

360 - Evaluation Matrix

Scoring Q&A

1. Strongly Agree
2. Agree
3. Neutral
4. Disagree
5. Strongly Disagree

Values	Definition & Questions	Saboteur	Con-Artist	Disciplined	Mercenary	Engaged	Entrepreneur
Responsibility	Definition	<ul style="list-style-type: none"> • Exhibits systematic lateness • Intentionally tries to avoid work by abusing sick leaves and other leave policies 	<ul style="list-style-type: none"> • Attempts to avoid work in a structured manner • Works the system/forges reports and/or timesheets 	<ul style="list-style-type: none"> • Exhibits a professional and fair-relationship • Fulfills assigned tasks and responsibilities as instructed but may lack proactive ownership and initiative in taking on additional responsibilities. 	<ul style="list-style-type: none"> • Demonstrates responsibility within the confines of personal gain, aligning actions with personal objectives rather than a genuine commitment to overall organizational responsibilities. • Performs non-work related activities during working hours 	<ul style="list-style-type: none"> • Demonstrates responsibility within their department but may benefit from a broader perspective to ensure alignment with overall organizational responsibilities and goals. 	<ul style="list-style-type: none"> • Acts as the owner • Demonstrates exceptional work ethics • Takes ownership and responsibility for tasks, aligning actions with organizational goals and demonstrating a proactive commitment to overall responsibilities.

Values	Definition & Questions	Saboteur	Con-Artist	Disciplined	Mercenary	Engaged	Entrepreneur
	<ul style="list-style-type: none"> The employee hasn't been involved in escalations against the integrity of our company/customers 	<p>Strongly Disagree/ Disagree</p> <p>Their actions involve sabotaging processes and disrupting workflows, which can escalate against the integrity of the company.</p>	<p>Neutral/Disagree</p> <p>They are skilled in presenting a positive facade, and direct involvement in escalations might contradict their agenda of personal gain.</p>	<p>Neutral/Disagree/Agree</p> <p>Neutral or agree/disagree, depending on their level of awareness or involvement in the escalation. Their focus on tasks as instructed may lead to a neutral or agree response.</p>	<p>Neutral/Disagree</p> <p>While primarily focused on personal goals, might participate in escalations against the integrity of the company</p>	<p>Strongly Agree</p> <p>Their commitment to the success of the department and the organization as a whole would likely deter them from participating in activities that escalate against integrity.</p>	<p>Strongly Agree</p> <p>They are driven by organizational goals, and involvement in activities harming the company's integrity would contradict their values.</p>
	<ul style="list-style-type: none"> The employee follows the process, methodology, and policies with security and ethicality in mind 	<p>Strongly Disagree / Disagree</p> <p>Likely to be perceived as not following processes and policies with security and ethicality in mind, given their inclination to disrupt workflows and potentially compromise security.</p>	<p>Neutral/Agree</p> <p>May be perceived as not genuinely following processes, methodologies, and policies with security and ethicality in mind, especially if their actions involve deceitful practices.</p>	<p>Strongly Agree</p> <p>They follow processes, methodologies, and policies with security and ethicality in mind. Their commitment to tasks as instructed aligns with a disciplined adherence to established guidelines.</p>	<p>Neutral/Disagree</p> <p>Their commitment to process only happens when the end result is their personal gain</p>	<p>Neutral/Agree/Strongly Agree</p> <p>Their commitment to the success of the department and the organization would involve adhering to established guidelines. However, due to their focus on getting the work done, they might try to bypass processes in an attempt to deliver projects on time.</p>	<p>Agree / Strongly Agree</p> <p>Actively follow processes with a strong emphasis on security and ethicality. Their alignment with organizational goals includes a commitment to ethical practices and security measures.</p>
	<ul style="list-style-type: none"> The employee prioritizes well and works according to plan 	<p>Strongly Disagree / Disagree</p> <p>They tend to not prioritize well and work according to a plan, given their inclination to potentially deviate from organized plans.</p>	<p>Neutral/Disagree</p> <p>They do not genuinely prioritize well or work according to a plan, especially because their actions involve manipulating plans for personal gain.</p>	<p>Neutral/Agree</p> <p>Their commitment to tasks as instructed aligns with a disciplined approach to planning and organization.</p>	<p>Neutral/Disagree</p> <p>Their focus on personal gain might compromise the ability to prioritize and work according to a plan.</p>	<p>Agree/Strongly Agree</p> <p>Prioritize well and work according to department's plan, as their commitment to the success of the department and the organization involves organized and goal-oriented work.</p>	<p>Strongly Agree</p> <p>Actively prioritize well and work according to the organizational plan. Their alignment with goals includes a strategic approach to planning for success.</p>

