



VirtualACTM

Participant Feedback Report for
Peet Vorster

Date completed: **04 May 2020**

Exercise name: **Regal Bank plc (UK)**

Confidentiality Statement

This report is confidential. The content of this report should only be read by individuals who have approved access.



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1. Introduction

1.1 Objectives

This report relates to the Virtual Assessment you completed and summarises your performance on the exercise.

1.2 Competencies

You were measured against each of these competencies in the Virtual Assessment.

Competency	Definition
Planning & Organising	Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.
Delegation	Effective allocation of decision making and other responsibilities to the appropriate person, inside or outside the team.
Judgement	Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.
Problem Analysis	Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.
Decisiveness	Readiness to make decisions, state opinions, take action or commit oneself.
Written Communication	Ability to express ideas clearly in writing, in good grammatical form, in such a way as to be clearly understood.
Interpersonal Sensitivity	Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').
Initiative	Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.

1.3 About the Exercise

You were provided with a series of emails presenting a number of issues. You were asked to respond to each issue with any actions or recommendations you would take to deal with the situation.

1.4 Rating Scale

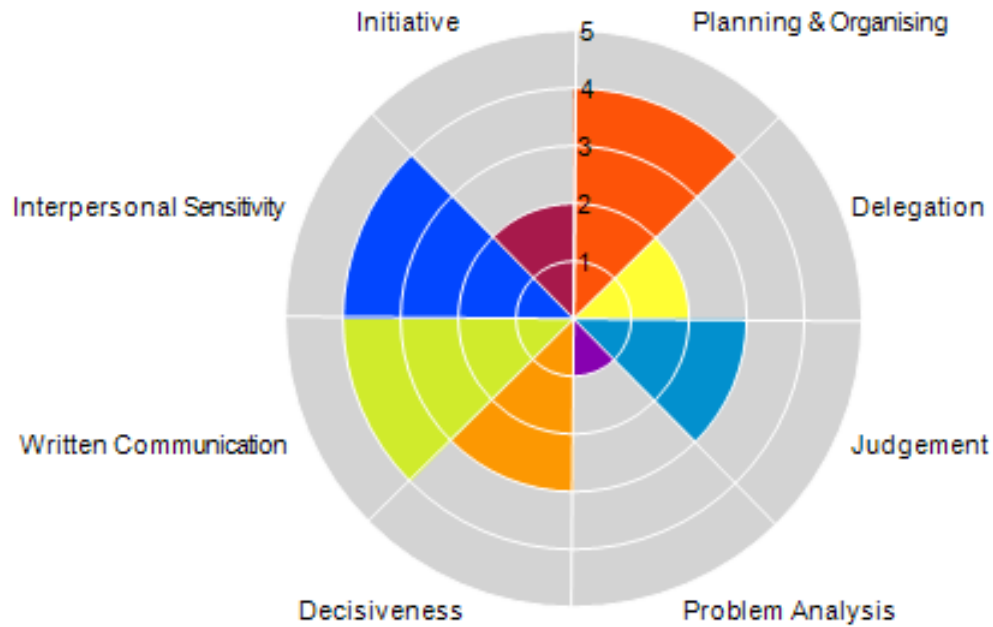
Your performance on each of the competencies measured in the Virtual Assessment was assessed based on the rating scale below:

Rating	Description
1	Significant Development Needed
2	Development Need
3	Effective
4	Strength
5	Significant Strength

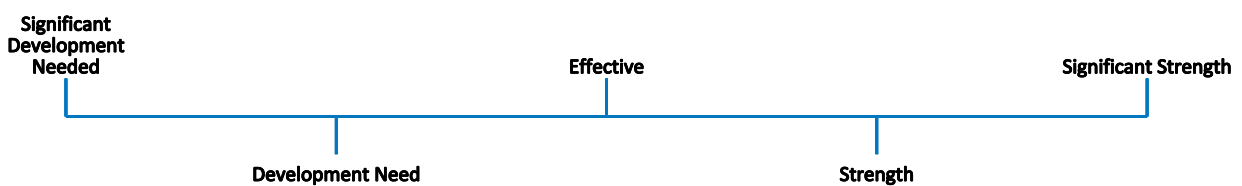
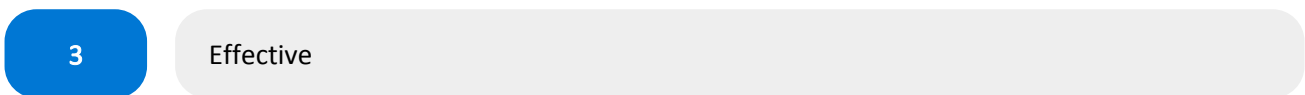
2. Overview of Performance

2.1 Your Performance by Competency

The graph below represents your performance against each of the competencies measured during the Virtual Assessment.



