

**Employee:** Tyler Cahill  
**Job Title:** Production manager  
**Review period start:** 1/1/13  
**Review period end:** 12/31/14  
**Reviewer:** Jan Tomlinson

Production manager competencies: All competencies are rated on a scale from 1–5  
1= not meeting requirements, 5= exceeding requirements

**Communications 3.00 Meets requirements**

Tyler seems to display very good verbal skills, communicating clearly and succinctly although his Southern accent is somewhat off-putting and leaves people with the impression that he is not smart. He exhibits good listening skills and appears to comprehend situations and complex problems well. His written communications skills meet the requirements of his position, and he keeps others adequately in the loop when needed. However, sometimes it's questionable whether Tyler always selects appropriate methods of communication for the situation at hand.

**Team Management 3.50 Meets requirements**

According to Tyler's team evaluations, he sets well-defined goals for the team. His team's evaluations also indicate that he collaborates well with his team. He gives the impression that he provides fair and valid performance feedback. He shows commitment to enhancing the skills of his team. Tyler includes team members in most planning, but he assumes responsibility for final production quotas. However, I think there have been times when he did not make himself available enough to team members.

**Leadership 2.40 Needs improvement**

Tyler displays a strong leadership role when action is needed up to a point. At times, he has reacted poorly in pressure situations. He would command more authority if he dressed better. His style is somewhat sloppy. Additionally, Tyler seems to come to work late and shows up for meetings late, which sets a bad example for his team.

**Teamwork 4.00 Exceeds requirements**

Tyler's team has shared that he provides helpful feedback to team members and, in turn, actively seeks feedback from them, but I have not witnessed that. He has excelled in building team loyalty to the company. Team success is paramount to Tyler. I have heard that he and his team go out drinking together.

**Recruitment & Staffing 3.40 Meets requirements**

Tyler analyzes recruitment sources and forecasts staffing needs efficiently. To date, he has made astute hires of employees who match the company's needs and understand the company's mission.

**Delegation 2.60 Meets requirements**

Tyler skillfully delegates work to team members, matching tasks with skills well. But he also gives away the work he does not want to do. Sometimes he doesn't give team members enough authority to follow through on tasks delegated, so task completion might be delayed. It's not clear whether he gives team members sufficient credit for work he has delegated to them.