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	<ul style="list-style-type: none"> The employee hasn't been observed slacking or working on side jobs during working hours 	Strongly Disagree Engage in behaviors that involve slacking or potentially working on side jobs during working hours, reflecting a lack of commitment to their primary responsibilities.	Strongly Disagree/Disagree Potentially engage in side activities during working hours, especially if these activities contribute to their personal gain rather than the organization's goals.	Agree/Strongly Agree Their commitment is to work on tasks as instructed aligned with a disciplined and focused work approach.	Disagree/Strongly Disagree Their primary goal is to earn more money so they are easily spotted using working hours to conduct their side jobs	Agree/Strongly Agree Their commitment to the success of the department and the organization involves dedicated and focused work.	Strongly Agree Their alignment with organizational goals includes a commitment to effective and purposeful work.
	<ul style="list-style-type: none"> The employee delivers quality work on time 	Strongly Disagree/Disagree Their disruptive behavior may hinder the completion of tasks according to schedule.	Disagree/Neutral They might be perceived as not consistently delivering quality work on time, especially if their agenda involves manipulating outcomes	Agree/Strongly Agree They deliver quality work on time, as their commitment to tasks as instructed aligns with a reliable approach.	Neutral/Agree Their focus on personal gain might or might not compromise the ability to deliver quality work on time.	Agree/Strongly Agree Their dedication is to meeting deadlines with high-quality outcomes.	Strongly Agree Actively delivers quality work on time, as their alignment with organizational goals includes a commitment to excellence and timely completion of tasks.
	<ul style="list-style-type: none"> The employee makes decisions considering the strategy of the company/department 	Strongly Disagree Demonstrates a lack of alignment with the company's strategic goals, leading to disruptive choices	Disagree May prioritize personal objectives over strategic company decisions, potentially resulting in conflicting choices.	Neutral/Agree Decision-making process is limited within their tasks and the alignment with company strategy, comes from top-down breakdown.	Disagree They make decisions considering their personal gain.	Agree Actively considers company strategy in decision-making, demonstrating commitment to departmental success. Do not usually focus on organization-wide matters.	Strongly Agree Consistently makes decisions that align with organizational goals, driving innovation and strategic success.

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	<ul style="list-style-type: none"> The employee compensates for lost working hours when they are late 	<p>Strongly Disagree</p> <p>Fails to make an effort to compensate for lost hours, contributing to disruptions in workflow and team productivity</p>	<p>Disagree</p> <p>May not feel compelled to make up for lost hours, prioritizing personal interests over the team's objectives.</p>	<p>Agree</p> <p>Actively compensates for lost hours, ensuring tasks are completed on time and contributing to team efficiency.</p>	<p>Neutral/Disagree</p> <p>They are less inclined to make additional efforts to make up for time lost during work hours if it doesn't contribute directly to their financial objectives.</p>	<p>Agree/Strongly Agree</p> <p>Actively makes up for lost hours to meet deadlines and ensures continuity in team progress.</p>	<p>Strongly Agree</p> <p>Proactively compensates for lost hours, prioritizing task completion and overall project success.</p>
Devotion to Learning	Definition	<ul style="list-style-type: none"> Little to no focus on learning and development opportunities Actively seeks to outsmart the team and avoids putting in genuine effort towards continuous learning and development. Engages in behaviors that hinder personal and collective growth, demonstrating a lack of dedication to the organization's emphasis on learning as a valuable aspect of personal and professional development. 	<ul style="list-style-type: none"> Demonstrates a tendency to seek alternative methods or shortcuts, sometimes compromising on ethical standards, when it comes to learning and development initiatives. May prioritize personal gains over genuine commitment to the continuous improvement and growth emphasized by the organization's devotion to learning value. 	<ul style="list-style-type: none"> Demonstrates a transactional approach to learning, engaging in tasks as required but may not actively seek opportunities for additional growth or development. 	<ul style="list-style-type: none"> Engages in learning opportunities that align with personal goals, primarily focusing on acquiring skills or knowledge that directly contribute to increasing personal value and potential income. 	<ul style="list-style-type: none"> Tries to overcome challenges by trial / error and takes advantage of the moment to learn and develop Actively engages in learning and development opportunities focused on departmental success, with potential for even greater impact by extending the focus to the broader organizational context. 	<ul style="list-style-type: none"> Pursues continuous learning with a clear focus on how it contributes to both personal development and the achievement of organizational goals.