2.2 Overall Exercise Score



2.3 Key Strengths and Development Areas

Strengths:

- Planning and organising
- Delegation
- Judgement
- Decisiveness
- Written communication
- Interpersonal sensitivity

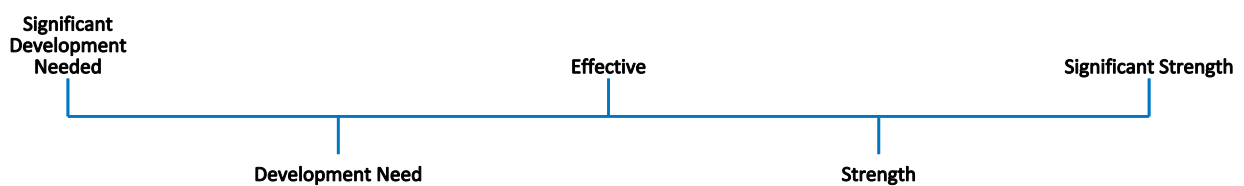
Development Areas:

- Problem analysis
- Initiative

2.4 Overall Exercise Comments

A summary of your overall performance on the exercise is provided below.

Overall, the candidate displayed effective judgement and decisiveness. He also communicated well and showed good interpersonal sensitivity.



3. Performance on Individual Competencies

3.1 Planning & Organising

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

Overall Competency Comments

The following positive behaviours were demonstrated:

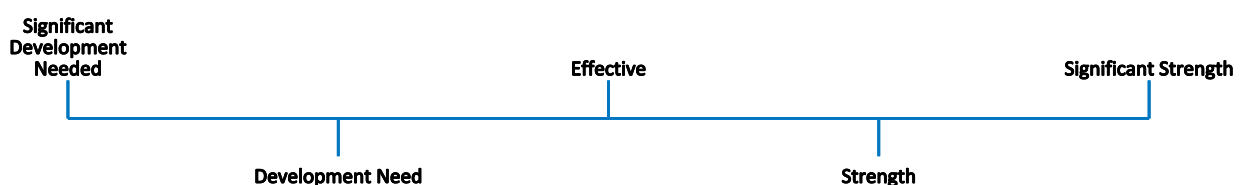
- The Participant, in responding to the '60th Birthday Party' email, notes the urgency if something is to be arranged and asks Helena Stampfer to explore possibilities, or seek suggestions from fellow Managers.
- The Participant, in responding to the 'Complaint of Sexual Harassment' email, asks Helena Stampfer to arrange an appointment with Bryan Gosling about the complaint as early as possible upon his/her return (preferably early on 28th).
- When tackling the 'Complaint of Sexual Harassment' email the Participant notifies Giovanna Cruz that he/she intends speaking to Bryan Gosling.
- When handling the 'RE: Service From Regal Bank' email the Participant asks someone (probably Giovanna Cruz) to contact Peter about his complaint first thing on Monday with an apology and a promise to respond to his query immediately.

The following positive behaviours were partially demonstrated:

- The Participant, in tackling the 'FW: Investment Account University Funds' email, notes the clash with the Branch Accountant interviews and either seeks to rearrange or delegates to an Assistant Manager.
- When handling the Inbox the Participant deals with all of the high priority items.
- When handling the 'Welcome' email the Participant uses the calendar to plan/note meetings.
- When tackling the 'FW: Branch Internal Audit' email the Participant asks Helena Stampfer to confirm that all interviewees are still available as planned.
- The Participant, in responding to the 'Complaint of Sexual Harassment' email, asks Giovanna Cruz to inform Clare Cook that he/she intends to speak to Bryan Gosling about the complaint and asks her to take no action until that meeting.
- The Participant, in tackling the 'FW: Investment Account University Funds' email, asks Helena Stampfer to confirm whatever action is taken.
- The Participant, in tackling the 'Welcome' email, emails Helena Stampfer to organise the necessary actions.

