

THE KEY

A = Always or almost always displays the quality. When new employees start at the firm, I am hopeful that they perform as this individual performs.

B = More often than not displays the quality. This individual is a high performer, with less-than-optimal performance in certain areas of job performance, but still adds far more value than they take away.

C = Sometimes displays the quality, but noticeably less than I would like. The individual is a hit or miss and requires more time and attention than I desire to give.

D = Rarely displays the quality. But for some positive attribute that is critical to the business, and/or my fear/hesitancy to terminate this individual, I would have terminated the individual by now.

F = Rarely to never displays the quality. I have thought of terminating this individual more than once.

