

A Global Investment Bank: Employee Reviews

A specific measure of the individual's performance should be reviewed against:

- Job description
- All previously-agreed objectives
- Performance measures applicable to role



In this exercise you will be provided with snippets of an individual's feedback. Indicate which of the Values Behaviours these would belong to by dragging and dropping them into one of the five categories below.

Innovative and Creative Approach	Teamwork	Does not demonstrate very strong team working skills. Shows strong personal motivation, drive and energy.
Leadership		Rarely anticipates or understands customers' needs. Always considers providing the best possible product or service to the customer to be the highest priority.
		Does not demonstrate ownership. Is motivated by adding value and being cost efficient.
Client Focus		Shows no depth and creativity of thought. Uses initiative to generate innovative ideas.
Business Focus		Acts with conviction and a passion for Threadneedle. Provides open, honest and constructive feedback to individuals.

The final section of the form covers:

- An opportunity to identify any development goals an individual may have.

Area for Development:
How will this be achieved? (e.g. resource requirements, support, on the job learning, self manages learning, training etc)
How will development be measured?
Timeframes for achievement:
Manager's summary comments:
Appraisee's summary comments:

Review performance against all objectives, providing evidence for comments.

Manager		Appraisee

The Appraisal → Pre-meeting preparation → Prior to the Meeting → During the Meeting

The Challenge

Over the years, Inmarkets has created many courses for this client and was presented with a need to create a set of courses centered on their employee review process from three perspectives:

- The supervisor preparing the employee review
- The supervisor presenting the review to the employee
- The employee receiving the review

The bank had several requirements in creating the courses. First, the entire series of courses had to be finished in time for the annual review process, only 8 weeks away. Second, the bank wanted to keep the high level look and feel of the courses that had been created by Inmarkets for them over the past years, and to tie this series of courses to prior courses. Third, due to the economic climate, the courses had budgetary constraints not previously experienced.

The Solution

In the prior 18 months, Inmarkets had produced a series of courses on another HR related topic for a different department. In the courses, two characters consisting of a supervisor and employee had been created for the story line of the courses. The characters were depicted by photographs using models from a custom photo shoot by Inmarkets for the client. As part of its routine, when doing a custom photo shoot, Inmarkets not only takes the photos necessary for the course(s), but also takes an several hundred additional shots of the models in various poses and dress.

The Implementation

To be able to meet the banks time and budget requirements for its employee review courses, a unique way of approaching their needs was employed. Because the characters in the other HR courses were already familiar to bank employees, they were reintroduced in this course as the supervisor and employee. Because Inmarkets always takes many more custom photographs than necessary for a custom course, our photo library consists of 10,000+ unique photos not found in commercially available image libraries, and those photos are posed in business situations. Appropriate photos of the characters from the Inmarkets library were used saving the bank the necessity of an additional photo shoot.

The Result

Inmarkets was able to meet the bank's three key needs:

- Speed - The courses were delivered in just over 6 weeks
- Look and feel – Characters bank employees already knew were introduced in new situations
- Budget – The cost of the photos from Inmarkets' library zero, meeting the cost budget

The courses were rolled out on schedule, receiving very positive reviews from staff and employees, and the characters in the courses were warmly welcomed by the employees taking the courses. In fact, the requests for other courses featuring the characters were received from the employees.