**Rate the applicant, relative to other employees at the same level, on the following characteristics. (nBJ=no basis for judgment)**

Employee Name:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **characteristics** | **Below average lower 50%** | **average uPPer 50%** | **aBove average uPPer 25%** | **excellent uPPer 10%** | **suPerior uPPer 5%** | **nBJ** |
| Academic ability |  |  |  |  |  |  |
| General knowledge |  |  |  |  |  |  |
| Scientific Skepticism |  |  |  |  |  |  |
| Oral expression |  |  |  |  |  |  |
| Written expression |  |  |  |  |  |  |
| Originality |  |  |  |  |  |  |
| Social awareness/concern |  |  |  |  |  |  |
| Emotional maturity |  |  |  |  |  |  |
| Desire to achieve |  |  |  |  |  |  |
| Ability to work with others |  |  |  |  |  |  |
| Openness to cultural diversity |  |  |  |  |  |  |
| Leadership skills |  |  |  |  |  |  |
| Persuasive ability |  |  |  |  |  |  |
| Independence/initiative |  |  |  |  |  |  |
| Professionalism |  |  |  |  |  |  |
| Research skills |  |  |  |  |  |  |
| Teaching skills |  |  |  |  |  |  |
| Potential for success |  |  |  |  |  |  |
| Carefulness in work |  |  |  |  |  |  |
| Judgment |  |  |  |  |  |  |
| Interpersonal Skills |  |  |  |  |  |  |

**My overall recommendation of this candidate:**

* Recommended without reservation

Name:

Relationship to employee:

* Recommended with some reservation (please note reservation)
* Not Recommended

ADM.reC.PHMA 2/2016