

SNL Financial- Performance Management

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SNL Introduction

SNL is a financial information firm headquartered in the state of Virginia, USA. SNL collects, standardizes corporate, market, and financial data for clients to enable them to perform in-depth analysis refining their investment decisions. SNL also analyzes industries they cover including bank and thrifts, financial services, insurance, real estate, energy, media and communications to provide research to its client. Clients use these analyses to make financial decisions. It is serving more than 5,000 client companies and 0.1 million users worldwide. The firm covers data of more than 6,500 public companies and over 50,000 private companies. In Pakistan, SNL has established an office in Islamabad (2005), with over 900 employees as of Dec 2015.

SNL Financial was originally founded as "S&L Securities" in New Jersey in 1987 with an initial focus on the savings and loan industry. But state law would not permit the incorporation of a non-bank with "S&L" in the official company name. So we replaced the "&" with an "N" to create "SNL." And the universe for the company soon expanded well beyond savings & loans to the various business sectors we cover today.

Since our founding, SNL has continuously expanded our global operations, as well as the scope and depth of our coverage and products — all without compromising the standards of quality and customer service that drive our success. Throughout our organization, SNL has infused 4 core tenets — Accuracy, Relevance, Completeness and Timeliness — and we stand behind our published information with a unique Accuracy Guarantee.

As a result, leading investment banks, investment managers, corporate executives, ratings agencies, government agencies, consulting firms, law firms and media such as The New York Times, The Wall Street Journal, USA Today, Washington Post, Forbes and Fortune rely on SNL Financial for the best possible information on the companies in our sectors

SNL Mission

Our mission is to provide investment banks, institutional investors and financial institutions with the timeliest, accurate, relevant and comprehensive information available on the financial services industry

SNL Vision

To serve our clients as their most trusted partner for business intelligence

SNL Goal

Our goal is motivation through acknowledging and developing the talents and contributions of each person, and employing those skills in accomplishing company and department goals. By focusing on communication and innovation, we foster accountability and camaraderie. Our success is measured by our effectiveness, our expediency, and the satisfaction of our internal and external clients.

Why I chose SNL?

Choosing SNL for our project is linked with the fact that this organization offers an environment where transparency, collaboration, ownership, and results are expected and rewarded. It provides learning opportunities that create new and expand existing employee capabilities for his long-term professional successes. It strives to match employee interests, strengths, and skills with an appropriate and challenging position. It is following the best contemporary practices of human resource. HR at SNL differentiates performance at all career levels, rewarding high performance with higher compensation opportunities as compared to market norms. The procedures in any organization may deem to be perfect, but the margin for development always prevails. In this project, the lacunae of on ground practices at SNL vs. HR theories have been identified, followed by recommendations to minimize those gaps.

Performance Management Process

Performance management is one of the vital component of human resource management. Performance management process is used to communicate organizational goals and objectives, reinforce individual accountability for meeting those goals, and track and evaluate individual and organizational performance results. It reflects a partnership in which managers share responsibility for developing their employees in such a way that enables employees to make contributions to the organization.

It is a clearly defined process for managing people that will result in success for both the individual and the organization.

SNL's performance management is one of the best amongst all organizations in Pakistan. It emphasizes on proper communication and fairness in appraising its employees. The performance reviews are made on quarterly for sensitive departments like content, who are responsible for collection and accuracy of data, similarly biannual basis for other departments such as support operations. SNL also incorporates 360-degree feedback which includes self-evaluation along with direct response from employee's subordinates, colleagues and supervisor. This way, it assesses employee potentials and career path rightly and to expect for a fair and equitable compensation and benefit.

Best Practices for Successful Performance Appraisal

Introduction

Performance appraisal can be an extremely useful management tool, if conducted properly. It can be used to effectively motivate and retain employees. This effect of an effective performance management process can be clearly seen in the performance of an organization in the form of increase their productivity. It could be used to determine their training needs or compensation / benefit plans, and help to better align their work with the organization's core values. By following the process in an effective manner could be extremely helpful in keeping the organization's human resource motivated, helping organization to achieve its goals.

