

Descriptors for each review question

	1 out of 7	2 out of 7	3 out of 7	4 out of 7	5 out of 7	6 out of 7	7 out of 7
Q1) Scope of role	Didn't understand the scope of the role	Didn't understand parts of what the role required	Had difficulty upfront in understanding what was required	Understood the requirements of the role	Had a good understanding of the scope of the role	Had an excellent understanding of the scope of the role	Understood the scope of the role perfectly and was able to suggest new objectives, where necessary
Q2) Performance against objectives	Failed to deliver results for the outlined objectives	Didn't deliver adequate results for all of the objectives	Had deliverables that were lacking in some areas	Delivered the required results for each objective	Delivered results that were at a consistently good level	Delivered great results	Delivered excellent results above and beyond expectations
Q3) Value for money	Charged too much given what <he/she> delivered	Had an expensive rate	Charged a rate that was on the expensive side	Charged a rate that matched their output	Was good value for money	Represented great value for money	Was excellent value for money and worth more
Q4) Speed & performance	Took too long to settle into the role, and ended up hindering <his/her> performance	Took too long to settle into the role	Had some difficulty in establishing <him/her>self in the role	Came in and began performing appropriately	Asked the appropriate questions and got up to speed	Established <him/her>self quickly in the role	Came into the business and began performing well immediately
Q5) People integration	Did not interact well with other people and their work suffered as a result	Had difficulty interacting with other people involved in the business	Took some time in integrating themselves into the business	Interacted with people as was appropriate for their role	Integrated into the business well	Interacted well with people, more so than was expected for the role	Worked extremely well with all other people in the business
Q6) Project management	Poor	Weak	Some difficulty in project management	Appropriate for the role	Good	At a high level	Superb
Q7) Communication skills	Sub-par and hindered their work	Lacking	Slightly weak	At an appropriate level	Solid	Impressive	Exceptional and well above what was expected
Q8) Technical skills	Did not have the technical knowledge or skills necessary	Was missing some of the technical knowledge/skills required	Technical skills were lacking in some areas	Displayed technical knowledge and skills that were at the required level	Technical knowledge and skills were consistently good	Had great technical skills that exceeded expectations	Had exceptional technical skill, well beyond requirements
Q9) Management skills	Were well below what was required for the role	Were lacking	Had difficulty or took some time in providing leadership as was required by the role	Were appropriate for the role	Were above expectations	Were great	Were fantastic