The following positive behaviours were not demonstrated:

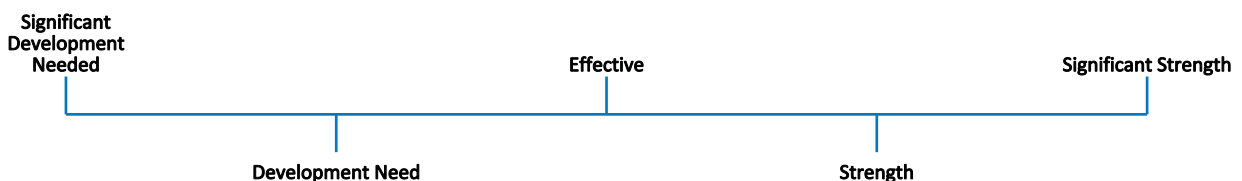
- When handling the 'Thames Valley Branch Manager Meeting' email the Participant asks Helena Stampfer to contact Gabriel Smith to see if he wants a deputy to attend in his/her place.



- When handling the 'FW: Branch Internal Audit' email the Participant notes that the date clashes with the Chamber of Commerce speech and the need to reschedule Stephanie Vorm’s appointment for later in the day, if she has been asked to make the Speech.
- When handling the 'Branch Training Needs' email the Participant arranges for views to be collected or schedules a meeting to ensure a response is possible by the deadline date of 30 September.
- When dealing with the 'ATM Delivery for Branch Refurbishment Programme' email the Participant suggests a solution is found to ensure customers have access to the building and their inconvenience is minimised.
- The Participant, in responding to the 'Interviews for Branch Accountant' email, asks Helena Stampfer to get an updated copy of Fatima Hassan's job description from Fatima, and send to Penny Scott as requested, as soon as possible.
- When tackling the 'Interviews for Branch Accountant' email, the Participant arranges a brief meeting to discuss the job role with Fatima Hassan beforehand.
- When responding to the 'ATM Delivery for Branch Refurbishment Programme' email the Participant asks Helena Stampfer to check that delivery is still going ahead as planned, given Marco Kalinski's comments about supplier's unreliability.
- When responding to the 'FW: Branch Internal Audit' email the Participant asks Helena Stampfer to ensure that everyone is informed of the branch internal audit visit and that everything is ready.
- The Participant, in dealing with the 'Chamber of Commerce Lunch' email, asks Stephanie Vorm if she can deputise to deliver the speech.
- The Participant, in dealing with the 'Chamber of Commerce Lunch' email, notes the clash with the Branch Accountant Interviews.
- The Participant, in responding to the 'Interviews for Branch Accountant' email, asks Helena Stampfer to check with Fatima Hassan to see if she might be able to deputise at the interviews.

4

Strength



3.2 Delegation

Effective allocation of decision making and other responsibilities to the appropriate person, inside or outside the team.

Overall Competency Comments

The following positive behaviours were demonstrated:

- When responding to the 'RE: Service From Regal Bank' email the Participant asks for feedback on actions taken and the outcome.

The following positive behaviours were partially demonstrated:

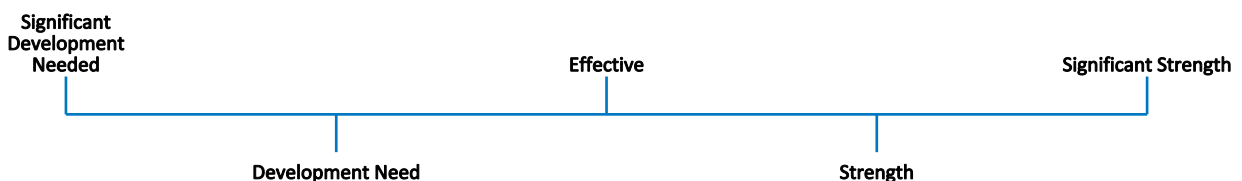
- The Participant, in responding to the 'FW: Complaint of repetitive strain injury' email, asks Bryan Gosling to monitor things and to keep Gabriel Smith informed until his/her return from holiday.
- When dealing with the 'Cashier Reconciliations' email the Participant asks Fatima Hassan to keep him/her informed of developments.
- When handling the 'RE: Service From Regal Bank' email the Participant asks one of the Assistant Managers to take responsibility for handling the situation.
- When tackling the '60th Birthday Party' email the Participant asks Helena Stampfer to start a collection as suggested.