Due to lack of knowledge and effective implementation of performance management, many organizations supervisors / managers often fail to effectively conduct annual performance appraisal of their subordinates / staff. These organizations end up conducting performance appraisal as a formality and fail to achieve the desired outcome.

One of the main reasons for failure is when such an important tool is considered a useless time consuming process bearing undue cost. Conducting the appraisal process without prior training could lead to demotivation among those being appraised, as appraisers might fail to provide constructive feedback as they do not see anything contingent on the process e.g. rewards training and motivation etc. Likewise, the ones appraised are seldom satisfied, in such cases as they generally have issues with the appraiser or the appraisal process itself.

Planning

Strategic Planning

Organizations goals, whether financial, utilization or generating return are drive by its employees. It very important to understand that it's the employees who meet these goals directly or indirectly. Organization needs to plan ahead of time for their desires and its goals for the year. These goals once broken down to smaller business units need to communicated to employees so that these employees are aware of the corporate goals to ensure their interest and goals are aligned with their individual goals.

Frequently, organizations do not get their planning process completed until performance cycle has already started. Therefore, often managers and employees great work gets overlooked in the performance appraisal because it was conducted before the plan was agreed upon. Therefore, the plan should be drafted by the beginning of the performance year.

Goals Communication

The process of setting and communicating individual goals should be completed before that start of the period. Communication and transparency is the key to successful performance management system. As goals are set and broken down to individual levels, these should be communicated to each member of the team.

This communication of goals this should not only include detail breakdown of the individual goals but a clear understanding of how it adds up the departmental, organizational goal and overall strategy. Once employee understands and acknowledges the goals assigned, it allows employees establish ownership and keeps them motivated. However, both managers and employees need to agree on the measurements performance indicators and establish the accountability for various performance levels.

To set accountability and expectations between an employee and manager, this should be documented in the plan.

Review with Frequency

After performance goals are communicated and clear understanding how they will be evaluated is communicated to employees. The expectation is developed that the team members are aware of what is expected of them.

There is however a need to for review of performance regularly. These performance meeting and quick review will ensure that there are no surprises at the end of the appraisal period.

By meeting regularly, employees and managers are both aware of expectations and they can correct their course if there is an issue. Frequent feedback provides employees with ample opportunity to make any necessary adjustments. Instances where goals are not set and tracked, often the employee's recent behavior is reflected in the review.

Documentation

Performance of employees needs to be supported with evidence collected throughout the year. In this regard, supervisors must get in the routine of taking notes in meetings with employee. Tools including a software application for the purpose of recording must be used to regularly remind and record these observations for later use in the review period. In case when tools are available, it a common practice to not fully utilize these until the end of cycle. It is best to do this while the information is still recent and all details are clearly recorded.

Reduce Steps

The easier the process and tools, the more likely it is to be used. Moreover, successful performance appraisals require documented goals, on-going performance notes, feedback, and a form to document the overall appraisal. If an application supports these activities, then a simple process can be followed.

In organizations, managers wrongly relegate performance appraisals importance as it does not directly impact the organization's bottom line. Organizations carry out performance appraisal as a corporate requirement. Therefore, such large organizations have more paperwork than smaller organizations, which makes this crucial process more difficult with complex templates, timelines, and tools.

Assessments

Employee Self Appraisals

The self-appraisal step in the performance management is where an employee put forward his account of how he performance for the review cycle in question. Just as the employee has ownership in the planning process, it is just to allow him or her to provide a self-appraisal. Employee self-appraisals are also a great way to ensure you are on the same page for his performance. This will be taken into account by managers to assess how the employee believes he has performed against his goals.

