

Manager's Rating of Employee: Successful Performance (S)

Strengths and Accomplishments: Robert's strength's are as follows:

- Extremely sophisticated and high quality engineering that rarely breaks. Robert has built DN and FM which are both beast in their own right. Both programs have run without issue and are easy to amend.
- Willing to take on very challenging task that most can not accomplish in the same time frame (or at all). DN, the most complex dashboard we have, was the first thing Robert built. When I described the challenges he was more than eager to prove that he could build it and did most of the data profiling on his own.
- Has the ability to communicate complex task extremely well with other engineers (for the most part - more details below)
- Can jump into a project with virtually no oversight. His ability to profile data by himself and *then* ask questions is far superior than anyone I have worked with. This is an unsung strength and makes him a true force in this industry when coupled with his advanced engineering ability.
- Can quickly learn new technologies

Areas for Improvement: Robert's area of improvement

- Providing accurate estimates. Robert needs to do a better job at assessing the landscape of a new task before giving estimates and management needs to do a better job and providing the space to do that. With the acknowledgment of management's role aside, some of these estimates have been way off. I attribute that to learning the new system coupled with an overwhelming need to prove himself.
- Communication: Robert has two distinct issues with communication one of which he's solved. (1) Robert communication methods can be interpreted as harsh and he needs to tone it down. We have spoken to him about this and he has improved in this area. (2) Robert needs to learn how to communicate more through analogy when describing complex task to the business area. Explanation are often long winded are obscure understanding. The goal is not to communicate precisely but affectively.

Manager's Additional Comments: Robert has significant challenges ahead with respect to his areas of improvement. However, I am suggesting promotion based on what he has accomplished in spite of missed time lines because it's more than possible to fix estimation and communication issues but utterly challenging to train up an engineer at his level.