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<ul style="list-style-type: none"> The employee exhibits a positive attitude toward obtaining new knowledge 	<p>Strongly Disagree/Disagree</p> <p>Their disruptive behavior hinder the growth mindset and learning culture.</p>	Neutral/Disagree	<p>Don't genuinely exhibit a positive attitude toward obtaining new knowledge, especially if their agenda involves manipulating situations for personal gain rather than learning.</p>	Neutral/Agree	<p>They exhibit positive attitude as long as the new knowledge is linked to their personal ambitions.</p>	Agree/Strongly Agree	Strongly Agree
	<p>Strongly Disagree/Disagree</p> <p>Their focus on sabotaging workflows hinder any genuine interest in seeking new knowledge.</p>	Disagree/Neutral	<p>Because they engage in manipulative tactics, their actual commitment to proactive learning is limited but difficult to spot on.</p>	Neutral/Agree	<p>They might not prioritize proactive learning unless it directly contributes to their financial objectives.</p>	Agree/Strongly Agree	<p>Strongly Agree</p> <p>Their alignment with organizational goals includes a strong commitment to continuous learning, innovation, and staying ahead of industry trends.</p>

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Remarkability	Definition	<ul style="list-style-type: none"> Actively avoids drawing attention to themselves, not positively or notably. May engage in deceitful practices 	<ul style="list-style-type: none"> <i>Selective visibility for personal gain:</i> Seeks attention but does so in a manner that primarily benefits personal interests rather than contributing positively to the organization. The Con-Artist's approach to being in the spotlight may be strategic, aiming for personal gain rather than embodying the organization's value of remarkability for the collective benefit. 	<ul style="list-style-type: none"> Maintains a consistent and steady performance without notable positive or negative contributions, aligning with the disciplined nature 	<ul style="list-style-type: none"> Maintains a positive and agreeable demeanor, but the remarkable contributions are often driven by personal gain, to enhance individual standing and potentially income. 	<ul style="list-style-type: none"> Takes advantage of learning opportunities and becomes the go-to person when it comes to new departmental challenges Makes notable contributions within their department, showcasing commendable dedication, yet an expansion of vision could lead to remarkable contributions that positively impact the organization as a whole. 	<ul style="list-style-type: none"> Strives to make positive and notable contributions, consistently aligning actions with the organization's values and goals, setting an example for others. Showcase a positive representation of the company
		Disagree	Disagree	Neutral / Agree	Neutral / Disagree	Agree	Strongly Agree
	<ul style="list-style-type: none"> The employee possess unique skills or qualities that make their work output remarkable 	Actions may overshadow any unique skills, leading to disruptive rather than remarkable work outputs.	Their skills and effort are overlycommunicated by them, which can lead to an impression of a unique skill that cannot be proven afterwards.	Commitment to tasks results is consistent. They do not show signs of remarkability.	Their work may not be geared towards standing out for its excellence or uniqueness within the broader context of the team or company - evn though they might possess very well developed knowledge in certain areas of interest	Showcase unique skills, consistently contributing to remarkable work outputs for the department.	Unique skills drive innovative and remarkable outcomes, setting a benchmark for organizational success.

