Please complete this evaluation form during or immediately after the interview.  For competencies you do find to be relevant to the position, select 'Not Relevant to Position'; for competencies you did not assess (but maybe relevant to the position) select ‘Did not Assess’. Space is provided if you need to include additional job specific competencies.  Support your ratings by including job relevant comments in the space provided.  A final evaluation is required.  All information provided on this form must be related to the requirements of the job. Submit your completed form to your recruiter.

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| Applicant Name**:** | Flavia Silva Almeida |  |
| Interview Date**:** | 01/08/2011 |  |
| Interviewer**:** | Julio Leonardo Albertin Gioppo |  |
| **Note:** Every employee in IBM is expected to abide by our policy, and all applicable laws on this subject, and to uphold IBM's commitment to workforce diversity. | | |

**Technical and/or Professional Expertise-** List below the technical knowledge and skills discussed/confirmed in the interview. Checkone of the five rating boxes below for each technical knowledge and/or skill. You are **REQUIRED** to input at least one "Technical and Professional Expertise", but can input more as needed.

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| **Technical and/or Professional Expertise:**  N/A  **Acceptable Criteria**   * Demonstrated moderate competency in regard to technical knowledge. * Demonstrated moderate competency in multiple skills. * Had some difficulty explaining advanced concepts/terminology.   **Outstanding Criteria**   * Demonstrated substantial competency in regard to technical knowledge. * Demonstrated substantial competency in multiple skills. * Able to easily explain advanced concepts/terminology. | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** | **Comments:**  **Candidate without professional experience.** |
| **Technical and/or Professional Expertise:**  Enter Expertise Here  **Acceptable Criteria**   * Demonstrated moderate competency in regard to technical knowledge. * Demonstrated moderate competency in multiple skills. * Had some difficulty explaining advanced concepts/terminology.   **Outstanding Criteria**   * Demonstrated substantial competency in regard to technical knowledge. * Demonstrated substantial competency in multiple skills. * Able to easily explain advanced concepts/terminology. | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** | **Comments:** |
| **Technical and/or Professional Expertise:**  Enter Expertise Here  **Acceptable Criteria**   * Demonstrated moderate competency in regard to technical knowledge. * Demonstrated moderate competency in multiple skills. * Had some difficulty explaining advanced concepts/terminology.   **Outstanding Criteria**   * Demonstrated substantial competency in regard to technical knowledge. * Demonstrated substantial competency in multiple skills. * Able to easily explain advanced concepts/terminology. | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** | **Comments:** |

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| **Embrace Challenge**  IBMers get energized by complex and challenging situations. We identify opportunities, take responsibility for solving problems, and our positive attitude and confidence inspires others to do the same. | | | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | | **Acceptable Criteria**   * Demonstrated a positive attitude when facing a changing situation. * Displayed initiative to overcome obstacles in meeting work targets. * Promoted a healthy sense of urgency in achieving objectives. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | | |
| **Collaborate Globally**  IBMers are global professionals skilled at collaboration. We build networks of experts and think and work together across the boundaries of disciplines, countries, and cultures. We act not as a collection of individuals but a collective leadership force creating the full promise of IBM to transform the marketplace, society, and the world. | | | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Built cohesive teams. * Identified and connected to key individuals to achieve the desired outcome. * Consolidated perspectives of others to create a collective understanding. | | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | | |
| **Act with Systemic Perspective**  IBMers are systems thinkers. We understand and build systems and our deep and broad expertise enable us to help others see an end-to-end view, discover underlying patterns, and then to act boldly and take the right risks. | | | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Anticipated the impact of one's own actions and decisions on others. * Identified and defined problems in a timely manner, separating facts from emotions to better understand the problem and find a solution. * Prioritized work demands by focusing on what was important. | | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | | |

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| **Build Mutual Trust**  IBMers build “360 degrees of trust” across the full spectrum of our constituents—our organizations, clients, and communities. We do this by acting with integrity, assuming positive intent, holding ourselves accountable, trusting in the capabilities of others, and by taking responsibility for remedying the situation if we see trust is eroding. | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Trusted others' skill and ability to follow through on their commitments. * Spoke up to do what was right when following through on commitments. * Remained calm during stressful times, communicating honestly and openly. * Accepted responsibility for own mistakes, working to correct them and admit when lacking knowledge or answers. * Made self available for others to discuss problems. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | |
| **Influence Through Expertise**  IBMers are distinguished by their expertise and eminence; and we take personal responsibility for deepening our skills and developing our, and other IBMer’s, thought leadership. | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Actively established relationships with mentors for one’s own development. * Always stayed current in functional /technical areas of responsibility. * Always brought in challenging opportunities or assignments to grow and develop one's and as well as others' capabilities. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | |
| **Continuously Transform**  IBMers have an intellectual curiosity and a spirit of restless reinvention that infuses the enterprise with energy. We are agile learners who rethink assumptions; seek to know what we do not know nor have yet imagined, unearth opportunities, and continuously transform. | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Adopted new approaches and solutions in response to changing demands. * Analyzed situations through different perspectives. * Looked for more effective ways to achieve objectives. * Grasped the essence of new patterns and situations by asking questions and seeking feedback. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | |

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| **Communicate for Impact**  IBMers communicate to find mutual understanding. We listen to ensure others are heard, our deep expertise allows us to communicate complex situations clearly and simply, and our authenticity enables us to convey difficult messages in a positive manner. | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Viewed solutions to client problems from the client's point of view, listening and appreciating others' points of view. * Varied communication approach for the message and audience, persuading through compelling and reasoned arguments. * Shared information, and in a timely manner, to help others make effective decisions. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | |
| **Help IBMers Succeed**  IBMers strive to be their best and to bring the best out in each other. We remove unnecessary constraints, provide necessary resources, acknowledge others’ contributions, and champion their ideas, which fosters a sense of engagement and the feeling we have permission to act. | | |
| **Not Relevant to Position**  **□**  **Did not Assess**  **□** | **Acceptable Criteria**   * Set clear milestones to help achieve end goals. * Supported team members in integrating work and personal responsibilities. * Ensured that people had what they need to succeed. * Took time to provide feedback on an on-going basis. * Set high standards that challenged others to deliver high performance. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Comments: Acceptable** | | |

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| **Additional Language Proficiency**  List below the additional language(s) required for the position. Rate the applicant on his/her proficiency in this additional language. Proficiency should include, as required by the position, speaking, reading and writing. Checkone of the five rating boxes below for each language assessed. | |
| **Language Proficiency**  Enter Expertise Here | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Language Proficiency**  Enter Expertise Here | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** |

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| **Additional Competencies** | | |
| **Insert Competency Title Here:** | **Comments:** | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** |
| **Insert Competency Title Here:** | **Comments:** | **□ Unacceptable**  **□ Marginal**  **□ Acceptable**  **□ Above Average**  **□ Outstanding** |

**Summary Evaluation**

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| Mark the box beside the most appropriate overall assessment. | **□ Unacceptable**  **□ Marginal**  **X Acceptable**  **□ Above Average**  **□ Outstanding** |
| Comments:Document other job relevant comments (e.g. mobility, work permit, availability, salary). | |

**Interview Recommendation**

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| Mark the box beside the appropriate recommendation. | □ Further interview/assessment required  **X** Should be offered a position in this department  □ Should not be offered a position in this department at this time  (Please mark all appropriate reasons below)  □ Other applicants were more competitive  □ Applicant's compensation requirements are too high  □ Applicant should be considered for employment in other IBM departments  Please specify Job Category/department:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  □ Should not be offered a position in any IBM department  Please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Comments (if not offered a position, please explain in more detail. This explanation may be shared as part of the applicant feedback) | |