Multi-rater Feedback

Multi-rater feedbacks incorporate information from those that surround the employee including peers, subordinates, vendors, customers. Gathering feedback regarding the employee raises awareness of areas that may not otherwise be observed by the manager. It helps gather information about behaviors that need to change or continue. When gathering 360 feedback it is important to use a tool that is consistent between raters and employees, keeping the process simple so that evaluators do not have hesitation to reply. A good number of raters are necessary to get a well sample of feedback. To avoid potential conflicts, 360 Feedback should remain confidential and care should be taken to ensure the feedback is not shared in a format that might allow the employee to know who provided it. However, a manager must use own common sense to screen out some feedback which might be overly praiseworthy or critical.

Appraisal Process

Review the direct report:

The appraiser reviews all the information and goals. Its very important to keep in mind all the important factors in review the employee. The goals, communication of goals, the following catch up and how it was incorporated in the period that followed. Once all of this is considered, the employee must be reviewed with a great level of detail with specific examples to help the learning from period in review.

This is the most important step where a manager would need to combine all the information which was collected overtime in notebooks, folders, and calendars. If notes were taken periodically and put in the same place after each encounter, then the step would rather be easy one.

Read over the material and gain a general idea on how to appraise overall performance, including notes from other rates & the employee self-appraisal. It's very important to identify examples of behavior (good or bad) that have been mentioned in the material.

Appraisal meeting

Ensure that you have notes to cover all of the points you need to discuss with your employee – this is not a time to wing it! Ensure that you have read their comments and can either quantify or refute them with your own. Don't assume everyone has the same style as you and think about how to approach the meeting in the best way for the individual concerned.

The review meeting should be a two way discussion – treat your employee’s opinion as important and listen to their thoughts.

Structure your discussion by asking your employee to talk about their objectives and where they are with meeting these. You will then be able to discuss areas of agreement and difference..

If you’re happy with something an employee has done – tell them. Positive reinforcement is a great tool to ensure an employee does what they’ve done well repeatedly. The majority of people will respond better to the carrot than the stick. Use what they’ve done well as an example when explaining how something else might be done better.

It is very important to Stay calm and remember that it is only natural to get defensive when given criticism so try not to take it personally if an employee reacts badly to feedback.

Ask for feedback to let the employees see that you are taking their feedback on board and lead by example by not becoming defensive when receiving feedback.

Effective Performance management Summary:

Ultimately, plans lead to change and results. Gathering supportive information throughout the performance period in a centralized and easy-to-use repository leads to successful performance appraisals. Providing an appraisal that assesses mutually agreed upon performance goals and includes regular feedback throughout the period will lead to a more open and candid environment. The employee ownership in the process and therefore a more likelihood to be motivated and improve their performance. Additionally, such an appraisal process would lead to more equitable Compensation & Benefit plan and Training & Development plans. In short, making changes that improve your organization’s performance appraisal processes can be a great step towards improving your organization’s culture, relationships with employees and overall performance.

Performance Management at SNL Financial

The below outline of the performance management at SNL Financial is based on **Tahir Ali's** personal observation, available documentation, and formal communication regarding appraisal policies of the HR department at SNL Financial.

Organizational Strategy

Every year the senior management reassesses its future strategy at SNL. It summarizes its organizational strategy and future road map in an annual meeting. The devised strategy includes short-term and long-term plans needed to be implemented for the organization to achieve its goals. Ranging from deploying new tools and practices to new merger plans. The strategy is further broken down into departmental goals and objectives; these are additions or changes to existing goals that will ultimately help the organization achieve its long-term mile stones. For instance the Strategy Road Map (appendix A) are presented, recorded and archived for users at different geographies and hierarchy levels, helping employees understand how SNL plans ahead.

Organizational Strategy Communication

The devised strategy is broken down into departmental goals and budgets, which is further communicated to department heads. The departmental leaders are requests feedback from his respective managers on the new budget, prior to submission of amendments to proposed budgets to the higher management. Request to change of proposed budgets will need to be defended and relative to performance of prior year.

