

Q & A?

What is the current position & CEO of Morgan Stanley and how you will be facing the pandemic?

How a bank is prepared for the pandemic and how it is recovering from it?

The Financial Institutions Performance Evaluation Process at Morgan Stanley

- What
- Where
- When
- How
- Why
- Who

Morgan Stanley

Financial Services Corporation

Headquartered in New York City

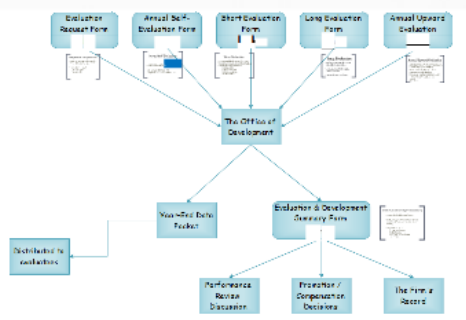
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10000 LBJ Freeway, Suite 1000, Dallas, TX 75240

Procedures

Procedures are the set of instructions that describe how to perform a task or process. They are essential for ensuring consistency, efficiency, and quality in an organization's operations.

- Define the purpose and objectives of the procedure.
- Identify the roles and responsibilities of the participants.
- Outline the steps to be followed, including any necessary resources and tools.
- Review and update procedures regularly to reflect changes in the organization's needs and environment.



Old System	New System
Methods	to collect forms
collected	each component is collected separately
Method information	generalization of data
As a large and complex meeting for all services	Services and objectives are defined

Challenges & Problems

- Questionable precision & objectiveness
- Scarcely number allowed people discuss the qualitative information in the written comments
- Yours reflection
- Data used for comparison in developmental discussions is disorganized
- How to weight the criteria and the impact?

Suggestions

- Provide training courses
- Design into a different forms for each kind of discussions (Performance & Compensation)
- All forms should be done on computers

Conclusion

- Single and unique self-assessment reflects various from those other people's feedback
- A current response to the system's feedback history of the process, not a program of the worker's learning history

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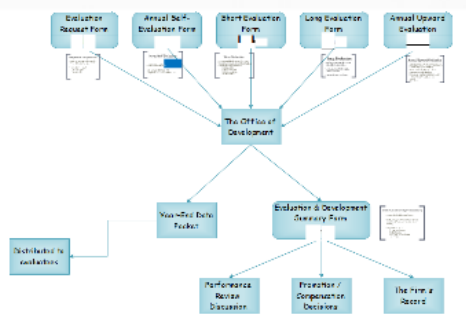
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Procedures

Procedures are the set of instructions that describe how to perform a task or process. They are essential for ensuring consistency, efficiency, and quality in an organization's operations.

- Define the purpose and scope of the procedure.
- Identify the roles and responsibilities involved.
- Outline the steps to be followed, including any decision points.
- Obtain approval from the relevant stakeholders.
- Communicate the procedure to all relevant parties.
- Monitor and evaluate the effectiveness of the procedure.



Old System	New System
Methods	to collect forms
collected	each component is collected separately
Method information	generalization of data
As a large and complex meeting for all sessions	Separate and independent sessions

Challenges & Problems

- Questionable precision & objectiveness
- Scarcity number allowed people discuss the qualitative information in the written comments
- Time-consuming
- Data used for comparison in developmental discussions is disorganized
- How to weight the criteria and the impact?

Suggestions

- Provide training courses
- Design into a different forms for each kind of discussions (Performance & Competence)
- All forms should be done on computers

Conclusion

- Single and unique self-assessment reflects various from those other people feedback
- A current impact to the system? Find responsibility of the process, not improvement of the worker? Encourage Director

The Firmwide 360 degree Performance Evaluation Process at Morgan Stanley



Helen Vicky
Genna Gary
Wendy Ronaldo
Hilda Claire
Hoay Sally
Andrew

Morgan Stanley

- Multinational financial services corporation
- Founded in Sep. 5th, 1935
- Vision: transform work environment that could best suited team work and also promotes innovation



