

Q1 2021

# Talent Evaluation Packet

## 1 Evaluate performance and potential

Managers will evaluate each employee on two questions to assess their past performance and future potential. These inputs are not shared with employees.

**Performance question: How would you rate this employee against the performance bar for their role and level?**

This question is on an employee's performance against Amazon's high bar. Performance is evaluated on a 7-point scale.

**Potential question: When thinking about this employee's future contributions compared to others, where would you place them?**

This is the employee's potential for future contributions evaluated on a 4-point scale.

## 2 Calibrate Overall Value

The combination of the performance and potential ratings will generate one of five Overall Value (OV) designations. OVs are not shared with employees.

**Top Tier (TT):** we expect 20% of Amazonians are TT.

**Highly Valued 3 (HV3):** we expect 15% of Amazonians are HV3.

**Highly Valued 2 (HV2):** we expect 25% of Amazonians are HV2.

**Highly Valued 1 (HV1):** we expect 35% of Amazonians are HV1.

**Least Effective (LE):** we expect 5% of Amazonians are LE.

## 3 Communicate performance to employees

As part of the Forte conversation, managers will communicate 1 of 3 performance ratings to employees. As a reminder, the numerical performance input is not shared with employees.

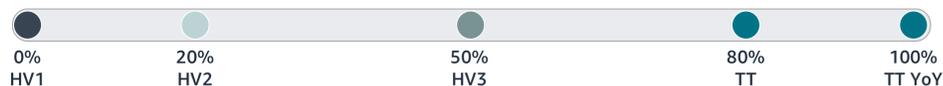
**Exceeds:** performance has surpassed expectations for the role and level. *(Not to share: 6 or 7 on the performance input scale)*

**Achieves:** performance has achieved expectations for the role and level. *(Not to share: 4 or 5 on the performance input scale)*

**Needs Improvement:** performance is falling below expectations for the role and level. *(Not to share: 1, 2 or 3 on the performance input scale)*

## 4 Compensate employees

OV is used to generate a compensation recommendation. Each OV is set at a percentage in the total compensation range. Ranges are not shared with employees.



This is a conceptual image only, the size of the boxes are not representative of the number or percentage of employees in each box.

### How does performance and potential map to the Overall Value?



● Least Effective (LE) ● Highly Valued 1 (HV1) ● Highly Valued 2 (HV2) ● Highly Valued 3 (HV3) ● Top tier (TT)

# Calibration guides

## Performance evaluation

Use your best judgement to rate your employee against the performance bar, considering the following:

- What and how they delivered based on the expectations of their role and level.
- Functional, job-specific skills and Leadership Principles to evaluate their effectiveness.
- Inputs gathered from multiple sources (e.g., goals, regularly collected feedback, metrics, etc.) to ensure you consider the scope, ambiguity, complexity, and level of impact the employee has on the business and customers.

### How would you rate this employee against the performance bar for their role and level?

The sample behaviors below are a way to frame your thinking and evaluate your team member's performance. This calibration guide isn't an exhaustive list of behaviors and shouldn't be treated as a checklist.

As you evaluate, also consider unique, job-specific behaviors that aren't listed here. If you're unsure between one number or another, consider the behaviors the employee most consistently demonstrates and the importance of those behaviors over others for their role and level.

Significantly below the bar	1	2	3	4	5	6	7	Significantly above the bar
<b>What:</b> Delivers Results, Are Right A Lot, Dive Deep, Invent and Simplify, Insists on the Highest Standards, Customer Obsession, Functional Skills								
Fails to deliver on commitments or meet deadlines or overcome obstacles.			Delivers results and meets expectations despite encountering obstacles.			Delivers at the highest quality level despite facing significant obstacles.		
Struggles to create structure in ambiguous situations.			Can create structure and problem solve in moderately ambiguous situations.			Can create structure and problem solve in highly ambiguous situations.		
Fails to consider relevant information and make the right tradeoffs.			Considers relevant information and often balances the right tradeoffs.			Effectively considers relevant information and balances the right tradeoffs.		
Decisions are short-term focused at the expense of long-term and scalable application.			Decisions scale in most instances and contribute to short- and moderate-term success.			Decisions are scalable and contribute to short- and long-term success.		
Struggles to generate plans that work backwards to solve a clear customer problem.			Generates plans that work backwards to solve a clear customer problem but may require some iteration and feedback.			Independently generates plans that work backwards to solve a clear customer problem.		
Gets lost in the details or stays too surface level.			Can dive deep to understand nuances and complexities of work but can sometimes lose the big picture.			Can dive deep to understand nuances and complexities of work without losing the big picture.		
<b>How:</b> Earns Trust, Have Backbone; Disagree and Commit, Ownership, Bias for Action, Hire and Develop the Best, Frugality								
Has a narrow point of view and has difficulty working with teams and functions.			Considers the point of view of others and contributes to productive working relationships.			Actively solicits, respects, and bridges differing points of view and builds effective working relationships.		
Pushes back too much or not enough when confronted with difficult conversations.			Manages difficult conversations and can push back when needed.			Manages difficult conversations, pushes back as needed, and achieves consensus when there are opposing perspectives.		
Struggles to take ownership of mistakes.			Owns mistakes and learns from them.			Owns mistakes, learns from them, and creates mechanisms to make necessary changes.		
Takes actions too quickly or slowly, putting projects at risk.			Can identify most two-way door decisions quickly to make incremental progress.			Identifies and takes swift action on two-way door decisions, making significant progress.		
Shows little interest in providing feedback or helping colleagues develop new skills.			Provides constructive feedback and teaches new skills to colleagues.			Proactively coaches, mentors, and teaches colleagues within and outside their team.		