Performance Expectation Communication

Once approved, the goals and objectives further broken down into individual goals and targets are communicated to the individual member of the team. It's ensured that each of the performance objectives are clearly defined and quantified, if possible. For instance, for a contributing analyst, the goals would include; number of research articles to be completed, targeted number of views by clients for those articles, similarly number of online seminar (webinars) conducted, targeted number of attendees and favorable survey scores.

Appraisal Frequency and Tools

Appraisal Frequency

Formal appraisals for employees are conducted either semi-annually or quarterly. Appraisal frequency is consistent by position and is determined based on job duties and responsibilities. Positions that are sensitive and closely related to core business functions are appraised more frequently (quarterly).

Performance appraisal Tools

Goals once communicated are incorporated into Workday application. The Workday tool allows the user to see their goals and objectives during the period of appraisal. Workday is a web-based ERP software vendor that specializes in human capital management and financial management applications.

Workday provides management with a way to oversee employee data, time tracking, procurement, expense management and financial accounting. The company has been applauded for the way it's put an emphasis on usability, providing customers with integrated modules for human resource and business management.



Continuous Open Communication

During the course of the appraisal period, the subordinate and manager meet on bi-weekly or monthly basis, to discuss the performance of employee during that period. The open communication allows employees to assess their performance and voice any concerns regarding any hindrance in achievement of his goals. The meetings are used as a follow up to prior meetings where the manager and subordinate discuss any potential problems, where they stand in achieving their goals and objectives.

Appraisal Method

Performance ratings are used to measure employee performance during a set period of time, the review period.

An employee may meet some or all of the requirements set forth by the rating descriptions, in order to receive the respective rating. These ratings are based on the number of goals assigned to the team member. The weights of the desired goals are communicated before the start of the review period to highlight the importance of the specific goals compared to others.

Rewards, promotion and performance improvement programs are tied to achievement of documented goals and objectives, evaluation of competencies, and performance in comparison to peers. These competencies are the means to achieving goals and objectives.

The employee by end of appraisal period is assessed on a combined performance of their goals and objectives, proficiency in the standard set number of competencies and how they perform relative to their peers with similar goals.

The competencies are elaborated to ensure that the transparency of the desired objectives and expectations from employees. For instance a few of the core competencies includes communication, ownership, technical knowledge, achieving results, leadership.

Whereas communication is described as:

- Ability to speak and write effectively (audience appropriate) for given responsibilities and assignments
- Seeks opportunities to share appropriate level of information across the team
- Can conduct a larger group presentation including a wide range of knowledge
- Demonstrates when and how to escalate important issues
- Demonstrates good listening and comprehension skills when interacting with other employees around the globe
- Effectively able to compile information from multiple business partners and manage stakeholder expectations.

Similarly ownership is described as:

- Strong ability to function independently within an established framework/architecture (Achieving Results)
- Actively seeks to resolve risks, bottlenecks and dependencies (Achieving Results)
- Takes personal responsibility in supporting the team goals
- Focuses more on problem resolution than placing blame
- Proactively identifies mistakes, takes responsibility for own mistakes, and for correcting them
- Proven ability to explore possible solutions even when the answer is ambiguous
- Takes responsibility for personal

Appraisal Process

Self-Appraisal

By the end of the period, employees are requested to submit their performance appraisal. During this period, employees appraise themselves on the given set of goal and objectives assigning rating to each set of goals and competencies. A sample of review form is shown in [Annex- B](#)

The process also incorporates essay method, where the individual details his accomplishments of goals and objectives by listing the critical incidents over the period. He describes the situation and elaborates his performance objective and how he/she achieved his goals through the necessary and appropriate means.

