

Overall

Manager Overall Evaluation

Calculated Rating: 3.76
Rating: Meets Expectations (M)
Comment:

Rex Santos demonstrates strong technical capabilities and team collaboration skills, with particular strengths in quality advocacy and coaching. His contributions to engineering standards and team enablement are valuable assets to the organization. While he excels in technical execution and team collaboration, there are opportunities for growth in strategic thinking, stakeholder management, and scaling his influence across the broader organization.

Strengths

- **Technical Excellence:** Strong problem-solving skills and technical leadership in TDD, testing, and logging standards
- **Team Collaboration:** Effective mentoring and knowledge sharing with team members through 1:1 coaching
- **Quality Focus:** Implements best practices and coding standards across development teams

Development Focus

- **Immediate:** Enhance stakeholder communication and status reporting consistency
- **Short-term:** Develop team leadership skills and strategic thinking for broader organizational impact
- **Medium-term:** Drive cross-functional collaboration and scale influence across multiple teams

Role-Specific Considerations (Engineering Leader / Software Development Manager)

- **Technical Leadership:** Continue driving engineering excellence while expanding strategic influence
- **Team Scaling:** Focus on formalizing mentoring programs and succession planning frameworks
- **Organizational Impact:** Develop metrics that demonstrate impact beyond immediate team success
- **Strategic Initiatives:** Contribute to broader organizational strategy and cross-functional collaboration
- **BFS Expertise:** Leverage technical leadership to support BFS Academy and emerging tech initiative

Next Steps

- **30-Day Review:** September 15, 2025 - Progress assessment on development areas
- **Ongoing Support:** Bi/Weekly 1:1 meetings focused on leadership development and strategic thinking
- **Success Metrics:** Measurable improvements in stakeholder satisfaction and team leadership scaling

Critical Actions (Next 60 days)

1. Communication Standardization

- **Establish EOD status update template** with standardized format for daily progress
- **Implement weekly stakeholder summary process** with key metrics and blockers
- **Address morning status reporting gaps** through automated notifications
- **Success Metric:** 100% EOD status compliance, stakeholder satisfaction improvement

2. Strategy / Standards Documentation

- **Publish engineering strategy playbook (6-8 pages)** covering all team practices
- **Cover test gates, logging standards, review checklists** for consistency
- **Team-wide adoption and feedback collection** to ensure buy-in
- **Success Metric:** Team-wide adoption of engineering playbook with 90%+ compliance

3. Strategic Leadership Development

- **Participate in cross-functional strategic discussions** to build business acumen
- **Lead mini-initiatives** to demonstrate broader organizational impact
- **Develop stakeholder engagement skills** for enhanced organizational influence
- **Success Metric:** Increased delegation and strategic initiative ownership

Employee Overall Evaluation

Calculated Rating: 3.77

Rating: Meets Expectations (M)

Comment: There's so many thing happen this review cycle, and learned from those. so many decision making that make myself accountable and responsible.

Learning from experience is one of the greatest teacher plus the guide of team and my manager.

Acknowledgement

Manager

Entered by: Arjay Gallentes

Date: 08/16/2025

Status: Acknowledge Review

Comment:

Employee

Entered by: Rex Santos

Date: 08/15/2025

Status: Acknowledge Review

Comment:

Goals

Achieve Engineering Excellence

Achieve engineering excellence through faster, high-quality feature delivery, minimizing defects, reducing rework, and strengthening AI/automation-driven development.

Sample Key Results:

- Faster Development: By June 30, reduce lead time for changes by 20%
- Defect Prevention: By June 30, reduce defect-related rework by 20% by improving early defect detection
- Failure Reduction: By June 30, reduce change failure by 10%

Due Date: 06/30/2025 Status: Completed Completion Date: 06/30/2025

Category: Strategic Initiative

Organization Alignment:

Minimum: 80.00%
Target: 90.00%
Maximum: 100.00%
Actual: 95.00%

Manager Evaluation

Rating: Exceeds Expectations (EE)
Comment: Strong TDD advocacy and quality standards

Employee Evaluation

Rating: Meets Expectations (M)
Comment:

- Required the team to practice TDD and write unit and integration testing
- Implemented logging for more accurate debugging.

Additional Manager Evaluation

Empowered & Accountable Teams

Build a culture of engagement, accountability, and collaboration, where every team member actively contributes to the success of ABC Strategy.

Sample Key Results:

- By June 30, ensure that at least 50% of team members drives or take ownership of a specific task or deliverable in an ABC Strategic Initiative

Due Date: 06/30/2025 Status: Completed Completion Date: 06/30/2025

Category: Strategic Initiative

Organization Alignment:

Minimum: 50.00%
Target: 80.00%
Maximum: 100.00%
Actual: 95.00%

Manager Evaluation

Rating: Exceeds Expectations (EE)

Employee Evaluation

Comment: Effective influence into his team, creating positive team ownership culture. Next: Distribute leadership responsibilities to emerging contributors to scale impact.