The following positive behaviours were not demonstrated:

- When dealing with the 'Chamber of Commerce Lunch' email the Participant could delegate the matter to Stephanie Vorm.
- When responding to the 'Branch Training Needs' email the Participant delegates to an Assistant Manager or deputy to action.
- The Participant, in dealing with the 'Thames Valley Branch Manager Meeting' email, explores the availability of a suitable deputy (Fatima Hassan, Marco Kalinski, or another Assistant Manager) to attend the meeting and ensures they are properly briefed.

2

Development Need



3.3 Judgement

Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.

Overall Competency Comments

The following positive behaviours were demonstrated:

- The Participant, in dealing with the 'RE: Service From Regal Bank' email, recognises the seriousness of the situation and the potential loss of a major customer.
- The Participant, in handling the 'Complaint of Sexual Harassment' email, ensures that confidentiality is maintained amongst those who are involved in the complaint.
- The Participant, in responding to the 'RE: Service From Regal Bank' email, insists on Peter Kimble receiving priority action.
- The Participant, in dealing with the 'FW: Investment Account University Funds' email, recognises the importance of this business opportunity and stresses this to the delegatee, or tries to arrange to see Professor Garcia at another time, but without delaying it for too long.
- The Participant, in responding to the 'Complaint of Sexual Harassment' email, informs Gabriel Smith of the situation, stressing that it is an unsubstantiated accusation at this stage and Bryan Gosling has yet to give his version of events.

The following positive behaviours were partially demonstrated:

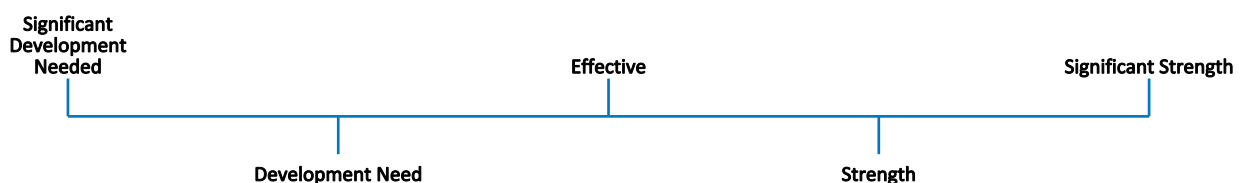
- When dealing with the 'FW: Complaint of repetitive strain injury' email the Participant ensures that Gabriel Smith is kept informed.
- The Participant, in dealing with the 'Chamber of Commerce Lunch' email, informs the Chamber of Commerce that John Bennett cannot make the speech and offers Stephanie Vorm or himself/herself as alternatives accordingly.

The following positive behaviours were not demonstrated:

- The Participant, in dealing with the 'FW: Complaint of repetitive strain injury' email, asks Bryan Gosling to discretely check with other staff how long this has been going on, and if anyone else has shown the symptoms.

3

Effective



3.4 Problem Analysis

Effectiveness in identifying problems, seeking pertinent data, recognising important information and identifying possible causes of problems.

Overall Competency Comments

The following positive behaviours were demonstrated:

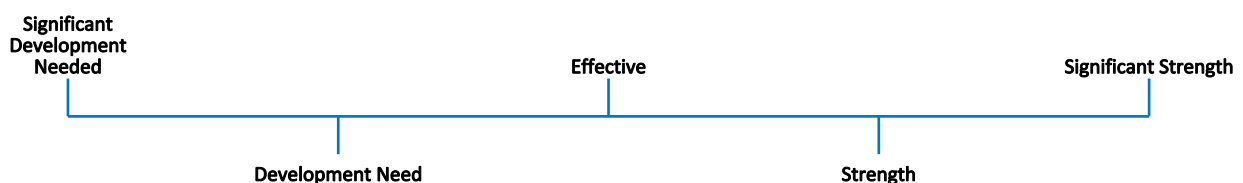
- The Participant, in responding to the 'Cashier Reconciliations' email, arranges an urgent meeting with Fatima Hassan to examine Cashiers' reconciliation.
- The Participant, in responding to the 'RE: Service From Regal Bank' email, notes the links with the training needs for Cashiers in email 'Branch Training Needs', and email 'Customer Service Survey', and calls for further investigation.