Peer Evaluation

The appraisal process at SNL also incorporates 360-degree feedback as you are also required to request feedback from peers across the organization, give feedback regarding your manager. These peers are selected by a prior approval from your manager, and represent individuals that you have worked with over the period and could give feedback regarding your competencies and overall approach towards achievement of mutual or organizational objectives. The Workday tool directly forwards the peer response to your manager only. For illustration of how this information is available at the manager's end in the workday tool, please refer to Annex-D

Manager's Evaluation

The manager's evaluation is also carried in a similar way, however the feedback requested for his review is on a customizable form. The managers might request to fill out a list of generic questions that are applicable to him, including his performance and overall managerial skills. These may include areas of improvement or any suggestions. These questions once answered are directly sent to his manager, who reviews these along with his own filled evaluations. Similarly he would also request feedback from peers in other roles that he worked with during the appraisal period.

Direct Reports Evaluation Process

The appraisal submitted by individuals are sent across to the manager, who are required to review the self-evaluations along with the peer feedback, compared to his knowledge of the subordinate performance. He evaluates the individual's performance compare to others in the overall team goals.

Based on the contribution towards the team goal in direct and indirect way, the manager enters feedback along with critical incidents that account for the rating assigned to each of the goal and overall competencies. These incidents are the clear examples of how one should or shouldn't act during a certain situation. The manager then assigns rating to each goal and competencies

based on SNL's 4-point rating scale (Annex- C). Similarly he accounts for his immediate peer performance and ensures that he is rated relatively.

Organization Performance Evaluation Process

Once all appraisals are submitted, the executives review each department's performance against the budgets and highlight strong performing departments, and those that did not meet their goals. Areas of improvements are identified along with the department heads. The feedback along with rewards and development plans trickle down the hierarchy all the way to the individual contributors. These areas of improvement are the source of future budgets and investments (technology, resources, and trainings). Departments that have achieved their departmental goals are ranked higher against others and similarly the individuals within these. These are then communicated to respective managers who use these to evaluate their team member performance.

Appraisal Communication

Once the performance is reviewed, the manger sets-up a review meeting. The meetings are generally an hour long in duration. During the meeting the manager goes over the team and individual goals. He compares the team performance against the goals, to show the overall team performed. The manager then discusses his individual performance during the period and how that added to the overall team goals. After every goal, performance for the relevant goal is discussed. The manager ensures that he requests the feedback from appraise, to ensure his acceptance of the performance review, ratings and the critical incidents highlighted. This ensures that the managers have correctly highlighted and understood these incidents and no details missed to be incorporated.

The manager communicates the reward bonus or raise he might be awarded. The manager ensures that a clear understanding is developed on how a certain act highlighted aids the achievement of team goals. The weights to each of the goal category are preset at the start of the review period. The comments and feedback is documented along with the overall calculated rating. The individuals are requested to read through the managers' evaluation for his performance and submit his acceptance of the performance review, with or without comments. This is recorded in the performance reports that are evaluated by department heads to ensure that individuals with disagreements among their performance and managers evaluation are noted.

Gap analysis

GAP analysis determines what aspects are lacking in the current processes in comparison to the best industry practices. My reason for selection of Gap analysis is that it is more organic, flexible and offers much more freedom in choosing what to focus on.

In gap analysis, we list the characteristics of the most effective performance management system and compare it with the current performance management at SNL. Identifying a list of problems in the current system to fill out the gap between these two.

During the process of assessing the effectiveness current performance management system. I focused on not understanding the current process but also incorporating the difference between what is stated in the policy compared to what is practiced. It also included my conversation regarding the performance management system and how it was perceived by other individuals in my departed to help me to assess and collect feedback regarding every stage of the process.

Recommendations for Performance management at SNL

Achievable Goal and Objectives

Organization current goal and budget process does not incorporate individuals that perform these tasks. The goals and objectives proposed by the higher management need to be discussed with a sample of individuals to ensure the accuracy and transparency of goal setting process. Departments that underperform may continue to do, if the goals set remain too high, not incorporating the in-tangible or external factors that hinders the achievement of these goals and targets.

