

The background of the entire slide is a nighttime photograph of a city skyline, likely New York City, with numerous skyscrapers illuminated and light trails from traffic in the foreground.

Your role as a Team Member/Reportee in Performance Review Process #OwnYourCareer

Liberating Data • Empowering People

ISO 9001 | ISO 27001 | ISO 22301 | ISO 31000 | IT SOC II Certified



Introduction

Performance Process Timelines for 1A – 3B



Year End Assessment: 1-Jun-23 to 31-May-24

Self Assessment : 10th June 2024 – 20th June 2024

Reviewer Assessment : 21th June 2024 – 30th June 2024

Eligibility -

1. Employees who have joined on or before 30-Sep-23 are eligible.



Measuring Performance through RBC framework



Results: This refers to the measurable outcomes and achievements that an employee produces. It includes meeting targets, completing projects, and contributing to organizational goals. The emphasis is on what the employee has accomplished.

Behavior: This encompasses the actions and conduct of the employee in the workplace. It includes how the employee interacts with colleagues, approaches tasks, and adheres to company values and policies. Behavioral assessment looks at how the employee achieves results.

Competencies: These are the skills, knowledge, and abilities that an employee possesses and applies in their work. Competencies can be technical, managerial, interpersonal, or soft skills and they are essential for effective performance. The focus here is on the capabilities the employee brings to their role.

Together, these three components provide a comprehensive view of an employee's performance, **looking at what they achieve, how they achieve it, and the skills they use to do so.**

Benefits of RBC based PMS



Holistic Performance Evaluation:

- The framework provides a well-rounded view of an employee's performance.
- Ensures that employees receive feedback on their outcomes and their work methods and skill application.

Improved Employee Development:

- Skill Enhancement
- Enhanced Organizational Performance

Better Management Decisions:

- Provides a robust basis for making decisions about promotions, rewards, and recognition.
- Helps in identifying high-potential employees and preparing them for future leadership roles.(succession plan)

Positive Work Environment:

- Fair and Transparent Evaluations which can improve employee morale and trust in management.
- Encourages Positive Behaviour and collaborative workplace culture.

Enhanced Employee Engagement:

- Recognizing and rewarding both results and behaviours can boost employee motivation and engagement.
- Provides employees with clear expectations and direction, which can increase their focus and productivity.



Performance Rating Scale



Rating Scale with Definitions



Rating Scale	Rating name	Description
5	Outstanding	<ul style="list-style-type: none">Consistently drives responsibilities and delivers results beyond individual boundaries, finding innovative ways to overcome barriers and integrating various skills to exceed expectations. All assignments are self-directed and completed at an exceptional level.
4	Excellent	<ul style="list-style-type: none">Rarely needs guidance, expertly plans and controls work to meet targets, performs complex tasks, and demonstrates creativity and innovation.
3	Good	<ul style="list-style-type: none">Understands and applies methods and tools <u>under supervision</u>, plans and monitors work to some extent, requires periodic motivation, and needs to continually learn and upgrade skills to keep pace with the team.
2	Average	<ul style="list-style-type: none">Requires close supervision, does not synergize<u>Low ability</u> to acquire new skills, appropriate methods, tools, frameworks, and applications
1	Below Average	<ul style="list-style-type: none"><u>Does not understand</u> their job fullyDoes not contribute to the success of the projectDoes not have a flair for learning new technology or new trends



Self Assessment



Role of **Employee** in Self Assessment



Check your
Reporting
Manager
mapping

Step
1

Gather data points and
documents supporting
your contributions
against RBC

Step
2

Complete Self-
Assessment against
each of the Goals,
Competencies and
Core Values

Step
3

Schedule 1:1 meeting with
Reporting Manager and
request feedback to
understand the performance
level

Step
4

Identify improvement
areas and future path and
create action plan for
upcoming year

Step
5



Points to Consider -

1. At any stage of the performance document, if the action remains pending with you beyond the defined period, the document will move to the next stage by performance admin team
2. If there is a delay in following the compliance at any level of performance management process by employee or manager, then there would be deduction of 0.5 scale in final rating of the year arising due to non-completion/non-adherence for defined timelines to employee or manager or both.



