

Our Approach to Evaluation

One of our corporate perversities, which we are correcting, is that our **evaluation (appraisal) system somehow became subordinate to our system for promotions**. In an intensely competitive environment, evaluations were too often compromised, I believe, by the desire of the employee to be seen as unblemished and the supervisor not to prejudice the subordinate's chances with a promotion board. Once the compromises were stuck in a few cases, inflation inevitably affected the integrity of the system as a whole.

Promotion boards were often left to read between the lines and seek collateral information in making their assessments. The process, in short, worked despite the system. Worse, it caused cynicism.

We have started to correct this corrosive anomaly by introducing "contract" type annual evaluations at the EX level and interview boards for promotions. These are important innovations. They should be perfected and extended as soon as possible to other groups.

The measures we take to reform the evaluation process should have one key objective - **to introduce "maturity" in the relationship between employees (including supervisors) and the institution. We can only build mutual loyalty if we have systems that assure all employees of honest dialogue, transparency, fair dealing and shared purpose.**

Above all, evaluations must reflect real objectives, real attainments, and focus on assessing potential; they should be opportunities for genuine exchanges about performance.

To do that:

- **evaluations at all levels should be based on annual contracts between employee and supervisor, and be reviewed at least once during the year;**
- **evaluations should be the basis for financial rewards and posting and educational opportunities not just for promotion, ie the reward and recognition system must be expanded, and more closely tied to merit;**
- **supervisors should be rated for the quality of their evaluations;**
- **EX level supervisors should be the subject of 360 degree evaluation.**
- **Promotion processes should increasingly involve interviews and references focussed on potential for advancement, as well as paper reviews to assess performance.**