The following positive behaviours were not demonstrated:

- The Participant, in responding to the 'FW: Complaint of repetitive strain injury' email, seeks to investigate with HR at Head Office, if this has occurred at any other Branches.
- The Participant, in handling the 'Complaint of Sexual Harassment' email, asks Helena Stampfer to obtain Bryan Gosling's Personnel file.
- The Participant, in responding to the 'Cashier Reconciliations' email, links this email to the email 'Branch Internal Audit', and attempts to find out if the Cashier problem will be sorted out in time for the Auditor's visit.

1

Significant Development Needed



3.5 Decisiveness

Readiness to make decisions, state opinions, take action or commit oneself.

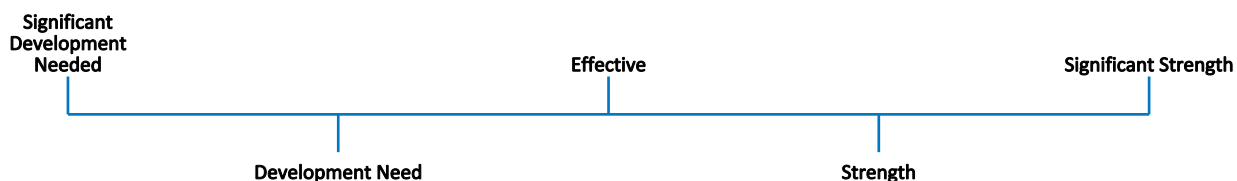
Overall Competency Comments

The following positive behaviours were demonstrated:

- When handling the 'FW: Investment Account University Funds' email the Participant decides one way or the other.
- The Participant, in dealing with the 'Complaint of Sexual Harassment' email, takes a decision, even if it is wrong, or decides to gather more information.
- The Participant, in tackling the 'Chamber of Commerce Lunch' email, does not delay the matter or ignore it.

3

Effective



3.6 Written Communication

Ability to express ideas clearly in writing, in good grammatical form, in such a way as to be clearly understood.

Overall Competency Comments

The following positive behaviours were demonstrated:

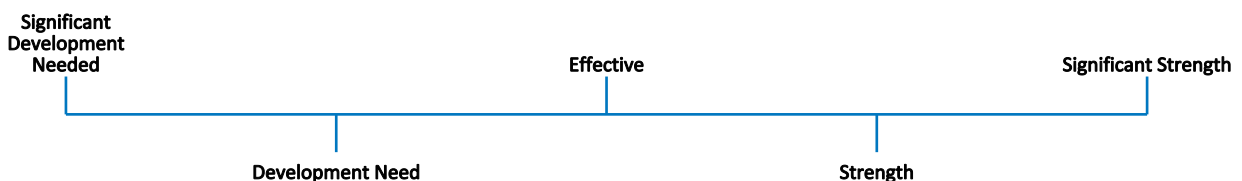
- The Participant, in dealing with the 'Complaint of Sexual Harassment' email, given the sensitivity of this item, ensures the tone and style of any communications with people is appropriate.
- When responding to the 'Welcome' email the Participant's reply to Helena Stampfer is clearly written so Helen knows what she needs to do.
- When tackling the 'RE: Service From Regal Bank' email the Participant writes a carefully worded apology to Peter Kimble.

The following positive behaviours were partially demonstrated:

- The Participant, in tackling the Inbox sends introductory emails to staff which are clearly written (this relates to any communications that the Participant has initiated, rather than those that relate to specific terms).
- The Participant's tone/style of communication to the Chamber of Commerce, in responding to the 'Chamber of Commerce Lunch' email, is appropriate.

4

Strength



3.7 Interpersonal Sensitivity

Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').

