

5 Minute Meter Productions

Script:
Performance Management and Appraisal (Chapter 11)
BuyCostumes.com

Version: Final

Prepared by:
Amy Lillard
7/2/07



Amy Lillard
Independent Writer

701 W. Buckingham Pl. #209 • Chicago, IL 60657
Ph: 312-543-3264 • F: 312-276-8417
amy@amylillard.com • www.amylillard.com

<u>SCENE/MUSIC</u>	<u>NARRATION</u>
<p>Fade up on the BuyCostumes.com website. As the narrator introduces the company, we move to footage of individual employees as they work.</p>	<p>BuyCostumes.com is a unique company experiencing astounding success. Focused primarily on one season and holiday for a year's worth of success, this company must depend on its employees to perform and deliver year round. This requires some long-range thinking, but also the ability to handle the challenges of planning, processing, and shipping a year's business in a painfully short time period. In this corporate machine, employees aren't faceless cogs. Rather, they are truly the reason BuyCostumes.com is one of the fastest growing apparel companies online.</p>
<p>Footage of trick-or-treaters in Halloween costumes.</p>	<p>The company's mission is simple. They seek to provide a "better way to buy costumes" for the legions of kids and adults who dress up for Halloween. But it doesn't stop there –</p>

<p>Cut to other seasonal costumes</p>	<p>BuyCostumes.com also offers costumes for an increasing number of occasions, including Christmas, Easter, and other key holidays. The company makes a promise to its customers as they navigate the site and purchase costumes online. BuyCostumes.com pledges to deliver the largest selection, the lowest prices, the best customer service, and the most flexible return policy. It's this promise that drives the company's success. And it's this promise that depends on every employee to deliver.</p>
<p>BC Official on camera. Use sales charts showing company growth for cutaways.</p>	<p>- Discussion on key strategic objectives for the company, and how they translate to every employee: High expectations down the line drive performance, and thus drive the company's rapid growth and financial success.</p>
<p>Footage of employees working, both in the warehouse and in office setting.</p>	<p>When employees have high</p>

	<p>expectations and clear duties that must be achieved to drive company success, evaluation becomes crucial. Feedback on how employees are doing at their job, and how it affects company performance, is necessary for everyone involved.</p>
<p>BC Official Footage of company objectives (signs, memos)</p>	<p>- Discussion about BC transforming big company objectives to group and individual duties: How does BC measure individual job performance in this e-business environment? Is it different from a brick-and-mortar business?</p>
<p>Footage of evaluation questionnaires.</p>	<p>Companies have many methods of appraisal available for their use. Employees can be evaluated against quantitative standards, such as how many costume orders they processed in a week or month's time. They can be evaluated based on qualitative measures, rated on subjective items</p>

	like leadership ability, communication skills, and initiative. Usually, effective appraisal involves a combination of both measures, taken through a series of questionnaires, in-person performance reviews, and other rating methods.
Footage of one on one meeting (simulating performance review)	Performance Appraisal works effectively when given with feedback, and with rewards or discipline for consequences. Employees may receive pay raises or promotions for excellent performance. They can also receive career training and development, in the form of classes, career planning seminars, and more.
BC Official on camera.	<ul style="list-style-type: none">- Discussion on BC's specific appraisal methods: How did they find the most effective means of evaluating their employees?What are some results (individual and company)
Footage of calendar counting down to Halloween season. Additional footage	BuyCostume.com's unique schedule

of costumes.	poses special challenges for performance appraisal. Since most of the business for the company occurs in the six weeks prior to Halloween, performance must be measured differently throughout the year. That means changing standards for separate seasons, and even distinctly different job duties over the year. The stakes are high. With only one chance to get things right for the season, and the majority of the year's business, the company is dependant on employees delivering at the right time and the right level.
BC Official on camera. Footage of group discussion.	- Discussion on how employees are encouraged to bring their A-game: Through an environment that appraises effectively, they provide a supportive and encouraging place to work.
Website again.	Their growing success means BuyCostumes.com will have continued

	<p>opportunity to exceed customer expectations. And it's all due to their employees.</p>
<p>BC Official on camera.</p>	<p>Discussion: By managing and appraising performance in an effective way, BuyCostumes.com can successfully deliver on its promise to customers, and enjoy the process.</p>
<p>Fade out with happy employees [perhaps in costume]</p>	<p>When performance management is used effectively, as BuyCostumes.com has discovered, employees are truly developed as company resources. They power their phenomenal success, and will continue to drive future growth.</p>