360-Feedback Process:

This is an effective feedback tool but it adds complexity at the same time. The tool may be limited to middle management to top management performance evaluation. Application at functional levels may have implication on individual relationships in future. It would impact the team collaboration culture. Self-evaluation, manager feedback and internal customer feedback will help to get the ultimate objective.

Feedback from internal customers/stakeholders must be about specific behaviors not on functional goals/objective. Similarly feedback to immediate line/manager/leader should cover only behaviors.

It is also observed that individuals with a stronger bonding may provide biased opinion about his co-worker leading to ineffective appraisal. This should be avoided by re-iteration of the

importance of providing accurate feedback and if possible noting critical incidents to ensure clarity and transparency.

Performance Evaluation Frequency

Critical positions performance evaluation frequency should not be less than quarterly, rest of organization can continue with bi-annually at least. In appraisal performance, only focus is on functional evaluation but not taking individual potential into account for future assignment/succession planning. An employee could be a high performer with latent potential but organization need to design his career development path not merely based on his performance but his overall potential as-well.

Learning Needs Identification:

Appraisal process helps organization to understand its learning needs and areas of improvement. All critical position require quarterly review to achieve organization goals in an effective way, a training calendar must be linked with tool. This will be used to identify and record training needs for the employee. Both supervisor/employee can identify and discuss on how the training would help him achieve his goals more effectively. These would also include employee identified areas, which may help is perform better in his current or future roles.

Training Appraiser

Although appraisal evaluation process SNL is adequate, there is a need to train appraisers on effectively preparing the final appraisal reports and conducting the appraisal reviews with help of multi-appraisal tools. Managers with less experience should be trained on how to effectively appraise and conduct the appraisal process. The right attitude during the appraisal process along with all the tools employed can be effective in employee motivation.

Balancing - Individual / Team vs. Departmental Outputs

SNL corrects the individual and team performances on the basis of overall departmental productivity. It may become a source of de-motivation for bright employees in those areas. Therefore, this aspect needs to be carefully balanced to cater for such issues. There is a need to identify strong performers, which should not be based on the overall departmental performance.

Development and Succession planning

The nature of the business demands a forecast of exceptional talent and loyal workforce. The current median age of employees also signals the stronger need for career development and

the need for future prospects. However, current process emphasis on the achievement of goals and does not incorporate the importance of employee development. This may lead to a knowledge gap or talent-loss with new competitors in to the local market. The organization needs to implement learning and development in its core values. These measures would ensure loyalty and ultimate success of the organization.

Learning and Development – a goal

The organization strives to ensure the employees learn and develop. However, these objectives remain alien to individuals that are focused on achievement of goals identified and they are appraised upon. These learning and development plans need to be incorporated into the goals of employee to ensure that the employee takes initiatives and stays motivated in achievement of these goals similar to his other goals. This will ensure the effectiveness of these learning and development initiatives.