Pointers to Fill Self-Assessment

- ❖ Start by describing a Situation/Task/Goal
- ❖ Action took to accomplish the goal
- ❖ Outline the Results achieved, behavior and competencies.

- **Be specific** - Saying "I responded to customer inquiries in a timely fashion" is much less meaningful than saying "I responded to all customer inquiries assigned to me within 24 hours and assisted with other team members as well".

- **Include Facts and Figures** - Always back up your case with facts and figures. Draw on specific examples of what you accomplished and how you brought value to the organization.

- **Collect feedback emails** - Collect relevant peer/client feedback and ensure to mention those along with your self-assessment comments

- **Focus on Learning & Development** – It is important to upskill or reskill to be a better performer, please have a detailed discussion about it during reviewer assessment

CHECKLIST



Highlight the Progress of Each Goal in Detail



Identify and Analyze Improvement Areas



Decide What Needs to be Changed

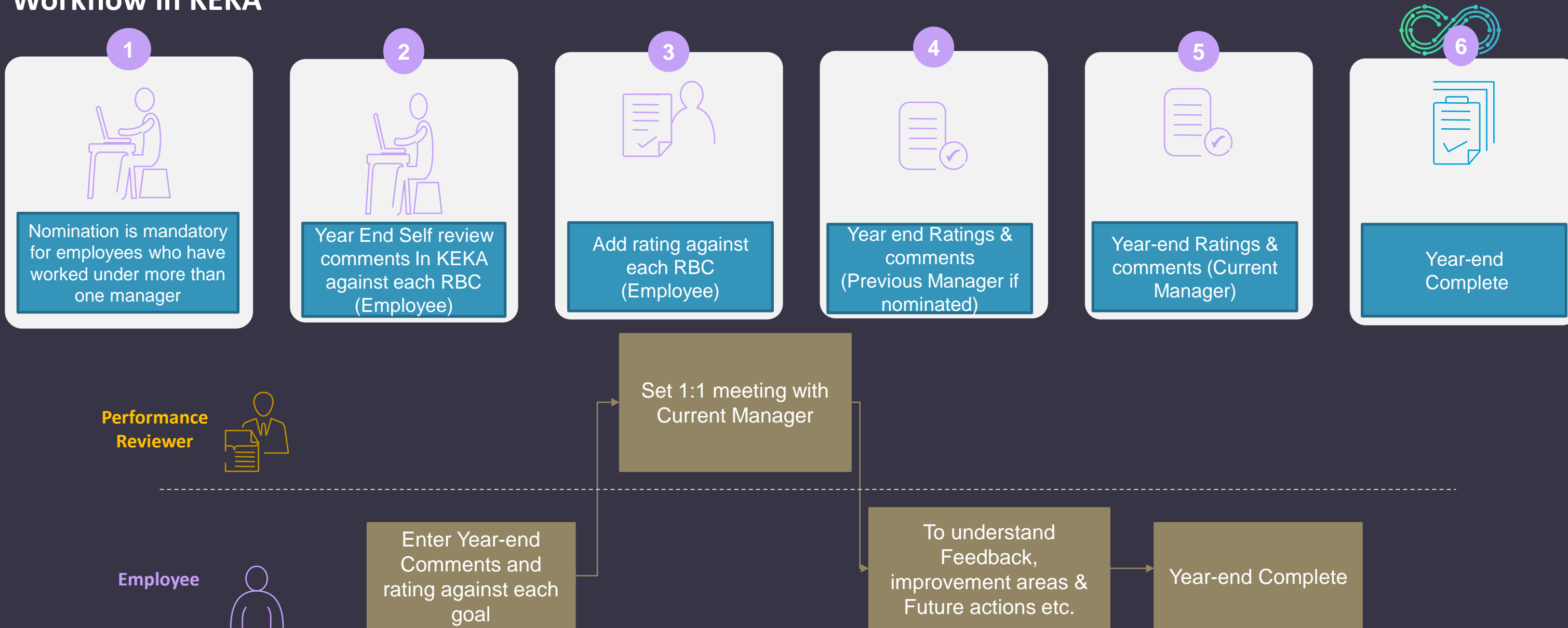


Create a Plan of Action



Follow Up

Workflow in KEKA



- Employee will receive an email with subject line “**Nominate reviewers for your review**” where the employee can nominate previous managers for submitting feedback in Keka.
- Employee can nominate maximum 2 reviewers to provide feedback in Keka. **Please note, do not nominate your current manager of Keka as he/she will be the default Manager to complete final review process in Keka.**
- Nominating reviewer is an optional step, hence employees **who have worked with same manager** throughout the year can **directly click on submit button** without adding any nominations.