Values	Definition & Questions	Saboteur	Con-Artist	Disciplined	Mercenary	Engaged	Entrepreneur
	<ul style="list-style-type: none"> The employee invests time and shows interest in developing their unique skills? 	<p>Strongly Disagree</p> <p>May not invest time in skill development, hindering personal and professional growth within the organization.</p>	<p>Disagree</p> <p>Focus on showcasing some skills that might lead to minimal interest in the company.</p>	<p>Neutral</p> <p>Actively invest time in developing skills as advised, contributing to continuous improvement and professional growth.</p>	<p>Neutral / Agree</p> <p>If suitable for their personal gain, they invest time in their skills.</p>	<p>Agree</p> <p>Show genuine interest in skill development, enhancing personal contributions to the team.</p>	<p>Strongly Agree</p> <p>Consistently invest time in developing unique skills, driving innovation and growth for the organization.</p>
Respect		<ul style="list-style-type: none"> Exhibits respectful communication and behavior on the surface. Instead of taking personal responsibility, the Saboteur tends to deflect blame onto the company for their own issues, undermining the value of respect by not acknowledging accountability for their actions and challenges. 	<ul style="list-style-type: none"> Exhibits respectful communication and behavior on the surface. Demonstrates that he/she has a hidden agenda that may be conflicting. 	<ul style="list-style-type: none"> Engages in respectful behavior and professional relationships but may not go above and beyond to foster a highly collaborative or innovative work environment. 	<ul style="list-style-type: none"> Exhibits respect and congeniality, yet interactions and behaviors are strategically aligned with personal objectives 	<ul style="list-style-type: none"> Maintains respectful and collaborative relationships 	<ul style="list-style-type: none"> Demonstrates exceptional work ethics Exhibits respectful behavior and collaboration, fostering a positive work environment

Values	Definition & Questions	Saboteur	Con-Artist	Disciplined	Mercenary	Engaged	Entrepreneur
<ul style="list-style-type: none"> The employee doesn't get involved in violating the company's reputation or the work of their colleagues through their opinions or actions 	<p>Disagree</p> <p>Their actions tend to lead to reputational damage. They are quick to provide unstructured negative feedback regarding organizational and teams matters.</p>	<p>Disagree</p> <p>Manipulative practices might indirectly harm the company's reputation or colleagues' reputation or colleagues' work.</p>	<p>Agree</p> <p>Avoid actions that could harm the company's reputation or colleagues' efforts, fostering a positive work environment.</p>	<p>Neutral/Agree</p> <p>Because their focus is often on individual goals, they may prefer maintaining a neutral stance rather than actively participating in actions that could negatively impact the company or their colleagues, as long as it doesn't hinder their personal objectives.</p>	<p>Agree/Strongly Agree</p> <p>Actively protect the company's reputation and support colleagues, ensuring a positive work atmosphere.</p>	<p>Strongly Agree</p> <p>Consistently uphold the company's reputation, fostering a positive work environment and team culture.</p>	
	<p>Strongly Disagree / Disagree</p> <p>May display arrogance to prove their points, creating a negative working atmosphere.</p>	<p>Neutral/Agree</p> <p>They manipulate the narrative to dominate the work of others.</p>	<p>Agree</p> <p>Collaborate without arrogance, contributing to a positive work environment and effective teamwork.</p>	<p>Neutral</p> <p>Their approach to working with others may not necessarily involve overt displays of dominance. The interactions with colleagues may be more transactional but not arrogant.</p>	<p>Agree</p> <p>Works collaboratively, avoiding arrogance and fostering a positive team culture.</p>	<p>Strongly Agree</p> <p>Leads with humility, encouraging collaboration, and fostering a positive work environment.</p>	

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	<ul style="list-style-type: none"> The employee responds well to feedback and suggestions from others, especially when it comes to their work or behavior in the workplace 	<p>Strongly Disagree</p> <p>They tend to come up with excuses for their lack of success. They usually find a way out (a person, a policy, a process) to blame when work does not go according to plan.</p>	<p>Neutral/Agree</p> <p>They might pretend that they accept the feedback as a form of not being put on the spotlight and make more effort than they judge to be unnecessary.</p>	<p>Agree</p> <p>Value feedback, actively incorporating suggestions for improvement to enhance personal and team performance.</p>	<p>Disagree</p> <p>Being primarily driven by personal goals and financial interests, may not always be receptive to feedback that doesn't directly contribute to their individual success. They might prioritize actions that align with their own agenda rather than actively seeking or appreciating feedback for improvement. Their response to feedback may be more transactional, considering how it aligns with their personal objectives.</p>	<p>Agree/Strongly Agree</p> <p>Embrace feedback, using it to enhance personal work and contribute positively to team dynamics.</p>	<p>Agree/Strongly Agree</p> <p>Welcome feedback, using it to drive continuous improvement, innovation, and organizational success.</p>
Collaboration	Definition	<ul style="list-style-type: none"> Avoids active participation by delegating tasks to others, evading responsibilities, and hiding in the shadows of their colleagues' work 	<ul style="list-style-type: none"> Appears outwardly collaborative but underneath, the Con-Artist's true agenda is structured for personal gain, potentially hindering genuine collaboration and the achievement of collective goals within the organization. 	<ul style="list-style-type: none"> Collaborates as necessary but may not exhibit proactive or enthusiastic collaboration 	<ul style="list-style-type: none"> Lacks community behavior - focuses only on personal goals Collaborates strategically, often with an ulterior motive to advance personal goals 	<ul style="list-style-type: none"> Actively seeks collaboration and alignment with department goals 	<ul style="list-style-type: none"> Works with organizational goals in mind and exhibits positive attitude towards it Actively engages in collaborative efforts, understanding the importance of teamwork and cross-functional collaboration in achieving organizational objectives.