Rating: Exceeds Expectations (EE)

Comment:

- Cascading to the team the importance of engagement with US Stakeholders.
- Constant team communication by doing 1 on 1
- Aligning to the team the importance of Code Quality and Knowledge Sharing

Additional Manager Evaluation

Stake Holder Engagement & Visibility

Improve transparency and engagement with Axos leadership

Due Date: 06/30/2025 **Status:** Completed **Completion Date:** 06/30/2025

Category: Strategic Initiative

Organization Alignment:

Minimum: 80.00%
Target: 91.00%
Maximum: 100.00%
Actual: 95.00%

Manager Evaluation

Rating: Exceeds Expectations (EE)

Comment: Next: Add outcome KPIs (lead time, rework), software engineer flow metrics, to dashboards for enhanced impact measurement.

Employee Evaluation

Rating: Exceeds Expectations (EE)

Comment:

- Generate Sprint report per month
- Created Power BI for more Team Metrics
- Created ADO Team Dashboard.

Additional Manager Evaluation

Section Summary

Manager Evaluation

Calculated Rating: 4
Rating: Exceeds Expectations (EE)

Employee Evaluation

Calculated Rating: 3.67
Rating: Meets Expectations (M)

Competencies

Dependability

Consistently demonstrates the Five Pillars of Character: trustworthiness, respect, responsibility, fairness, and caring. Meets commitments, works independently, accepts accountability, handles change, sets personal standards, stays focused under pressure, and meets attendance/punctuality requirements. Genuinely emotionally invested in work and creates an uplifting environment for self and others.

Manager Evaluation

Rating: Meets Expectations (M)

Comment: Specific Actions/Behaviors Needed to achieve (SE):

Employee Evaluation

Rating: Substantially Exceeds Expectations (SE)

Comment: I always taking the accountability of my team actions, can work independently and can work under pressure, making sure that i

- **Proactive Risk Mitigation:** Anticipate and address potential blockers before they impact team delivery, demonstrating foresight beyond immediate tasks
- **Cross-Team Dependencies Management** : Take ownership of external dependencies and proactively coordinate with other teams to prevent delays
- **Process Innovation Leadership:** Identify and implement improvements to Axos/ ABC Standards that benefit the entire organization, not just immediate team
- **Mentorship Scale-Up:** Formalize mentoring relationships with 3+ team members, including structured learning plans and progress tracking
- **Strategic Initiative Ownership:** Lead at least one strategic initiative (e.g., standards rollout, tool adoption) from conception to implementation

comply on the ABC Standard.

Additional Manager Evaluation

Problem Solving/ Analysis

Makes decisions based on facts. Breaks down problems into smaller components, understands underlying issues, can simplify and process complex issues, and understands the difference between critical details and unimportant facts. Utilizes and builds upon the strengths of team members to optimize problem solving.

Manager Evaluation

Rating: **Meets Expectations (M)**
Comment: Effective issue resolution with opportunity for strategic growth

Employee Evaluation

Rating: **Exceeds Expectations (EE)**
Comment: I always make sure that i solve the problem given to me by my manager, and by the product.
 Solved the problem in team engagement and stake holder collaboration
 Solved the problem on low performance of the team.

Additional Manager Evaluation

Productivity

Manages a fair workload, volunteers for additional work, prioritizes tasks, develops clear and comprehensive work procedures, manages time well, and promotes the sharing of knowledge. Seeks new experiences that expand knowledge in one or more areas of work.

Manager Evaluation

Rating: **Meets Expectations (M)**
Comment: Good workload management with opportunity for efficiency improvements

Employee Evaluation

Rating: **Exceeds Expectations (EE)**
Comment: I'm making sure that

Additional Manager Evaluation

Results Focus

Delivers comprehensive work on-time, intelligently, and efficiently directs efforts. Takes responsibility for own actions and individual success or failure.

Manager Evaluation

Rating: Exceeds Expectations (EE)
Comment: Goal alignment with opportunity for strategic impact growth

Employee Evaluation

Rating: Meets Expectations (M)
Comment: I am aligned with the company goals and what it want to achieve taking the resposibility of own action and team action

Additional Manager Evaluation

Team Leadership

Knowledge of leadership practices and processes; ability to use strategies and skills to enlist others in setting, embracing and achieving objectives while having a long-term perspective of the future state of things and how to get there.

Manager Evaluation

Rating: Meets Expectations (M)
Comment: Natural leadership qualities with opportunity for formalized development

Employee Evaluation

Rating: Exceeds Expectations (EE)
Comment: Learned a lot from my manager in terms of leadership and decision making.

Additional Manager Evaluation

Section Summary

Manager Evaluation

Calculated Rating: 3.2
Rating: Meets Expectations (M)

Employee Evaluation

Calculated Rating: 4
Rating: Exceeds Expectations (EE)