Role of Manager – Feedback Giver

Role of Manager in Driving and Managing performance



Establishing clear performance objectives, KRA's which are measurable and challenging

Step
1

Engage, Coach and Support, Team Members to succeed

Step
2

Provide timely and developmental feedback

Step
3

Managing unconscious biases and recognizing high and addressing poor performer

Step
4

Constantly trying to raise-the-bar to ensure competitive edge

Step
5

We encourage Reporting Managers to use Performance discussions for having quality conversations with their team members to understand their aspirations, overall well-being and any support required to help them achieve their full potential

Practice Empathy



- Empathy is the practice of **being aware of and sensitive to the thoughts, feelings and perceptions of others, understand and share the feelings of another person.**
- Empathetic environment **encourages employees to perform better.** Sense of belongingness increases morale and loyalty.



Rethink how you listen

- Turn on the camera and be mindful of your tone and body language
- Be in the moment; give full attention to what employee has to say
- Show them that you are listening to their needs



Master the art of asking questions

- Ask about their feelings: “How are you?”, “How are you feeling?”
- Spot Issues: “Do you have any difficulties in doing this?”
- Identify needs: “How can I help you?”



Understand Employee's perspective

- Acknowledge and accept that multiple perspectives exist
- Try to understand their perspective



Offer support and guidance

- Communicate your thoughts and feelings by reflecting on yourself
- Acknowledge their feelings and needs
- Provide specific guidance