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Collaborativeness	<ul style="list-style-type: none"> The employee shares knowledge in a structured manner and assists others when required 	<p>Strongly Disagree</p> <p>Withholds knowledge and/or believes knowledge sharing is not under their scope of responsibilities</p>	<p>Disagree</p> <p>Might not willingly share knowledge</p>	<p>Agree</p> <p>Shares knowledge in a structured manner according to company's processes</p>	<p>Disagree</p> <p>They tend to believe that if they share the knowledge they have, they will be less influential and needed. Therefore, they do not share it in a structured way.</p>	<p>Strongly Agree</p> <p>Actively assist others by sharing knowledge, fostering a collaborative environment.</p>	<p>Strongly Agree</p> <p>Share knowledge consistently, contributing to the growth and success of the organization.</p>
	<ul style="list-style-type: none"> The employee exhibits collaborative and productive behavior when assisting others and utilizes effective communication 	<p>Strongly Disagree</p> <p>They exhibit uncooperative behavior when assisting others</p>	<p>Disagree/Neutral</p> <p>Might assist others strategically</p>	<p>Agree</p> <p>Collaborates productively, ensuring effective communication and assistance, contributing to overall team success.</p>	<p>Neutral/Agree/Disagree</p> <p>May not inherently prioritize collaboration with others unless it directly contributes to their individual success.</p>	<p>Strongly Agree</p> <p>Exhibit collaborative behavior, enhancing overall productivity through effective communication and assistance.</p>	<p>Strongly Agree</p> <p>Collaborate effectively, driving productivity and innovation within the organization.</p>
Adaptiveness		<ul style="list-style-type: none"> Presents a facade of positive behavior towards changes but consistently seeks workarounds to avoid genuine adaptation, hindering the organization's ability to navigate challenges effectively. 	<ul style="list-style-type: none"> Skillfully presents a positive attitude towards change, investing considerable effort to maintain this appearance, yet their underlying agenda involves finding structured workarounds to avoid genuine adaptation. 		<ul style="list-style-type: none"> Due to transactional behavior may not adapt to changing goals Adapts to changes in a reactive manner when required, showcasing a disciplined but not overly flexible approach to handling ambiguity. 	<ul style="list-style-type: none"> Handles ambiguity in a positive manner 	<ul style="list-style-type: none"> Navigates ambiguity with a positive and proactive attitude, demonstrating flexibility and resilience to ensure alignment with organizational goals. Adapts personal and departmental objectives and aligns them with organizational goals

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	<ul style="list-style-type: none"> The employee responds positively to changes in his/her work environment and to organizational changes 	<p>Strongly Disagree/Disagree</p> <p>May resist and undermine changes, disrupting workflow and team dynamics.</p>	<p>Disagree</p> <p>Their defense mechanism is based on understanding how to effectively navigate the specifics of the company so when changes are applied, they feel frustrated.</p>	<p>Neutral</p> <p>As long as they receive structured communication and detailed action plan in relation to what's expected of them during and after the changes, they respond well to them.</p>	<p>Neutral/Agree/Disagree</p> <p>They do not have a strong inclination towards embracing or resisting change because it's solely based on personal preferences.</p>	<p>Agree</p> <p>Embrace and adapt to changes, contributing to a dynamic and innovative work environment. They might be reactive to changes within their department if they do not see the aimed organizational value.</p>	<p>Strongly Agree</p> <p>Actively support and drive positive changes, fostering innovation, growth, and organizational success.</p>
Innovation		<ul style="list-style-type: none"> Sabotages the company and its processes leading to disruptions in workflow and consequently, hindering innovation 	<ul style="list-style-type: none"> Despite investing significant time and energy into personal goals, the Con-Artist's agenda-focused approach leaves little room for genuine innovation. Their self-centered actions hinder the organization's potential for creative thinking and innovative solutions. 	<ul style="list-style-type: none"> Engages in tasks as instructed but may not actively contribute to innovative thinking or creative solutions, adhering to a disciplined and transactional work style. Consistently delivers tasks with precision and efficiency, ensuring that efforts are aligned with the specified requirements. 	<ul style="list-style-type: none"> Exhibits negative attitude towards department/company goals that do not suit their personal objective and hinders innovation Engages in innovative efforts that are directly linked to personal financial gain, 	<ul style="list-style-type: none"> Contributes innovatively within their department, and fostering a broader innovative mindset could lead to transformative contributions that benefit the entire organization. 	<ul style="list-style-type: none"> Drives innovation by consistently seeking creative solutions that align with and contribute to the organization's overarching goals and objectives. Fosters a culture of innovation

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	<ul style="list-style-type: none"> The employee frequently proposes new ideas that are useful to the company/team 	<p>Disagree/Strongly Disagree</p> <p>They do not propose new ideas as they consider it to be more work to be done.</p>	<p>Disagree/Neutral/Agree</p> <p>They might suggest new ideas if that makes their work easier.</p>	<p>Neutral/Agree</p> <p>Might contribute with useful new ideas, enhancing team and company success and driving innovation.</p>	<p>Disagree/Neutral</p> <p>Their mindset is often more transactional, and their contributions may be guided by personal interests rather than a genuine interest in driving innovation or benefiting the broader team. Their idea generation is more likely to be influenced by personal gain rather than the overall success of the team or organization.</p>	<p>Agree/Strongly Agree</p> <p>Actively proposes new ideas to their department.</p>	<p>Strongly Agree</p> <p>Consistently proposes valuable new ideas that affect the overall organization.</p>
	<ul style="list-style-type: none"> The employee supports others in implementing new ideas 	<p>Disagree/Strongly Disagree</p> <p>May resist and undermine the implementation of new ideas, hindering overall progress.</p>	<p>Disagree/Neutral/Agree</p> <p>Might support new ideas strategically, with a focus on personal gain rather than team success.</p>	<p>Agree</p> <p>Actively supports others in implementing new ideas, contributing to team success and fostering innovation.</p>	<p>Neutral</p> <p>While they may not actively resist the implementation of new ideas, their level of support is likely to be influenced by the perceived impact on their own agenda</p>	<p>Agree/Strongly Agree</p> <p>Collaborates to support and implement new ideas, enhancing overall team performance.</p>	<p>Strongly Agree</p> <p>Provides strong support for the implementation of innovative ideas, fostering organizational growth.</p>
	<ul style="list-style-type: none"> The employee finds innovative approaches to complete their work 	<p>Disagree</p> <p>May not seek innovative approaches as they see this effort as extra work.</p>	<p>Neutral</p> <p>They might be perceived as innovative because they narrate their work as something really hard to be accomplished but that's not necessarily true.</p>	<p>Neutral</p> <p>Might/Might not utilize innovative approaches to complete work efficiently.</p>	<p>Disagree</p> <p>Their focus on efficiency and effectiveness may lean more towards traditional or pragmatic methods that align with their personal goals, rather than actively seeking out innovative approaches.</p>	<p>Agree/Strongly Agree</p> <p>Consistently seeks innovative approaches, contributing to overall team success and fostering creativity.</p>	<p>Strongly Agree</p> <p>Actively seeks and implements innovative approaches, driving organizational growth and success.</p>

HR, Management & OPS Teams - Binary Q&A (Y/N)

Question	Saboteur	Con-Artist	Disciplined	Mercenary	Engaged	Entrepreneur
• Does the employee's adhere to leave policies? (Example: providing sick leaves from different cities and before/after holidays)	Y	Y	N	Y	N	N
• Was the employee punctual when working on tasks/roles that require interaction with customers, employees, or candidates?	N	Y	Y	N	Y	Y
• Have you observed any instances/suspicious activities or received reports suggesting that the employee has engaged in lying, forging timesheets or stealing goods?	Y	Y	N	Y	N	N
• Have you received any complaints or witnessed instances where the employee insulted or offended others or displayed aggression?	Y	N	N	N	N	N
• Have you observed any instances where the employee has shown disrespectful communication or engaged in inappropriate behavior towards HR/OPS teams?	Y	N	N	Y	N	N