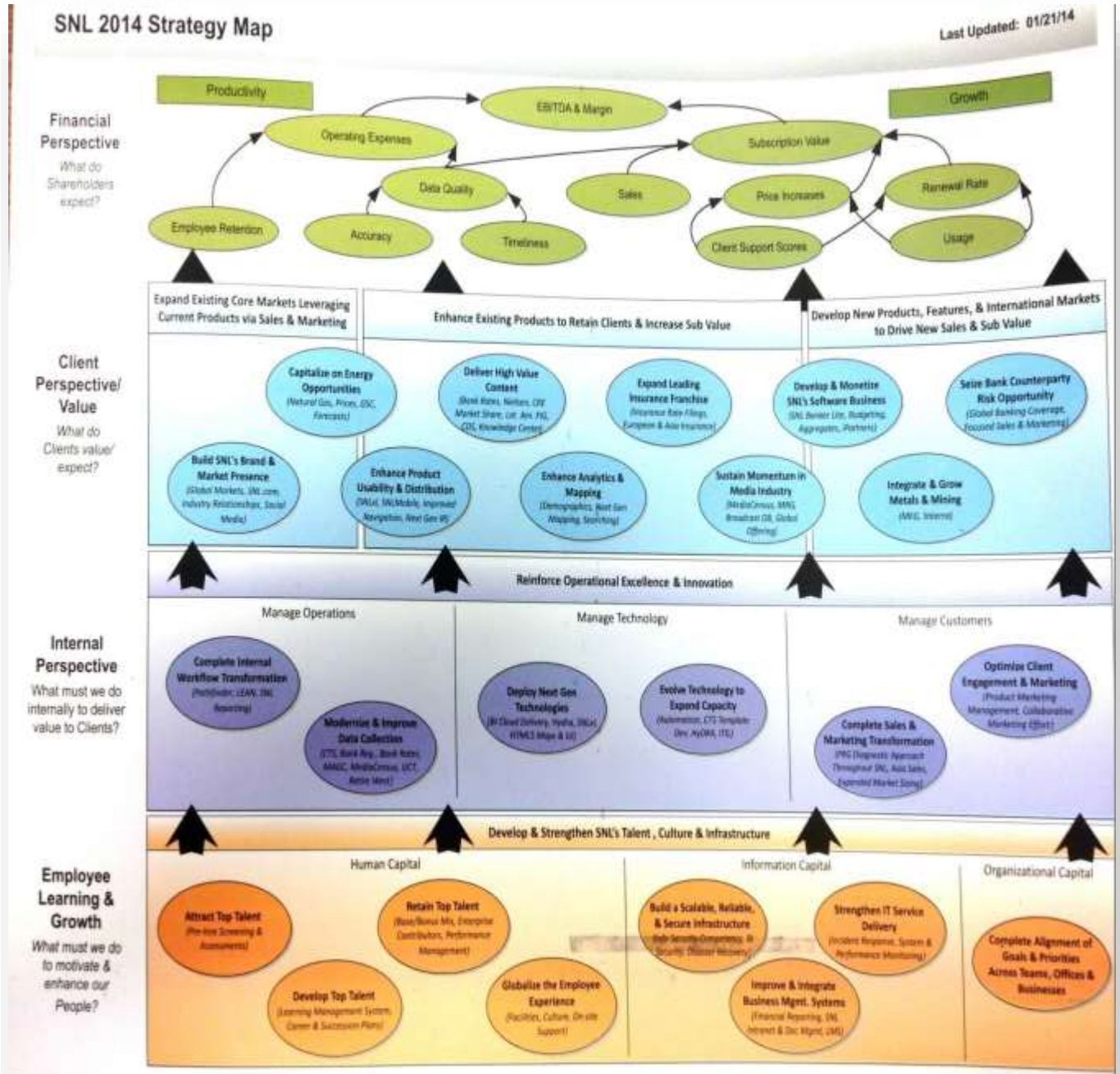
Manager Appraisal- Confidentiality

Currently, there is a need to better understand of the appraisal process in place. The employee needs to be well aware of how to effectively evaluate his/her manager. The process in place is may not be perceived as confidential and effective, to motivate employees to provide honest and accurate feedback regarding their managers. The process needs to be elaborated to each and every employee to help them regain their confidence in the tools employed.

Prior Performance - In Review

The process in place does not incorporate the evaluation of employee prior performance reviews. Although the tools employed allows the prior performance reviews to be accessed in a matter of seconds, the process in place does not highlight the need to review prior performance of poor performing individuals to identity external factors and areas that could be effecting the employees performance. This could help the managers detect reasons for poor performance and identify solutions.