Rater Error

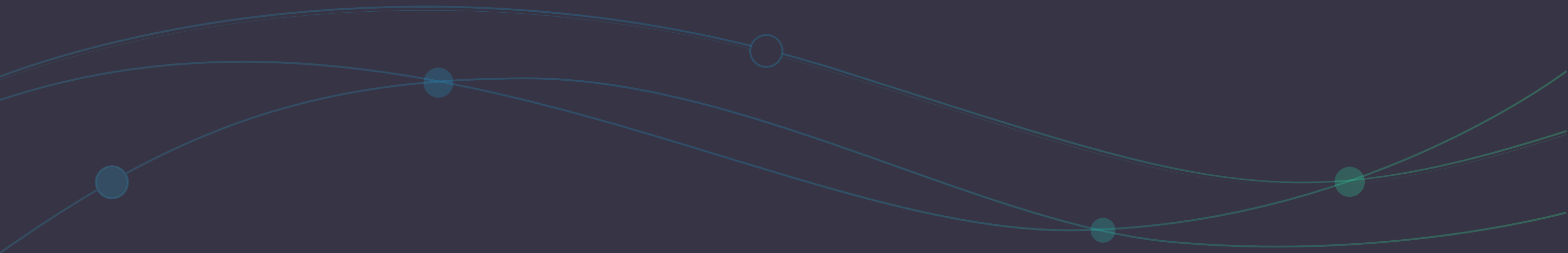


- **Contrast Effect** – The tendency of a rater to evaluate people in comparison with other individuals rather than against the standards for the job
 - E.g. When a Reporting manager compares the performances of two individuals with each other. The right way to evaluate is to assess their performances against the preset KRAs for their respective roles.
- **First impression error** – The tendency of a manager to make an initial positive or negative judgment of an employee and allow that first impression to color or distort later information
 - E.g. When a Reporting manager allows his/her personal perception about a team member to influence their performance evaluation and assessment
- **'Like me' effect** – The tendency of individuals to rate people who resemble themselves more highly than they rate others
 - E.g. When a Reporting manager has a team member with similar personality like them and they evaluate their performance on a higher side.

Rater Error



- **Central Tendency** – The inclination to rate people in the middle of the scale even when their performance clearly warrants a higher or lower rating
 - E.g. When a Reporting manager evaluates his/her team member as average instead of giving an actual assessment to avoid conflicting situations with the team
- **Recency effect** – The tendency of minor events that have happened recently to have more influence on the rating than major events of many months ago
- **Stereotyping** – The tendency to generalize across groups & ignore individual differences





Steps for Feedback Receiver



Tips while Receiving Feedback



1 **THANK**

This is the first response to any feedback. We need to assume that all feedback is given in a spirit of supporting growth.

2 **PAUSE**

Stop for a moment as our brains are wired to leap straight to defense.

3 **HEAR**

What the person is saying. Try to detach yourself from the conversation and think about the Feedback provided. Do you understand what is being said?

4 **CLARITY**

A good way to request clarity is to use the phrase “I think I am hearing Is that correct?”. This also gives the feedback-giver an opportunity to correct any leaps you may have made while listening to the feedback.

5 **REFLECT**

When you are clear about the feedback, take some time to reflect and decide whether this is something you want to work on. If it is, spend some time thinking about the best way of doing this.

Pointers for Feedback Receiver and Giver



Feedback is **an interactive process**, in which both have responsibilities to complete a **constructive and meaningful conversation**. The conversation should include both what is being done well and what can be improved

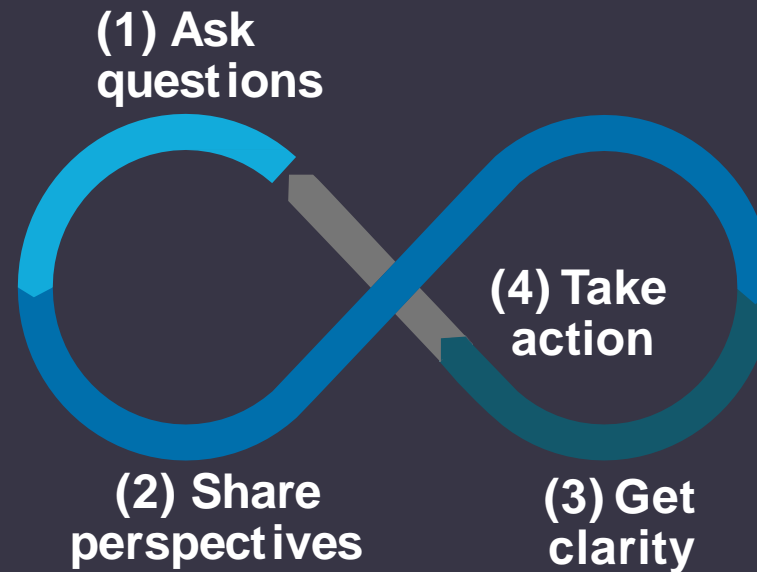
As a Feedback-Receiver

Ask for specific feedback

Be Polite while sharing your point of view

Be curious, ask questions for clarity

Acknowledge the feedback and take responsibility



As a Feedback-Giver

Determine the perspective and address development area

Start with positive statements, share specific feedback and refer to things which can be changed

Clarify queries or concern

Agree on next steps and support



Process for low performers

Process for Low Performers -1



Rating	Process
Rating - 2	<p>PIP to be initiated. PIP Period – 30 Days; Periodic Reviews to be done & documented by managers.</p> <p>Stages of PIP :</p> <ul style="list-style-type: none">▪ Objective Setting:<ul style="list-style-type: none">- Managers must discuss objectives with the team member and documented in system.- For detailed template, please check the policy▪ Assessment:<ul style="list-style-type: none">- During the period of PIP at least 2 interim review is recommended- Ensure proper documentation in Keka .▪ Outcome:<ul style="list-style-type: none">- Outcome should not be entered by manager before completion of 30 days- After completion of the PIP duration, outcome of PIP is either Successful PIP OR Unsuccessful PIP.- Inform the status to BUHR to take it for closure <p>Points to remember</p> <ul style="list-style-type: none">▪ Value and respect the employee and establish clear standards of performance expectation▪ Inform the BUHR about the initiation of PIP of the employee for compliance with guidelines▪ There can be a tendency to see performance improve immediately. However, remember to look not only for short-term improvement, but also for sustained improvement of performance

Process for Low Performers -2



Rating	Process
Rating - 1	<p>Exit discussion will be initiated with rating 1 employees</p> <ul style="list-style-type: none">▪ Process<ul style="list-style-type: none">- Documentation of feedback communication along with detailed reason for rating must be shared with the employee first by the reviewer and an intimation/email must be mandatorily provided to BUHR and RMG team- Call will be scheduled by BUHR and employee where the release details will be discussed with the employee serving 1 month of notice period.▪ Please Note -<ul style="list-style-type: none">- No exceptions will be considered in this rating case; hence it is important for managers to understand the rating scale and provide the rating accordingly with substantial documentation.



RBC Form in Keka



1. Results - Goals (70% Weightage)

Path: Go to Me >> Performance >> Goals



<div><div><div><div></div></div><div>2023</div><div>(01 Jun, 23 - 31 May, 24)</div></div></div>		<div>Bulk update progress</div>		
<div><div><div></div></div>GOALS</div>	OWNER	START DATE - END DATE	PROGRESS	ACTIONS
<div><div><div>></div><div><div><div><div></div></div><div>Deliverables</div><div><div><div>3 sub-goals</div><div>0 Task</div><div>30%</div><div>Individual</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>Delivery excellence</div><div><div><div>4 sub-goals</div><div>0 Task</div><div>20%</div><div>Individual</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>Organisation Contribution</div><div><div><div>2 sub-goals</div><div>0 Task</div><div>10%</div><div>Company</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>Upskilling/new skill learning</div><div><div><div>1 Sub-goal</div><div>0 Task</div><div>5%</div><div>Individual</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>Presales Contribution</div><div><div><div>1 Sub-goal</div><div>0 Task</div><div>5%</div><div>Company</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>HCC Contribution</div><div><div><div>1 Sub-goal</div><div>0 Task</div><div>20%</div><div>Individual</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>Mentoring</div><div><div><div>1 Sub-goal</div><div>0 Task</div><div>5%</div><div>Individual</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>
<div><div><div>></div><div><div><div><div></div></div><div>Organisation Policy Adherence & Compliance</div><div><div><div>1 Sub-goal</div><div>0 Task</div><div>5%</div><div>Company</div></div></div></div></div></div></div>	<div><div><div></div></div></div>	01 Jun, 23 - 31 May, 24	<div><div><div></div></div>0%</div> <div>Target : 100.00 %</div>	<div><div><div></div></div></div>

2. Behavior - Core Values (15% Weightage)

Path: Go to Me >> Performance >> Competencies & Core Values



Core Values

These are the core values expected out of me.

CORE VALUE NAME	DESCRIPTION	BEHAVIOURS
Passion	Loving what you do & doing what you love instils passion & drives success	3
Empathy	Understands & considers views & perspectives of others	3
Integrity	Stands for & does what is right	3
Sustainability	Adapting & implementing sustainable practices that contribute to a healthy planet for future generations	2

3. Competencies (15% Weightage)

Path: Go to Me >> Performance >> Competencies & Core Values



Goals

1:1 Meetings

Continuous Feedback

Reviews

Competencies & Core values

Skills

Performance Improvement Plan

Competencies

These are the competencies expected out of employee.

Competencies for Job Function - Softskills (50%)

COMPETENCY NAME	DESCRIPTION	COMPETENCY TYPE	WEIGHTAGE	BEHAVIOURS	
Communication	Listening to others, expressing your views & perspectives clearly & objectively to ensure effective mutual understanding	Core	Not available	3	
Collaboration Skills	Ability of an individual & group of people sharing their skills and ideas with the purpose of achieving a common objective	Core	Not available	4	
Team work	Working collaboratively with others to achieve common goals and positive results	Core	Not available	3	

1 to 3 of 3

K

Competencies for Job Function - Cloud Data Platform (50%)

COMPETENCY NAME	DESCRIPTION	COMPETENCY TYPE	WEIGHTAGE	BEHAVIOURS	
Cloud Data Platform	Not available	Job Specific	100%	25	

1 to 1 of 1

K

Step 1: Nominate Reviewers (Employee)



keka

Home

Me

Inbox

My Team

My Finances

Org

Hoonartek ESS

Search employees or actions (Ex: Apply Leave, Attendance Approvals)

LEAVEATTENDANCEPERFORMANCEEXPENSES & TRAVELHELPDESKAPPS

Goals1:1 MeetingsContinuous FeedbackReviewsSkillsCompetencies & Core valuesPerformance Improvement Plan (PIP)

My Performance ReviewsReviews Given to Others

My Performance Reviews

The following are the performance reviews in which I was reviewed.

Year End Assessment 2023-24

ON GOING

CURRENT STAGE

Review Nominations

WAITING ON

Meeta Nicholas, +1

DUE DATE

Jun 06, 2024


Nominate Reviewers

June 2023



Step 1: Nominate Reviewers (Employee)




Nominate Reviewers

 Sachidanand Kulkarni

Submit

REVIEWER	EMAIL	RELATION	ACTIONS
<div> Jagruti Nikumbhe Executive – HR Operations</div>	jagruti.nikumbhe@hoonartek.com	Previous Managers	
+Add Reviewer			



Home

Me

Inbox

1

My Team

My Finances

Hoonartek ESS

Search employees or actions (Ex: Apply Leave, Attendance Approvals)

LEAVE

ATTENDANCE

PERFORMANCE

EXPENSES & TRAVEL

HELPDESK

APPS

Goals

1:1 Meetings

Continuous Feedback

Reviews

Skills

Competencies & Core values

Performance Improvement Plan (PIP)

My Performance Reviews

Reviews Given to Others

My Performance Reviews

The following are the performance reviews in which I was reviewed.

Year End Assessment 2023-24

ON GOING

June 2023

CURRENT STAGE

Nomination Approval


WAITING ON

Meeta Nicholas

Step 2: Approve/Manage Nominations (Reporting Manager)



Approve/Manage Nominations



Sachidanand Kulkarni

-

1

NOMINATE

2

VERIFY & SUBMIT


Next

Relation

Nominated By


Search

Total: 1

REVIEWER	EMAIL	RELATION	NOMINATED BY	ACTIONS
<div><div>Jagruti Nikumbhe</div><div>Executive – HR Operations</div></div>	jagruti.nikumbhe@hoonartek.com	Previous Managers	Sachidanand Kulkarni	<div><input type="radio"/> Approve</div> <div><input type="radio"/> Reject</div>

+Add Reviewer

Final Nominations



Sachidanand Kulkarni

-

1


NOMINATE

2

VERIFY & SUBMIT

Previous

Submit

REVIEWER	RELATION	NOMINATED BY
<div><div>Jagruti Nikumbhe</div><div>Executive – HR Operations</div></div>	Previous Managers	Sachidanand Kulkarni

Step 3: Submit Review (Employee)



Home

Me

Inbox

1

My Team

My Finances

Org

Hoonartek ESS

LEAVE

ATTENDANCE

PERFORMANCE

EXPENSES & TRAVEL

HELPDESK

APPS

Goals

1:1 Meetings

Continuous Feedback

Reviews

Skills

Competencies & Core values

Performance Improvement Plan (PIP)

My Performance Reviews

Reviews Given to Others

My Performance Reviews

The following are the performance reviews in which I was reviewed.

Year End Assessment 2023-24

June 2023

ON GOING

CURRENT STAGE

Review Form filling

WAITING ON

Sachidanand Kulkarni

DUE DATE

Jun 06, 2024

Submit Review

Step 3: Submit Review (Employee)



Review Form for Sachidanand Kulkarni (Year End Assessment 2023-24)

Instructions

1

Goals

8 OF 8 FILLED

2

Competencies

0 OF 4 FILLED

3

Core Values

0 OF 4 FILLED

Review Finalisation

1 OF 3 SECTIONS COMPLETED

Previous

Save

Next

Goals

RATING

3.25

Goals

Section weightage : 70%

1

2

3

4

5

6

7

8

Please provide responses on below questions.

Collapse all

1. Deliverables

2023

01 Jun 2023 - 31 May 2024

30%

0/100 (0%)

2. Delivery excellence

2023

01 Jun 2023 - 31 May 2024

20%

0/100 (0%)

ALL SUB-GOALS (4)

Timely delivery of all assigned tasks

01 Jun 2023 - 31 May 2024

25%

0/100 (0%)

Praise

0

Personal Feedback

0

Performance Improvement Plan (PIP)

0

1:1 Meeting

0

Past Review

0

Step 3: Submit Review (Employee)



Review Form for Sachidanand Kulkarni (Year End Assessment 2023-24)

Instructions

1

Goals

8 OF 8 FILLED

2

Competencies

4 OF 4 FILLED

3

Core Values

4 OF 4 FILLED

Review Finalisation

3 OF 3 SECTIONS COMPLETED

Previous

Save

Submit Review

Thank you for completing the review form!!

Based on the ratings given by you, overall rating for Sachidanand Kulkarni is

Rating ↗

3.31/5

Good

Step 4: Submit Review (Previous Manager)



keka

Home

Me

Inbox

My Team

My Finances

Org

Hire

Performance

Hoonartek ESS

Search employees or actions (Ex: Apply Leave, Attendance Approvals)

Jagruti Nikumbhe

TAKE ACTION (1)

NOTIFICATIONS

ARCHIVE

PENDING TASKS

Performance Reviews (1)

PERFORMANCE REVIEWS

Search

REVIEW FORM

Sachidanand Kulkarni

04 Jun 2024

Sachidanand Kulkarni

REVIEW CYCLE

Year End Assessment...

June 2023

REPORTING MANAGER

Meeta Nicholas

DEPARTMENT

IT - Contractor

LOCATION

Pune

DUE DATE

06 Jun 2024

Provide feedback for Sachidanand Kulkarni

Below are the parameters that you need to provide review on

1

Goals

2

Competencies

3

Core Values

Start Review

Step 4: Submit Review (Previous Manager)



Review Form for Sachidanand Kulkarni (Year End Assessment 2023-24)

Instructions

1

Goals

8 OF 8 FILLED

2

Competencies

4 OF 4 FILLED

3

Core Values

4 OF 4 FILLED

Review Finalisation

3 OF 3 SECTIONS COMPLETED

Previous

Save

Submit Review

Thank you for completing the review form!!

Based on the ratings given by you, overall rating for Sachidanand Kulkarni is

Rating

3.32/5

Good

Step 5: Submit Review (Current Manager)



keka

Hoonartek ESS

Search employees or actions (Ex: Apply Leave, Attendance Approvals)

Meeta Nicholas

Home

Me

Inbox

My Team

My Finances

Org

Hire

SUMMARY

LEAVE

ATTENDANCE

EXPENSES & TRAVEL

TIMESHEET

PROFILE CHANGES

PERFORMANCE

Goal Insights

Team Goals

1:1 Meetings

Continuous Feedback

Performance Improvement Plan (PIP)

Reviews

Skills

Reports

DIRECT REPORTS

Search

Sachidanand Kulkarni

Sachidanand Kulkarni

DEPARTMENT
IT - Contractor

DATE OF JOINING
Nov 21, 2022

REPORTING MANAGER
Meeta Nicholas

Review Cycles

Search Review Cycle

All the review cycles which are active, upcoming and completed will be shown here.

Year End Assessment 2...

ON GOING

CURRENT STAGE
Review Form filli...

WAITING ON
Meeta Nicholas

DUE DATE
Jun 06, 2024

ACTIONS
Submit
Review

Review Form for Sachidanand Kulkarni (Year End Assessment 2023-24)

Instructions

1Goals
0 OF 8 FILLED

2Competencies
0 OF 4 FILLED

3Core Values
0 OF 4 FILLED

Review Finalisation
0 OF 3 SECTIONS COMPLETED

Previous

Save

Next

Goals

RATING

--

Goals

Section weightage : 70%

1

2

3

4

5

6

7

8

1. Deliverables

2023 (01 Jun 2023 - 31 May 2024) 30% 0/100 (0%)

ALL SUB-GOALS (3)

Coverage

01 Jun 2023 - 31 May 2024 34% 0/85 (0%)

Hide others response (2)

Sachidanand Kulkarni Self

04 Jun 2024, 3:18 pm

Performance: 4/5 ★ Excellent

test

Jagruti Nikumbhe Previous Managers

04 Jun 2024, 3:29 pm

Performance: 4/5 ★ Excellent

Praise 0

Personal Feedback 0

Internal Note 0

Performance Improvement Plan (PIP) 0

1:1 Meeting 0

Past Review 0

Step 5: Submit Review (Current Manager)



Review Form for Sachidanand Kulkarni (Year End Assessment 2023-24)

Instructions

1

Goals

8 OF 8 FILLED

2

Competencies

4 OF 4 FILLED

3

Core Values

4 OF 4 FILLED

Review Finalisation

3 OF 3 SECTIONS COMPLETED

Previous

Save

Submit Review

Thank you for completing the review form!!

Based on the ratings given by you, overall rating for Sachidanand Kulkarni is

Rating

3.37/5

Good



Step 7: Calibration & Release of Review Form (HR)



Calibration – After Manager rating, in Calibration BU Head ratings will be added in Keka which will be the final rating of employee.

Post Calibration, HR will release the review form, employee will be able to see the ratings submitted by nominated Reviewers, Reporting Manager and BU Head



Q & A

Thank you!

Hoonartek is the world's leading data solutions company. Founded in 2010, we've helped more than 200 enterprises successfully leverage data and insights to drive transformation, create innovative business models, and generate new monetisation avenues. Hoonartek's three offerings – data products and monetisation, digital banking and lending, and digital engineering – make Hoonartek a partner of choice for businesses in BFSI, Telecom, ISVs, Healthcare and Manufacturing. With headquarters in Pune, India, we are present in the US, UK and Europe. We proudly serve Korn Ferry, ASI, L&T, Experian, NSE, IDFC, and Airtel to name a few.

To learn more, visit www.hoonartek.com |   