**Andrae Cornett**

**Review notes**

Results-orientation: Needs Improvement

* Unable to juggle workload/multi-task/redirect efforts, while meeting own commitments
* Doesn’t anticipate next steps and is unable to plan for assigned tasks or clear potential obstacles in advance
* Unable to contribute at the department level without sacrificing own commitments
* When he is engaged, he takes full ownership over accounts and funds. However, that is not all the time and work tends to fall on other accountants and his managers
* Not meeting some sr accountant competencies
  + Does not always proactively reach out/escalate well in advance if deadlines are in jeopardy

Business / Functional Expertise: Fully Meets expectations (should discuss improvements below)?

* Doesn’t understand consequences and impact of his actions / work – downstream affect
* Not receptive / interested in the bigger picture / process

Influence: Fully Meets Expectations

* Works well with deal teams and other groups within Oaktree
* Communicates clearly to deal team
* Understands and leverages Oaktree structure and relationships

Collaboration: Needs Improvement

* Does not get involved in efforts that benefit whole dept (i.e., projects, tools, initiatives)
* Doesn’t share best practices with other team members. Only focuses on his own work and deliverables
* Doesn’t meet the competencies of an accountant or sr fund accountant
  + Not an active participant in team projects
  + Doesn’t display flexibility beyond specific routine tasks. If something outside the scope of his day-to-day work is assigned it causes every other deadline to fall through the cracks.
  + Doesn’t volunteer to work on group projects or initiatives

Forthrightness: Needs Improvement (all these competencies are for an administrator / accountant)

* Doesn’t demonstrate accountability
* Needs to learn to take responsibility for own actions, decisions results and mistakes

Development-focus: Needs Improvement

* Doesn’t go out of his way to help / mentor new hires and more junior staff. Only focuses on his own development
* Not proactive in developing technical and managerial skills. Just wants to get his work done and doesn’t focus on the bigger picture and how it will benefit not only himself but the team
* Does not accept constructive criticism without getting defensive

Keys areas for Development and Improvement:

We held a formal meeting with Andrae back in \_\_\_\_, in an effort to provide him with real-time feedback. As such, we used this as an opportunity to review his workload with him, answer questions, provide feedback for better time management and addressed areas for improvement. Since then we have also shifted work to other accountants and third parties, which should have alleviated some of his stress and frustrations. In addition, we have asked other accountants in the group to take on some of his other deliverables (i.e., cash and holdings) so that he could manage his time more efficiently. Although Andrae has made some efforts and his attitude has improved since our meeting, it is important to reiterate the following continued gaps between performance and expectations.

(Need to discuss examples)

Taking accountability for deliverables

Slow response times on time-sensitive assignments

Taking initiative and being proactive without waiting for instructions or guidance

Excessive tardiness

Collaboration with other staff / managers

In order to meet the expectations we set forth for all accountants, Andrae should become more engaged with the overall business objective of the group. As such, he needs to share in the efforts of his colleagues and balance department projects and ad hoc requests with his day-to-day deadlines. As a result of the changes within the Firm, we have seen increased reporting and accelerated deadlines. With these changes, we need to be able to rely on Andrae to balance the workload amongst the team, and ensure that work is being completed both accurately and efficiently. We have not always been able to rely on Andrae’s willingness and/or ability to perform according to the responsibilities of his position. However, we have continued to work with Andrae to help him improve his time management skills and maintain a positive attitude. As mentioned in previous performance discussions, Andrae should be more pro-active and take extra initiative to plan ahead so that all deliverables get completed in a timely manner. At his level, this includes keeping his own internal deadlines. In addition, on days where Andrae arrives late, which is now more frequent, he should assess what needs to be done to make up for lost time. We do not regulate the hours accountants are at their desk. However, our expectation of Andrae as an accounting manager is for his work to be completed accurately, reviewed carefully for errors and that he submits to his manager within the agreed upon timeframe. We have continued to be very flexible with Andrae and have worked with him to help juggle the workload on his plate. We have helped him to create to-do lists and have mapped out a process for him to follow in order to efficiently complete his workload. Even with this guidance, he continues to operate below our expectations and deliverables have to be tracked down managers and are consistently late for review.