promotes innovation

John Mack
Chairman and CEO, 2005 - 2010

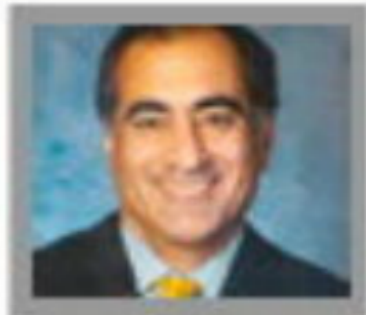


Richard Fisher
Chairman, 1991-1997

1990



2000



James Gorman
Chairman and CEO, 2010 – Present*

2010

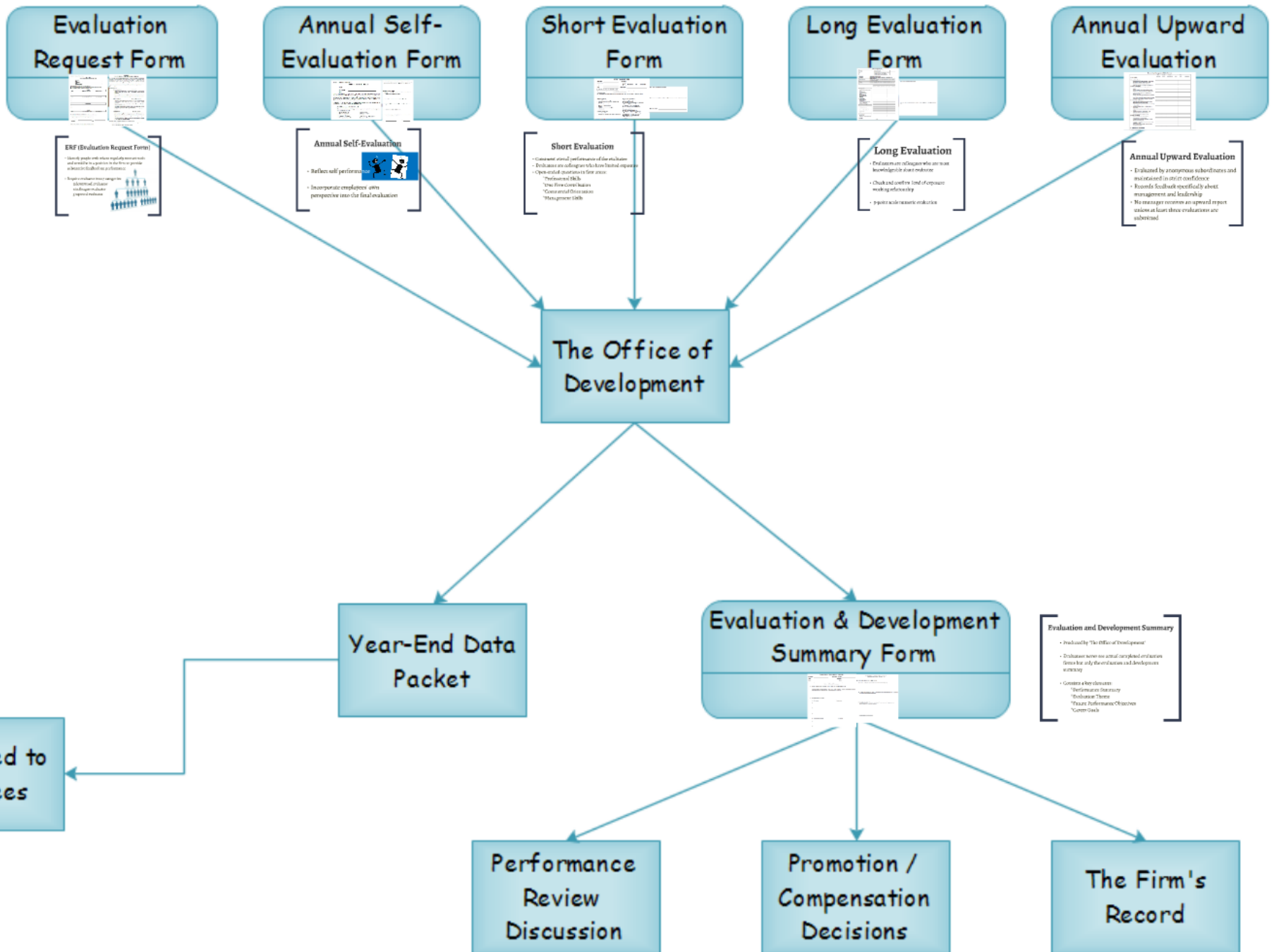


2010

Procedures

- Provide with quality performance feedback from peers, subordinates, internal clients and superiors
- 6 forms in whole process and be collected, completed then processed into a year-end data packet:
 - 1) Evaluation Request Form
 - 2) Annual Self-Evaluation
 - 3) Short Evaluation Form
 - 4) Long Evaluation Form
 - 5) Annual Upward Evaluation Form
 - 6) Evaluation and Development Summary Form





ERF (Evaluation Request Form)

- Identify people with whom regularly interact with and would be in a position in the firm to provide substantive feedback on performance
- Require evaluator into 3 categories:
 - 1) downward evaluator
 - 2) colleague evaluator
 - 3) upward evaluator

