequent overruns	occasional overruns	generally reliable	perfectly reliable
Quality of planning (business plan, budgets, projects)	unrealistic plans, lack of rigor	generally realistic, rigorous plans	realistic, rigorous plans	perfectly realistic plans, unflinching rigor
...				

b) Assessment of the employee's behavior

Criteria (add the necessary comments)	Employee Assessment Form (underline the most appropriate answer)			
				
Contribution to the team	causes disturbances	follows the group without causing disturbances	shows a positive attitude, makes proposal	shows a constructive attitude, takes initiatives
Motivation	discouraged, not interested	lack of interest, low level of involvement	shows interest for the job, gets involved	shows a high level of motivation and involvement
Communication	does not forward information, does not take information	communicates little, does not take much information	forwards information, takes information regularly, shows listening skills	shows excellent communication skills, takes information constantly, listens a lot
Leadership	stands back	participates to the team, makes proposal	encourages the team, congratulates	drives the team, shows true leadership
Autonomy	cannot work autonomously	needs frequent instructions and controls	works on his/her own and systematically informs of the results achieved	works on his/her own, informs systematically and improves his/her methods
Sense of responsibilities	indifferent	does the necessary	gets involved	is strongly committed, takes useful initiatives
Organization	chaotic	does the minimum, organizes his/her work	contributes to the good organization of the team	brings constant improvements
Availability / Flexibility	strong reticence	accepts, but does the minimum	accepts without problem	is proactively available, adapts his/her schedule to the workload
Conflict-solving skills	contributes to the creation, aggravation of conflict	doesn't create or aggravate conflicts	contributes to the solving of conflicts	strong conflict-solving skills, strong involvement
Reliability / Loyalty	has proved disloyal, committed fraud	is generally reliable, respects most of his/her commitments	is very reliable, always meets his/her commitments	is an example of reliability, often surpasses his/her commitments
Orientation towards innovation	refuses innovation, shows no interest for improvements	accepts innovation with difficulty, makes few proposals	accepts new ideas, proposes improvements	encourages innovation, makes constant proposals
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III. Synthesis of the evaluation

Assessment of the employee's performance	
Strengths	Weaknesses

Assessment of the employee's behavior	
Strengths	Weaknesses

Date:

Assessor:

Signature of the assessor: