

Enhancing Employee Engagement Through Social Networks



Social Media Congress 2011

19 October 2011

Grand Hyatt, Singapore

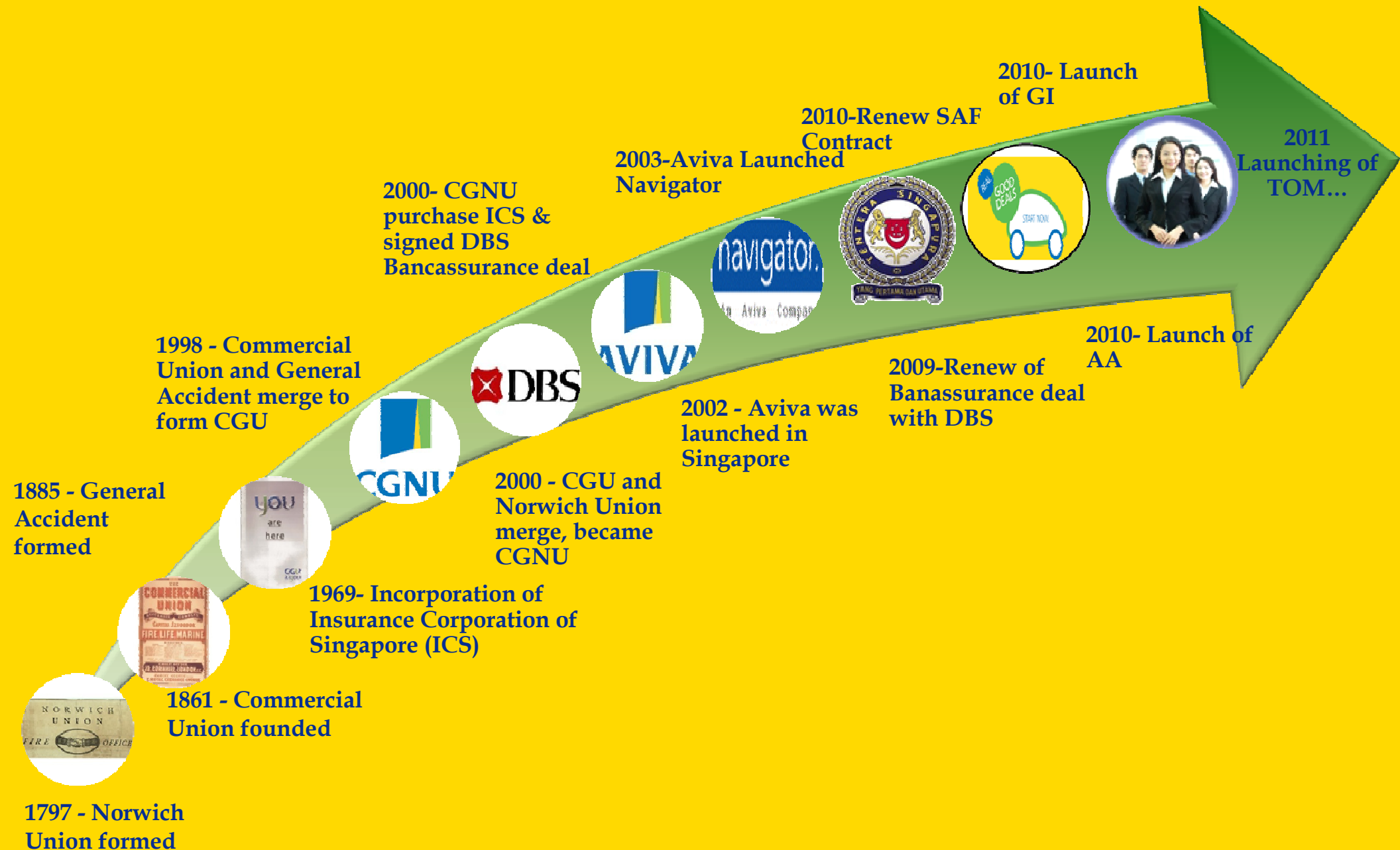
Tony Tan

**Human Resources
Director**

AVIVA LTD

Power *Ahead* with Aviva

HISTORY OF AVIVA



MY PURPOSE TODAY



- To explain why we need to embrace social media
- To share the benefits of embracing social networks to engage your employees.
- To disturb with some thoughts on the impact of resisting social media
- To caution with care on the use of social networks
- To share how Aviva does it.

MAKING A DIFFERENCE



- “I think many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company’s existence, we have to go deeper and find the real reasons for our being. As we investigate this, we inevitably come to the conclusion that a group of people get together and exist as an institution that we call a company so that they are able to accomplish something collectively that they could not achieve separately – that they make a contribution to society, a phase which sounds trite but is fundamental”

**David Packard, Co-founder
of Hewett Packard, 1939**

CAPITALIZING ON EFFECTIVE COMMUNICATION



- Companies that are highly effective communicators had 47% higher total returns to shareholders over the last five years compared with firms that are the least effective communicators.
- Only 14% of the survey participants are explaining the terms of the new employee value proposition (EVP) to their employees.
- Three out of 10 organizations are training managers to deal openly with resistance to change.
- Highly effective communicators are more likely than the least effective communicators to report their social media tools are cost-effective (37% vs. 14%).
- Companies that are less-effective communicators are three times as likely as highly effective communicators to report having no formal measurements of communication effectiveness.

The 2010 Global Chief Human Resource Officer (CHRO) Study builds on our insights and findings over the last five years

2005

The Capability Within

Key Themes

- The menace of maturity
- The quest for talent
- Retaining key people
- Measuring performance

2008

Adaptable Workforce

Key Themes

- Developing an adaptable workforce
- Closing the leadership gap
- Cracking the code for talent
- Driving growth through workforce analytics

2010

Working beyond Borders

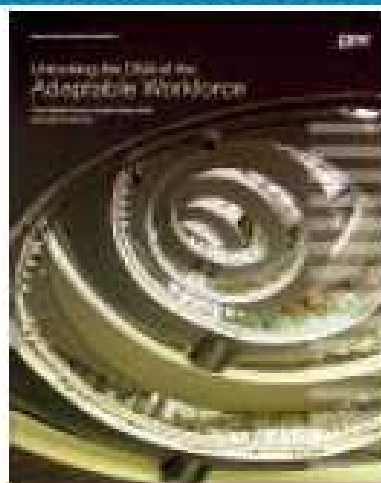
Key Themes

- Cultivating creative leaders
- Mobilizing for speed and flexibility
- Capitalizing on collective intelligence

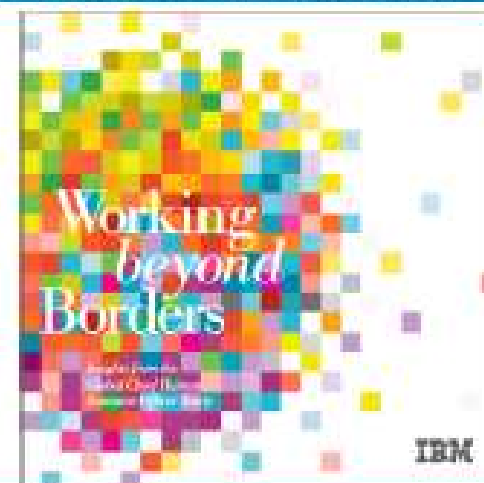
320 HR executive interviews



404 HR executive interviews



707 HR executive interviews



POSITIVE IMPACT ON MORALE



- Research by business analyst Gallup Consulting has found that employees need to spend six hours a day socialising with friends and family to boost their happiness and improve their performance at work.
- The research found all types of socialising from chats at the water cooler, to emails and social networking sites contributed to employees feeling fulfilled.
- Gallup consulting engagement manager Allan Watkinson said non-work-related conversations helped build cohesion and productivity.
- Conversations on popular social sites such as Facebook and Twitter as well as idle chitchat at the water cooler will make a positive difference in performance levels.
- Instead of banning Twitter, Facebook and MySpace, employers are being urged to embrace the technology as a way of encouraging staff to socialise, according to Gallup's survey of more than 15 million people around the globe.

ATTRACTING TALENT



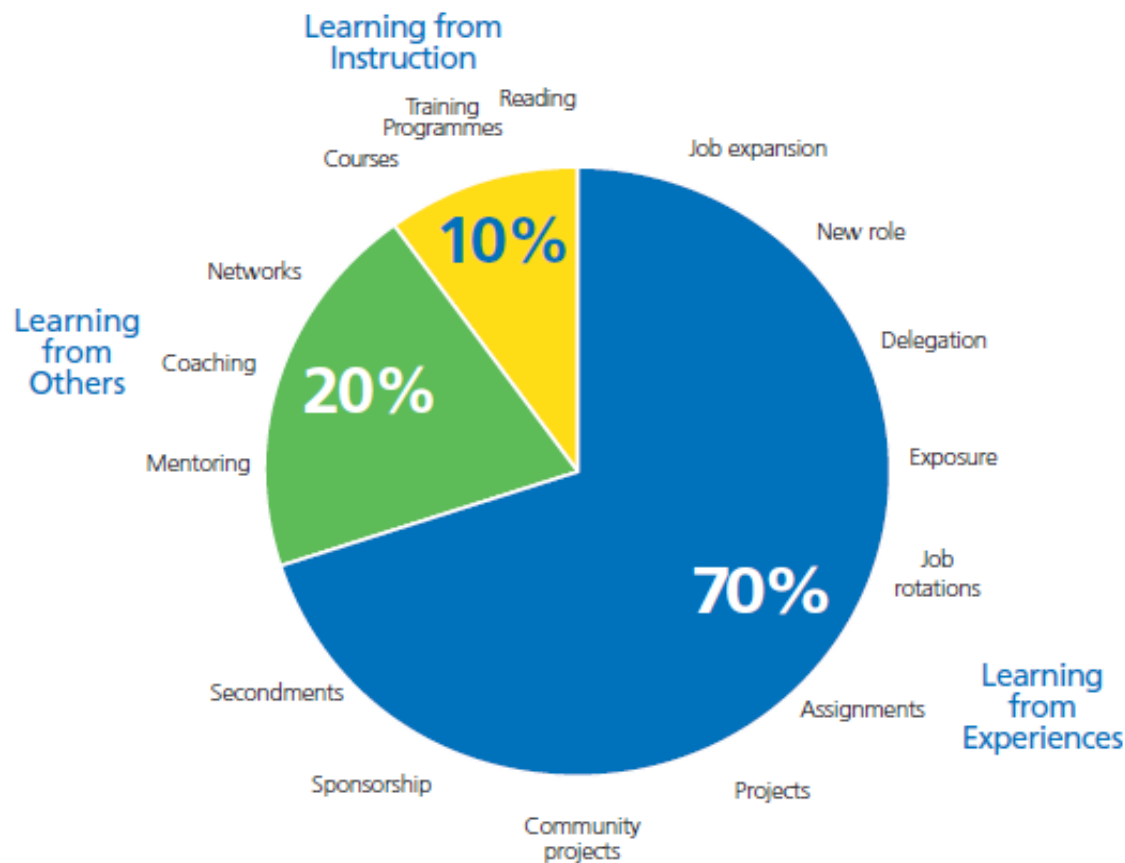
- Three years ago, many firms posted nearly every job opening to job boards such as Monster or CareerBuilder.
- Last year, only entry-level account manager positions were posted to the boards. Everything else hired through networking, and the primary vehicle was using social media.
- "The 'post and pray' mentality has changed because organizations are realizing that it's not as effective. Sites like LinkedIn and Twitter are providing a way to source and research potential candidates and build a solid talent pipeline.
- If I know I might be hiring for a network engineer six months down the road, I can start looking now and reaching out to individuals. Ten years ago, we might not do anything until the job becomes open and posted to Monster and CareerBuilder, wait for people to apply ... and then start some of my networking."
- If I'm using social media and identifying key players with unique skill sets, I can start reaching out to them, finding out what it is they really want and cause a resource problem for the competitor at the same time.

SOCIAL MEDIA GAINING INFLUENCE ON EMPLOYEES



- Social media is found to be a major factor in influencing a person's decision to take up or reject a job offer in Singapore.
- According to the quarterly Randstad Workmonitor released today, 87% of employees in Singapore have social media accounts and slightly over half of them have access to social networks in the office.
- When preparing for an interview, 56% of 405 local respondents would use social media to research on a potential employer.
- Three in five will judge the company's working culture from comments made by its employees.
- Close to seven in 10 are also comfortable knowing that their employers can view their personal profiles. But slightly under half said they have been given corporate guidelines for using social media relating to work.
- While tech-savvy companies can use social media to enhance their brand and attract quality candidates, any misuse can cause "serious harm" to their reputation very quickly. Sensitive and negative content can go viral very quickly and outside of the organisation's control.

70 – 20 – 10 LEARNING OPTIONS



The 70:20:10 Ratio

Effective development is achieved through

- Learning from Experiences (projects, assignments, development moves etc)
- Learning from Others (feedback, coaching, mentors and role models)
- Learning from Instruction (formal courses, reading etc)

in the ratio 70:20:10.

All three bases,

- Learning from Experiences
 - Learning from Others
 - Learning from Instruction
- need to be covered for development to occur.

Make sure you have the right mix of experiences to achieve your objectives

IN SINGAPORE ...



In Singapore...

- 44% of households with married couples comprise dual-earners
- 96% of fathers want more time with their children; top barrier identified was work responsibilities, cited by 63% of fathers.
- Younger Singaporeans more likely to switch careers within the next 5 years, especially those from **government (73%)**, engineering and IT sectors.
- 25% of those looking for a career change were driven by the need for 'better work-life balance'



Sources: Department of Statistics, Ministry of Community Development, Youth and Sports study, and Kelly Services Global study

TYPES OF FLEXIBILITY



- Flexibility of Time (when to work)
 - Flexible hours and compressed work weeks
- Flexibility of Place (where to work)
 - Telecommuting, work from home
 - Working from remote sites, virtual workplaces
- Flexibility of Work Load (how much to work)
 - Part-time, phased retirement
- Flexibility of Careers (how work evolves)
 - More customized approaches to careers



WHY ORGANISATIONS RESIST EMBRACING SOCIAL MEDIA



- HR leaders are foregoing a productive tool for collaboration and productivity when they avoid the use of social media, argues one CHRO. While it means stepping outside of a leader's comfort zone, the use of social media can help employees tap collective intelligence, share knowledge and build strong ties.
- To most executives, these technologies look like a high-risk, low-reward proposition, especially when most of us don't know how to use them. Plus, with the obvious fear that anyone in a company can publish anything at any time, what prevents discretion and productivity from flying out the window?
- In fact, when IBM recently surveyed 700 chief human resource officers and executives, more than three-quarters (78 percent) said they didn't think their companies were good at fostering collaboration or social networking.
- Yet, fewer than one-quarter (21 percent) had increased how much they invested in the very tools that would make them more successful.
- But social media is neither passing nor a fad. Facebook has more than a half a billion active users around the world, and that number is growing. In fact, IBM has 200,000 employees on Facebook and the same number on LinkedIn.

DID YOU KNOW?



- The top 10 in-demand jobs in 2010
- ... did not exist in 2004
- We are currently preparing students for jobs that don't yet exist...
- using technologies that haven't been invented...
- in order to solve problems...
- we don't even know are problems yet.
- The U.S. Department of Labor estimates that today's learner will have 10-14 jobs by age of 38 ...
- 1 in 4 workers has been with their current employer for less than a year....
- 1 in 2 has been there less than five years.
- 1 out of 8 couples married in the U.S. last year met online
- There are over 200 million registered users on MySpace ...
- If MySpace were a country, it would be the 5th largest in the world (between Indonesia and Brazil)

DID YOU KNOW?



- In 2006, the number of searches on Google was 2.7 Billion....
- Today, there are 31 Billion searches on Google every month.
- The number of text messages sent and received everyday, exceeds the total population of the planet.
- Years it took to reach a market audience of 50 million ...
- TV 13 years...
- Internet 4 years...
- iPod 3 years...
- Facebook 2 years...
- The number of internet devices in 1984 was 1,000...
- In 1992, it was 1,000,000....
- In 2008, it was 1,000,000,000.

3 WAYS SOCIAL MEDIA CAN WRECK YOUR CAREER




- Joining a social media network can be both helpful and detrimental to your career. When done right and maintained properly, it can enhance your career, but one false move and it can come back to haunt you in future interviews. Here are a few social media moves you should think twice about doing.
- 1. BEING TOO OPINIONATED
- A good example of this is UCLA student Alexandra Wallace's YouTube rant against Asians, in which she mocked Asian UCLA students and their families. That ill-conceived video will now follow her student and working career for the rest of her life, and there will be no escaping from something like that.
- When talking about religion or politics, you have your own values that you strongly believe in and are proud of, but there's no need to attack someone else's.
- 2. ALLOWING PHOTOS OF YOURSELF TO BE POSTED OR TAGGED
- A bikini car wash might seem like a harmless bit of fun for a good cause, but, one South Carolina police officer found out it's not such a great idea to post these questionable photos.

3 WAYS SOCIAL MEDIA CAN WRECK YOUR CAREER (cont'd)





- 3. USING FOUL OR INAPPROPRIATE LANGUAGE
- Keep your language clean, and avoid what happened to Jeffrey Spanierman of Ansonia, Connecticut who crossed the line by using foul and inappropriate language with students on his MySpace page.
- Or how about an unfortunate mix-up mistake, such as with Gloria Huang who is a social media marketer for Red Cross. According to brandchannel.com, Huang accidentally tweeted under the official Red Cross account: "... when we drink we do it right #gettnngslizzerd" (slang for getting drunk). She deleted the tweet and apologized, but the damage had been done, and is forever documented on the internet by various blogs and news sites.
- THE BOTTOM LINE
- There is always an element of risk when posting online, especially under your social media profiles because you can't always control who is going to be reading or watching it. If nothing else, familiarize yourself with privacy settings and keep in mind that the internet remembers everything.

Lindsay  OMG I HATE MY JOB!! My boss is a total perwy war always making me do shit stuff just to piss me off!! WANKER!

Yesterday at 18:03 · Comment · Like



Brian  Hi  I guess you forgot about adding me on here?

Firstly, don't flatter yourself. Secondly, you've worked here 5 months and didn't work out that i'm gay? I know i don't prance around the office like a queen, but it's not exactly a secret. Thirdly, that 'shit stuff' is called your 'job', you know, what i pay you to do. But the fact that you seem able to fuck-up the simplest of tasks might contribute to how you feel about it. And lastly, you also seem to have forgotten that you have 2 weeks left on your 6 month trial period. Don't bother coming in tomorrow. I'll pop your P45 in the post, and you can come in whenever you like to pick up any stuff you've left here. And yes, i'm serious.

Yesterday at 22:53

Write a comment...

Subject: Absence on Thursday 21st 2008

Hi Kyle,

Please provide a medical certificate stating a valid reason for your sick leave on Thursday 21st 2008.

Thank You

Subject: RE: Absence on Thursday 21st 2008

Niresh,

1 day leave absences do not require a medical certificate as stated in my contract, provided I have stated that I am on leave for medical reasons.

Thanks

Subject: RE: Absence on Thursday 21st 2008

Hi Kyle,

Usually that is the case, as per your contract. However please note that leave during these occasions is only granted for genuine medical reasons. You line manager has determined that your leave was not due to medical reasons and as such we cannot grant leave on this occasion.

Subject: RE: Absence on Thursday 21st 2008

Hi Niresh,

My leave was due to medical reasons, so you cannot deny leave based on a line manager's discretion, with no proof, please process leave as requested.

Thanks

Subject: RE: Absence on Thursday 21st 2008

Hi Kyle,

I believe the proof that you are after is below



Kyle Doyle

is not going to work. fuck it i'm still trashed. SICKIE WOOL
Updated on Thursday

Networks:	Australia
Sex:	Male
Interested In:	Women
Birthday:	January 2, 1987
Hometown:	Sydney, Australia
Political Views:	Liberal Party Of Australia
Religious Views:	Agnostic

Mini-Feed



Gloria Mush Hi Tammy, I still haven't had a bowel movement, thanks for asking. How's your boil? Did you put butter on it like I said? Yum, butter ROTFLMAO. BTW, I found out they do make Victoria Secret in my size but I have to get it through the truck stop. Gotta shave, ttyl



[View Photos of Tracy \(21\)](#)

[Send Tracy a Message](#)

[Poke Tracy](#)

Information

Relationship Status:
Engaged

Birthday:
August 4, 1968

Friends

176 friends [See All](#)



Debbie
Kirkwood
Acton



Monique
Brooks
Cocco



Afsoun
Mary
Tabrizi

Tracy T

[Wall](#) [Info](#) [Boxes](#)

[Filters](#)



Donna Oh Tracey, seriously! You didn't think FB was private did you, that's why they have the option to send an email.

30 minutes ago



Tracy Thank you too, Micheal, I had a great time as well. I'm glad you enjoyed my OTHER pussy ;). I must admit, I haven't had sex in a while, so getting mounted by such a strong and powerful man was a pleasant surprise after so many long months of abstinence. I hope this message doesn't scare you off, I just wanted you to know what a wonderful time I had with you. You are permanently invited to "the love-cave-between-my-legs"

58 minutes ago



Tracy Oh no! Somebody please tell me how to erase this!!! I wrote inside the wrong box! How embarrassing :(

59 minutes ago



Jeff Nice

57 minutes ago



Tracy No! Please, tell me how to get rid of this post!

56 minutes ago



Jeff Don't know how - the whole world knows you got laid lol

56 minutes ago



Tara opps - wow Tracy, ya still got it!! ;)

52 minutes ago



Julie Go to the right corner of the message and click hide! :) By the way congratulations!

25 minutes ago



Tiffany Ginn Vichob OMG Tracy!! ;)

24 minutes ago

SOCIAL COMPUTING GUIDELINES



- Even if you participate in these social media activities outside of your work, what you communicate and say, and/or your comments can influence your conduct in your job abilities and can affect your teammates, fellow colleagues, and management.
- Some websites are created to help with sharing of personal information. Astute criminals may piece together information you provide on different sites and use it to impersonate you or someone you know.
- Always express your ideas and opinions in a respectful manner. When you are confronted with a difference of opinion, stay cool and express your views in a clear and logical manner, supported with facts.
- Keep a distinct relationship between your personal and professional life when communicating in the online world.
- If you identify yourself as a Aviva employee, please ensure that your profile and related information and content represent how you like to be presented with your colleagues, clients and partners.

SOCIAL COMPUTING GUIDELINES (cont'd)



- Don't cite or reference clients, partners or suppliers without their approval.
- If you publish content online related to Aviva's products in your own personal capacity, always include a disclaimer which states "The posting on this site are my own and don't necessarily represent Aviva's positions, strategies or opinions."
- Do not give or furnish any confidential or other proprietary information and never discuss Aviva's business performance or other sensitive information publicly.
- If you have any doubt or confusion about whether you should publish something online, the best solution will be to refrain from doing so and seek the advice of management before doing so.
- It is important that you show respect for laws concerning copyright, fair use and financial disclosure laws.

BASE CAMP



Website: StaffBaseCamp.com

Register for events, contribute to forums, access resources, blog, join groups, track progress against goals, share stories of success.

Experiences, Events, Training,
Team Workshops



Annual Calendar



BaseCamp 'Extra'

Informal, staff-led interest groups related to enhancing well-being, capacity, achievement (eg. Cycling Group, Running Group, After-work socials, Dance classes)

BASECAMP WEBSITE



HOME PROFILE CAREER COMMUNITY FINANCIAL FIT PERSONAL POSSIBILITY SOCIAL BC EXTRA MANAGE

What do you do when you are faced with a mountain?

Get involved!
Move forward and up in your life.
It all begins at Aviva Basecamp.

1 2 3

Personal Goals

Share your goals with fellow BC members via your BC application!

- Persis Yee** wants to would like everyone to add the NEW basecamp application!
October 16
- Peter Hope** wants to run a half marathon in 1:40 within 12 months
October 15
- Peter Hope** wants to compete in a Dico race within 9 months!
September 4

BC Poll

What do you think of the new Basecamp website? (Total Votes: 14)

I like it	93% (13)
I don't like it	7% (1)

News

Skillport Links
Access an array of resources that will help you in your ascend up the peakst
SingLife - <http://aviva-singapore-skillport.com>
APRO - <http://aviva-asia.skillport.com>

Add the Basecamp Application
Check out the upgrades we did to the Basecamp application on your profile!
Now you can view and register for the latest BC events, share your personal goals, and view your climb up the peaks that you choose!

- Click on Profile
- Click on Add Apps
- Add the URL > <http://app.staffbasecamp.com/openocial/app.xml?app=1>

+ Add News View All

Upcoming Events

Event: CPF Changes & Market Outlook – Presented by Citibank
Date: 17 November 2009 - 17 November 2009
Details: Aviva Building Level 11. 12pm- 2pm. Email base_camp@aviva-asia.com directly to sign up.

BASE CAMP

Persis Yee

Sign Out
Inbox
Alerts
Friends – Invite
Settings

Your AQ Profile

Find out how you handle adversity and what you can do to increase your resilience.
[Click to access the online survey!](#)

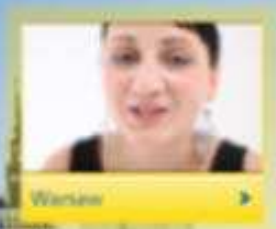
Feedback

Do you have a thought on Basecamp? Or a question about our programmes?
Email us at base_camp@aviva-asia.com for all Basecamp-related matters.

Dare To...

Challenge yourself or someone else to change their life.

- My first Bike Race!**
- Possibility of Getting Fit.....**
— 1 Comment
- Two Magic Words to up your Resilience**
— 2 Comments
- The adversities of**



Become a big picture
Donate your picture, see it projected on a building and help street children
[Donate your picture](#)

The Big Picture Blog
 Getting Heather through her husband's stroke

What the web's saying
 Portfolio
NORTHAMPTON, UK - SEPT 05: Northampton Saints vs Leicester Tigers Premiership Match, September 05

YOU ARE THE BIG PICTURE!



The screenshot shows a Facebook page for Aviva's "The Big Picture" charity campaign. The page header includes the Aviva logo, a search bar, and navigation tabs for "Wall", "Info", "The Big Picture", and "Charity". Below the header, there are tabs for "AVIVA", "Donate Your Photo", "Gallery", and "About". The main content area features a dark blue background with a large photo of a man named John, who is smiling and wearing glasses. To the right of the photo, text reads: "John, you will be projected on 21-09-2010 at 9:45PM in: Singapore". Below this text is a countdown timer showing "07 23 19" for Days, Hours, and Minutes respectively. At the bottom of the page, there are two yellow buttons: "Post on your wall" and "Create an event". The background of the page also features a stylized cityscape with buildings and trees.

facebook

Aviva Like

Wall Info The Big Picture Charity

AVIVA Donate Your Photo Gallery About

Your friends donated £110 Total donation: £35,226

John,
you will be projected on
21-09-2010 at 9:45PM in:
Singapore

The countdown starts now!

07	23	19
Days	Hours	Minutes

Post on your wall Create an event

RECOGNISING YOU FOR WHO YOU ARE

Build and merchandise the culture to attract the talent you seek – YOU ARE THE BIG PICTURE!



Suntec Towers 1-4



Chevron House



Raffles Place MRT station

AVIVA ALUMNI



facebook

Search



Klaus Testman

Find Friends

Home



Get Started

Wall

Hidden Posts

Info

Friend Activity (1)

Photos

EDIT

2

like this

Add to My Page's Favorites

Get Updates via RSS

Share

Aviva Alumni

Like

Insurance Company · Edit Info



Wall

Aviva Alumni · Everyone (Most Recent)

Share: Status Photo Link Video Question

Write something...



Klein Lowell

Hi Tony, great site. Good to see so many old colleagues here and stay in touch with the Aviva gang.

Like · Comment · about an hour ago

Davina Baptist likes this.

Write a comment...



Davina Baptist

I am so happy to be able to keep in touch with all of you after leaving Aviva. Yay!!!!

Like · Comment · about an hour ago



Aviva Alumni Thanks Davina. Great to still be in touch with you.

How are you doing?

2 seconds ago · Like



Admins (1) [?]

See All



Use Facebook as Aviva Alumni

Notifications

Promote with an Ad

View Insights

Invite Friends

You and Aviva Alumni

Davina Baptist likes this.

Quick Tips

Get more people to like your Page with Facebook Ads today!

Sample Ad: Aviva Alumni



Your ad text here.

Like · Klaus Testman likes this.

Get More Likes

Chat (0)

ONLINE CHATS

A screenshot of a video conference application window. The window has a title bar with "Invite" and a "Conference" dropdown menu. Below the title bar is a toolbar with icons for mute, video, chat, and a timer showing "0:17:55". On the left side, there is a list of participants with their names and status icons. The main area is split into two panes: a chat log on the left and a video feed on the right. The chat log contains several messages, including questions about company changes, SLT roles, and staff retention. The video feed shows a man with glasses and a blue shirt speaking. A small microphone icon is visible in the bottom right corner of the video feed area.

Lee Huey Tin

Hattiah Haniff

Nabil Wadliya

Nubani Husni

Nicholayah (Stu Muhammed Fatah)

Francesca (Ar Hoo Lee)

Mohammad Herwan Mansori

Hi Simon, we have conducted a few runs of Leading People and Leading Self programmes. What are the changes that you expect to see in the company?

Hi Simon,

What kind of role will the SLT take on in this area?

The focus next year seems like its very product & partner driven. Is HPS still a key priority to the business?

Hi Simon, in terms of staff recognition and welfare especially those holding non-executive positions, in your opinion is enough being done?

Hi Simon, in my 6 mths in Aviva, I've seen many people coming and going...So do you think there's anything that Aviva can do to retain their staff?

Apple has launch the latest iPhone 4s which feature Siri, which is an intelligent assistant. Is there any plans that Aviva can capitalise on such an technology and provide our partners an "intelligent assistant", of which working with Aviva will be such an ease that "binds" our partner without them knowing it.

