

What are this person's most 2 or 3 notable achievements over the last 6 months? What specific impact did this person have on your team's goals/OKRs?

Reference this person's peer feedback, self-reflections and goals in the dossier to the right. This will give you a more holistic view of their performance over the last 6 months and make the evaluation easier for you to complete.

It is difficult to capture how impressive CeCe's achievements have been over the last 6 months. The results speak from themselves. She was the driving force behind our company's biggest contract win of over \$7M -- the Air Force STRATFI award. I think it is fair to say that CeCe wrote most of the proposal and touched all the parts she didn't personally write. This is even more impressive when you realize that she didn't always get her team members to do their parts. STRATFI had 3 rounds of down-select, was evaluated independently by three different selection committees, by technical and non-technical audiences and by selection committees unfamiliar with our technology and our company. CeCe was able to successfully communicate our technologies, value proposition and ability to meet customer mission requirements within small, medium and large messaging frameworks. The proposal required both complex detailed planning and strategic big picture thinking. CeCe had to synthesize proposal requirements into manageable milestones. The proposal also required many rounds of project management planning to orchestrate a coordinated response of that magnitude with CeCe being the only dedicated proposal resource. CeCe has been critical in identifying and articulating risks on company programs and contracts. She thinks about the loopholes, inconsistencies, and other issues that could hurt the company down the road. She finds ways to mitigate these and capture those mitigation strategies in concise language which is critical for protecting company interests. She is both a tactical and strategic thinker who is able to quickly understand how to communicate very technically-complex ideas in order to effectively capture project work. She is able to simultaneously understand very specific fine details without losing sight of the larger strategy. Overall, CeCe contributions have been amazing.

What do you wish this person had achieved but wasn't able to? What were the blockers or challenges they faced?

Identify skill gaps while also making note of any obstacles that might have been outside of their control. During your discussion with them, talk about ways these challenges can be overcome in the future.

The only constructive feedback I have, and others have mentioned it as well, is regarding assertiveness. While I add my voice to the idea that being more assertive will be good for CeCe's career growth and will help the company, I've observed something that's very encouraging: in the few times when CeCe has asserted herself (in my presence), she has done so with the maturity and professionalism of someone with many more years of work experience. For comparison, many colleagues I've worked with weren't assertive in a professional way. CeCe is clearly going in a good direction and I believe with time she will speak up more and more, and with the tact and professionalism she's been showing.

What will you expect this person to do differently to further accomplish his/her goals/OKRs in the next 6 months? Any additional support can you provide to help this person excel?

CeCe is taking on more Program Management roles and this will be difficult to manage with her Capture workload. Knowing CeCe, she will be up for the challenge, but we need to be careful about putting too much workload on her. We will need to create a plan that results in a reasonable, balanced workload across both functional roles.

Any other comments regarding this person's performance?

(optional)

I give CeCe "Exceptional Performance" as she deserves it given the results she has produced, her hard work and perseverance, her positive attitude under difficult conditions, and her overall work ethic. Because she had the most contribution towards winning the company's largest deal at over \$7M, she has had very high positive impact on overall company results.

Overall, how would you evaluate this person's performance?

Exceptional Performance
Excellent Performance
Solid Performance
Needs Improvement
Not Meeting Expectations