Overall Competency Comments

The following positive behaviours were demonstrated:

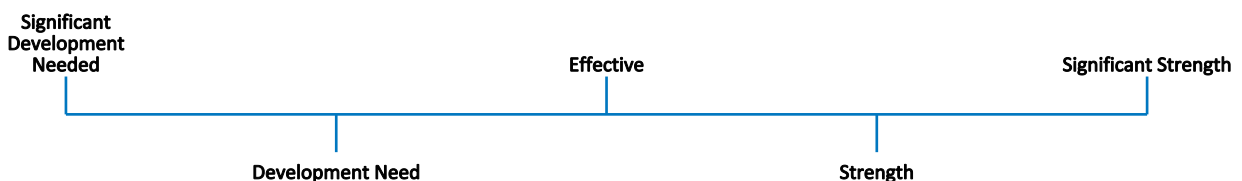
- When handling the 'Welcome' email the Participant thanks Helena Stampfer for organising the information and dealing with things in his/her absence.
- When handling the 'Complaint of Sexual Harassment' email the Participant recognises the need to handle this situation with sensitivity, for all concerned but particularly Clare Cook and Bryan Gosling.
- When handling the '60th Birthday Party' email the Participant's actions suggest he/she sees this as an important day for Fatima Hassan.
- The Participant, in responding to the 'Complaint of Sexual Harassment' email, recognises the need to respond to Clare Cook but also to hear Bryan Gosling's side of the story.

The following positive behaviours were not demonstrated:

- When dealing with the 'Chamber of Commerce Lunch' email the Participant offers to assist or support the Chamber of Commerce in any way possible including finding a replacement speaker.

4

Strength



3.8 Initiative

Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.

Overall Competency Comments

The following positive behaviours were partially demonstrated:

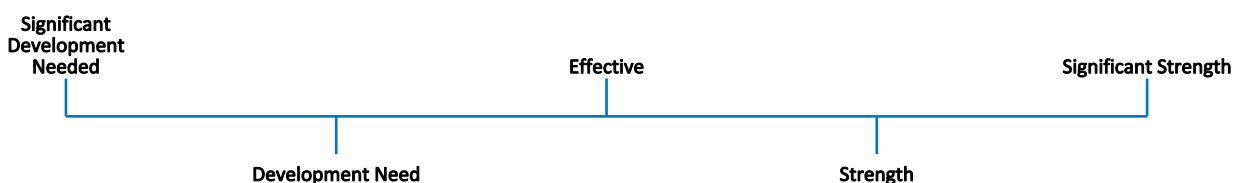
- When tackling the 'Cashier Reconciliations' email the Participant makes a note to check up on 28th September on the ATM problem and find out what caused it.
- The Participant, in tackling the 'Cashier Reconciliations' email, initiates an investigation into the causes of the Cashier reconciliation problem.
- The Participant, in responding to the Inbox, calls his/her own team meeting for when he/she returns, so as to get to know the Team.

The following positive behaviours were not demonstrated:

- When responding to the 'Interviews for Branch Accountant' email the Participant tries to find out more information.
- The Participant, in tackling the Inbox, appoints a deputy (perhaps Geoff Edmunds or Mark Kalinski).
- When tackling the 'Interviews for Branch Accountant' email the Participant enquires under the circumstances, if Fatima Hassan might be able to attend the interviews in his/her place.
- When tackling the 'Customer Service Survey' email the Participant sets up a meeting to discuss the results with staff in the three areas.
- The Participant in dealing with the 'Branch Statistics' email seeks to find out information about the significant increase in outstanding debts.
- The Participant, in responding to the 'FW: Investment Account University Funds' email, takes action to establish if Principal University is already a customer, or if any other Colleges use Regal Bank plc for similar purposes and could act as a reference.
- The Participant, in responding to the 'Customer Service Survey' email, responds promptly to Colin Dale.
- When dealing with the 'Branch Statistics' email the Participant takes action based on the figures they have seen.
- When responding to the 'Branch Statistics' email the Participant attempts to find out what the projection for the next month's debtors figures are likely to be.
- When responding to the 'ATM Delivery for Branch Refurbishment Programme' email the Participant attempts to find out the extent of Giovanna Cruz's and Marco Kalinski's involvement in the issue and delegates the matter to one of them to ensure everything goes smoothly.

2

Development Need



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