Mohammad Herwan Mansori is typing a message...

HR PROFESSIONS SITE



Aviva World | Emergency Procedures | AV.L Price 422.80p | Welcome Kerri-Ann Mower | English | Change password | Site Actions | Help

AVIVA Search

Home | Our Company | Work & Office | HR & Career | Social | Team Sites | My Site

You are in the Group site Explore Home > Work & Office > Professions >

Aviva's functions

Professions

Finance

HR

Marketing and Communications

Tools and guidelines

Travel

Professions

Welcome to the Aviva World Professions homepage. At Aviva we have five global functions: Finance, Marketing & Communications, IT, Risk Management and HR. We are creating Professions sites for each of these functions. They are designed to be a global reference point for your line of work, making it easier to find resources, share insights, and learn from others, wherever you are.

The Finance, and Marketing & Communications sites are now live. Click through the tabs on your left to explore them. They are owned and run by the community that will use them and contain the latest global news about Aviva, our competitors and the wider business world relating to your line of work.

Looking for knowledge or expertise within your field? You can search for someone by their knowledge or experience to see if their skills can help you with a current or future project.

Of course, in order for that search facility to be accurate, we do need you all to go to your personal My Site page (which you can access from the top right hand corner of your home page) and fill in your skills, responsibilities and experience. If you all do it, you'll all be able to benefit from each other's knowledge!

Rob Briggs, the sponsor of our Professions work said: "Working for a company the size and scale of Aviva gives us all an incredible opportunity. Enabling our colleagues to find and share information, insight and experience beyond our geographical or operational boundaries is very powerful and, of course, free! Please let me know what you think so that we can improve the site for you."

Professions sponsor
Rob Briggs
Group centre HR director

Live professions
We are rolling out our first two global professions, here's who is on board so far:

Marketing & Communications
Sponsor:
Amanda Mackenzie

Finance
Sponsor:
Pat Regan

A one stop shop for all HR news, tools and information from Work & Office site area

Aviva World | Emergency Procedures | AV.L Price 409.00p | Welcome Ranjiv Gill | English | Change password | Site Actions | Help

VA Search

Home | Our Company | Work & Office | HR & Career | Social | Team Sites | My Site

You are in the Group site Explore Home > Work & Office > Professions > HR >

Your profile needs completing (0% complete). Update your profile now.

HR

Profession news

HR Executive

Who's who

Find a colleague

Tools and resources

Wiki

Marketing and Communications

Recycle Bin

HR World

Welcome to the global HR professions site, designed to support HR professionals throughout Aviva. The site is a place for people to share, learn and keep up-to-date with internal and external developments in the HR world, facilitating a greater collaborative approach to all we do and providing you with all the resources you need to manage and develop your career in Aviva.

Editor of the month
Andrea Lawson
Welcome to our HR world site! Connect with colleagues across the world. This month bringing you information on Aviva Investors.

Ask a question...

- What do you need to know about us as a team?
- What do we really know about you?
- What do you want most from me as your leader?

Tools and resources

- Global HR Conference
Download all the materials from the conference here
- My Aviva Centre

Thumbnail	Link	Description
	Personal development planning guide	Personal development planning guide
	New Talking Talent handbooks and lots of other things	New Talking Talent handbooks

Profession news

- The way to track your own performance is changing
At the beginning of 2010 John Anley, Group HR Director, announced
Launch of new site for all New Starters at Aviva
Aviva recognises that the first three months of any new job is
- Next week: Employee Promise survey
How's recognition working for you?
- Acting on employee insights
How the Employee Promise survey changes us

Who's who

Find a colleague
Search for colleagues using Aviva World search

Teamsites
Browse teamsites

Today's HR news

CPD Communities
Earth: An Employer Brand Move over Russell Crowe!
There's never been a better time to be a reward consultant! By Steve Watson
Talent Management and the Football Transfer Window

Global press releases

Latest Aviva News
Aviva appoints global public policy director
UK: Aviva critical illness pays out 93% of claims
UK: Over 55s see unexpected expenses eat into savings

Browse other professions

- Finance
- Marketing and Communications

Help | Site map | Accessibility | Privacy statement | Contact us | Aviva.com | Report content

(GMT) Change timezone

Trusted sites 100%

THANK YOU



It's not the strongest of the species
who survive, nor the most
intelligent, but the ones most
responsive to change

– Charles Darwin