Annex-A



Annex-B

Employee Overall Evaluation

Calculated Rating: 3.5
Rating: 3 - Strong
Comment:

Goals

FIG Editorial Team Goals

FIG Editorial Team Goals

Team Goals - 80%

- 15% increase in adjusted hits for US FIG Data Dispatches - 30%
- 30% increase in adjusted hits for EFIG Data Dispatches - 15%
- 200% increase in adjusted hits for AFIG Data Dispatches - 15%
- 18 errors maximum for Editorial team - 20%

Individual Goal: 20%

- Drive growth in adjusted hits from articles with headlines
- Minimize assignable errors
- Complete media/news requests as needed

Due Date: Dec 31, 2014 Status: In Progress Completion Date:

Weight: 100

Notes:

Manager Evaluation	Employee Evaluation
Rating: 3.0 - Strong	Rating: 3.5
Team goals: - 15% increase in adjusted hits for US FIG Data Dispatches - 3 - 30% increase in adjusted hits for EFIG Data Dispatches - 4 - 200% increase in adjusted hits for AFIG Data Dispatches - 3.5 - 18 errors maximum for Editorial team - 2	Team Goals For 2014, the FIG Editorial team was not able to meet its year-end goal for US FIG data dispatches and editorial errors. Objectives pertaining to EFIG and AFIG data dispatches were realized three months prior to the end of the year. From a total of 80%, we accomplished 30% worth of goals, this year.
Individual goals - 3 Weighted average: 3.03	Hits on US non Insurance articles went down to 10.3% from

Annex-C

SNL's 4-point rating scale

4 = Exceptional:

- Consistently delivered results and frequently surpassed aggressive and ambitious goals in comparison to peer group
- A minimal amount of direction/oversight was required to achieve result
- Demonstrated superior competency proficiency in most if not all areas in comparison to peers.

3 = Strong:

- Consistently delivered results and may have exceeded some targets required by the role and in comparison to peer group
- Required an appropriate amount of direction and oversight in order to achieve results
- Demonstrated strong competency proficiency in most areas in comparison to peers

2 = Inconsistent:

- Met results in some areas but did not consistently deliver results in line with expectations for the role and in comparison to peer group
- Competency proficiency may not be consistent in critical areas for the role or may fall below peers
- Required a higher than expected level of direction and oversight in order to achieve results

1 = Does Not Meet Expectations:





- Did not deliver results in-line with expectations
- Required a high level of direction in order to achieve results
- Behavior based competencies are not at the proficiency level required for the role

Annex-D

Get Feedback

22 items



	From	Feedback	Question	Date
Q.	 Zach Fox	Teamwork. Zuhab is always a pleasure to work with. He is always willing to help out with my numerous requests that fall outside of what our Research team is generally asked to do. He tackles these tasks with vigor even if he won't get a bonus or the piece. Further, he does the extra work accurately and promptly.	What competency do you think this person has the most strength in and why?	01/09/2016
Q.	 Robert Clark	Owenship. There have been times when perhaps Zuhab has taken on too many tasks, and some important projects, such as Top 50 books, get delayed. Timeliness is critical for some of these recurring articles that our clients expect each quarter. At times, Zuhab also makes a few too many careless mistakes. Planning ahead when you know you are going to be juggling several projects at once would help. Outlines might also contribute to writing stories quicker.	What competency do you think this person has the most room for improvement in and why?	01/08/2016
Q.	 Robert Clark	I would go with teamwork. Zuhab works on many different projects. He was the lead analyst on more DDs than any other team member. He also contributes with 1st reviews and media requests. Before his time work vacation in November, he put in long hours preparing charts and training Baz for future pulls. And when he came back, he wasted no time getting back into the mix. I think Zuhab's industry knowledge is vastly improved over the last couple of years. He has acquired extensive knowledge about TAMR, failed banks, branch and M&A data, as well as much of our data sets. He has also improved as a writer.	What competency do you think this person has the most strength in and why?	01/08/2016
Q.	 Dyer	He could probably work further on his leadership competency. He has the experience under his belt to step up as a leader and he just needs to motivate himself to rise to that position. He's done well at assisting newer members of the team and is always available for help. Given the opportunity and encouragement, I think he can significantly improve his leadership skills.	What competency do you think this person has the most room for improvement in and why?	01/07/2016