## Potential evaluation

Use your best judgement to rate the potential of the employee's future contributions to grow in scope, complexity, influence, and business or customer impact in their current role or in future roles by considering:

- How the employee's potential compares to others in a similar role and level.
- Inputs that demonstrate the employee's ability to impact business or customer outcomes at a greater scale and scope within the same level in the future; not just promotion readiness.
- How they demonstrate the Leadership Principles and their ability to adapt, problem solve in ambiguous situations, and has the capacity to persevere and adapt to overcome any obstacle.

### When thinking about this employee's future contributions compared to others, where would you place them?

The sample behaviors below are a way to frame your thinking and evaluate your team member's potential. This calibration guide isn't an exhaustive list of behaviors and shouldn't be treated as a checklist.

As you evaluate, also consider unique, job-specific behaviors that are not listed here. If you're unsure between one rating or another, consider the behaviors the employee most consistently demonstrates and the importance of those behaviors over others for their role and level.

Below average 1	2	3	Exceptional 4
Only capable of taking on work that has little to no impact on customers.	Capable of taking on impactful but lower risk, less ambiguous customer initiatives.	Capable of taking on impactful, moderate-risk and ambiguous customer initiatives.	Capable of taking on the most impactful, high-risk, and highly ambiguous customer initiatives.
Ideas offered rarely represent a new way of thinking.	Provides new ideas and thinking within their area of responsibility.	Provides new ideas and depth of thinking typically within their area of responsibility.	Provides extraordinarily unique ideas and depth of thinking even outside their area of responsibility.
Fails to understand concepts at a deeper level.	Has the capability to understand complex concepts at a moderate level.	Has the capability to understand complex concepts at deep levels.	Has the capability to quickly understand exceptionally complex concepts at the deepest levels.
Hesitates to do more than what's typical to achieve higher quality.	Approaches work to achieve the typical quality standards.	Strives to achieve high-quality work for self and others.	Relentless in holding self and others to the highest standards in work quality.
Does not have the capacity to be successful in novel situations.	Has the capacity to be successful in somewhat novel situations.	Has the capacity to be successful in novel situations.	Has the capacity to thrive and be successful even in completely novel situations.
Has difficulty adjusting to change or overcoming obstacles.	Can adapt to overcome some obstacles.	Has the determination and capability to adapt and overcome most obstacles.	Has the determination and capability to adapt and overcome any obstacle.
May want to learn/grow but unable or unwilling to take on new challenges.	Shows willingness to learn/grow and accepts new challenges that are presented to them.	Shows eagerness to learn/grow and actively takes on new challenges.	Shows relentless passion to learn/grow and proactively takes on new challenges.
Struggles to identify or reacts slowly to customer needs.	Able to identify and react to customer needs.	Has good intuition and judgment in anticipating customer needs.	Has very strong intuition and judgment in anticipating customer needs.
Provides inconsistent information or information that may create confusion.	Provides useful information but within the scope of their work.	Often provides others with valuable guidance and insights.	Is the trusted advisor for information or feedback on new ideas (Force Multiplier).
Disrupts strong team collaboration by excluding or demotivating others.	Includes and collaborates with others as needed to achieve goals.	Builds collaborative relationships that lead to innovation.	Creates an environment that inspires others to collaborate and innovate.