

Empowering staff to manage own skill development



The challenge: meeting development needs with a reliable process

Human resources within Commerzbank has become increasingly important with high professionalism and supreme customer orientation as key distinguishing features. A recent corporate survey at Commerzbank revealed an increasing demand from employees for empowerment and a clear culture of responsibility which allows managers and direct reports more autonomy to create efficient procedures.

The innovative and future thinking HR Development team wanted to meet this challenge by supporting a feedback and performance culture. This was to be based on providing managers with an instrument for regular potential assessment and career planning for their direct reports. The process needed to ensure that direct reports get feedback on their performance and potential regularly and that agreements on individual development plans are mutually confirmed.

Commerzbank at a glance

Commerzbank is a leading bank in Germany and Poland. It is also present worldwide in all major markets for its customers as a partner to the business world.

With the business areas Private Customers, Mittelstandsbank, Corporates & Markets and Central & Eastern Europe, it offers its private and corporate clients as well as institutional investors the banking and capital market services they need.

With some 1,200 branches Commerzbank has one of the densest branch networks among German private banks and is on its way to become a modern multichannel bank. In total, Commerzbank boasts nearly 15 million private customers, as well as 1 million business and corporate clients. In 2013, it generated revenues of more than EUR 9 billion with approximately 54,000 employees on average.

The solution: design and implementation of a workflow integrating Online Assessment tools

Initially, together with the Commerzbank team, cut-e designed and developed assessment tools for regular appraisals. Based on these tools, the workflow around them and the information generated, cut-e designed and implemented a highly integrated online skill management system that is completely embedded into the existing SAP HR-platform.

Key features of this interactive online system are an automated workflow with adaptive assessment tools for performance and potential evaluations, a self-service 360° feedback system and online measurement tools for continuous stock taking of in-house skills.

360°-Feedback-Portal **COMMERZBANK**

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Below you will find statements which have been derived from the requirements made in the competence model. Please now give feedback on the basis of these statements. Kindly use the following rating scale for your appraisal:

- 1: Agree completely
- 2: Agree
- 3: Agree somewhat
- 4: Neither agree nor disagree
- 5: Disagree somewhat
- 6: Disagree
- 7: Disagree completely
- 8: Cannot say

Please appraise on the basis of these statements.

5. Perspective skills

Statement	Neither agree nor disagree							Cannot say
	Agree completely	Agree	Agree somewhat	Disagree somewhat	Disagree	Disagree completely		
	1	2	3	4	5	6	7	
5.1. Argues in an understandable way and supports ideas for the target group.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.2. Has a positive and authentic influence on others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.3. Convinces and inspires others to calculate in plans and ideas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5.4. Can explain the advantages of projects convincingly and soundly, even to critical audiences.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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switches without saving changes to previous page | saves and switches to the overview of your feedback | saves and switches to next page

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Feedback overview for

Dear Mr.:

On this page you have listed for you all feedback recipients to whom you have feedback. To provide your feedback, please click the names in the feedback recipients table. The questionnaire will open and you can begin processing it.

In the additional feedback aspects group the symbol "Recycle bin" enables you to designate feedback recipients to whom you do not wish to provide feedback.

If you have already entered a feedback in your profile for the right of any time. To do so, please click the button "Feedback feedback submit" at the end of the page and add the feedback recipient to your overview again.

Please remember to save and recheck the questionnaire on the next page after your appraisal. The status of processing will then be displayed as "Completed" in your overview.

Thank you very much for taking part.

Your 360° Feedback team
 Mary, Ulrike, Rebecca, Tobias, Ma, Susann

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Name	Status
	in progress

My self assessment | Feedback of 1 completed | My own aspects

Name	Status
	in progress
	open

Screenshots 360°

The outcome: improved performance and employees satisfaction ratings

The integrated skill management system allows an efficient annual completion of the individual appraisals and development planning. The online assessment of existing skill levels are aggregated and used by management to continuously have a precise overview of the existing in-house skills sets.

At the same time, the self-service online skill assessments are used by staff for their personal skill assessment and then career planning. Several indicators show that since launch of the integrated skill management system performance ratings and employee satisfaction has decidedly improved.



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