

# PERFORMANCE **MANAGEMENT** GUIDEBOOK 2.0

*Revised: May, 2018*

PEOPLE OPS **Building a High Performance Company**

# Purpose, Scope, & Framework

## Purpose

The purpose of this guide is to enable a shared and common understanding throughout the Company of the performance management process, clarifying the purpose, roles, responsibilities and expectations for all stakeholders.

## Scope

The broad principles of VGG's performance management standards apply to all full time employees and full time contractors across the Company. Termed contractors do not partake in the performance management process

## Framework

VGG's performance management practice is underpinned by its vision, mission, and values, with a view to;

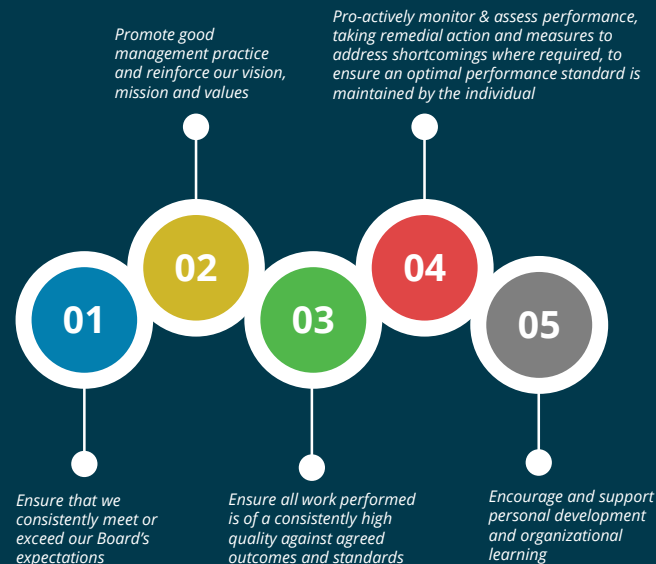
- Defining its approach to monitoring, reviewing and rewarding employee performance;
- Facilitating a link between Company, SBU, departmental, unit and individual objectives, measures and targets;
- Driving behaviors that are consistent with the Company's goals.

# Introduction

VGG's performance management process is based on the belief that our employees are our most critical resource, and performance contributions and development of each individual are essential toward fulfilling the Company's mission and goals.

VGG is committed to a fair and transparent performance management process that fosters strong performance. The employee, the line manager, and the Company are critical members of a partnership that ensures effective performance planning, assessment, coaching, and development.

## Aims Of Performance Management Practice In VGG



# Roles & Responsibilities

## Line Manager/Supervisor

1

Line Managers/Supervisors are responsible for implementing the principles of the Performance Management System in a fair and equitable manner by;

- ✓ Setting clear and appropriate performance standards for specific duties;
- ✓ Holding monthly one-on-one sessions to discuss employees' development and progress toward achieving performance goals;
- ✓ Providing timely, on-going feedback as at when required ;
- ✓ Supporting and providing resources for employees to meet performance goals;
- ✓ Recognizing and acknowledging excellence in performance, i.e. "Going the extra mile";
- ✓ Counselling individuals whose performance is below standard, and taking appropriate action when unsatisfactory performance fails to improve.

## Employee

2

The roles of the Employee shall include, but are not limited to, the following:

- ✓ Setting and agreeing on SMART performance goals with Supervisor, and working toward achieving them;
- ✓ Understanding the job responsibilities and expectations, as specified in individual job descriptions;
- ✓ Understanding the company, departmental and unit goals, objectives and targets;
- ✓ Approaching the appraisal sessions with a positive attitude and an open mind;
- ✓ Identifying and participating in career development and training opportunities;
- ✓ Discussing concerns and questions about any part of the job or the performance management process, and offering suggestions to address any concerns or questions.

# Roles & Responsibilities

3

## SBU Heads/ Executives

The roles of the SBU Heads/Executives, when not the Employee's direct line manager, include:

- ✓ Giving real time and ongoing feedback to employee during the job and providing the HODs with feedback on employee's performance;
- ✓ Ensuring continuous monitoring of employee's actual performance against target by supervisors, and providing organized feedback during the appraisal period;
- ✓ Reviewing and challenging as required, staff performance appraisal ratings and scores to ensure objectivity, transparency and consistency of performance appraisal process; and
- ✓ Any other responsibility as approved by the performance management committee.

4

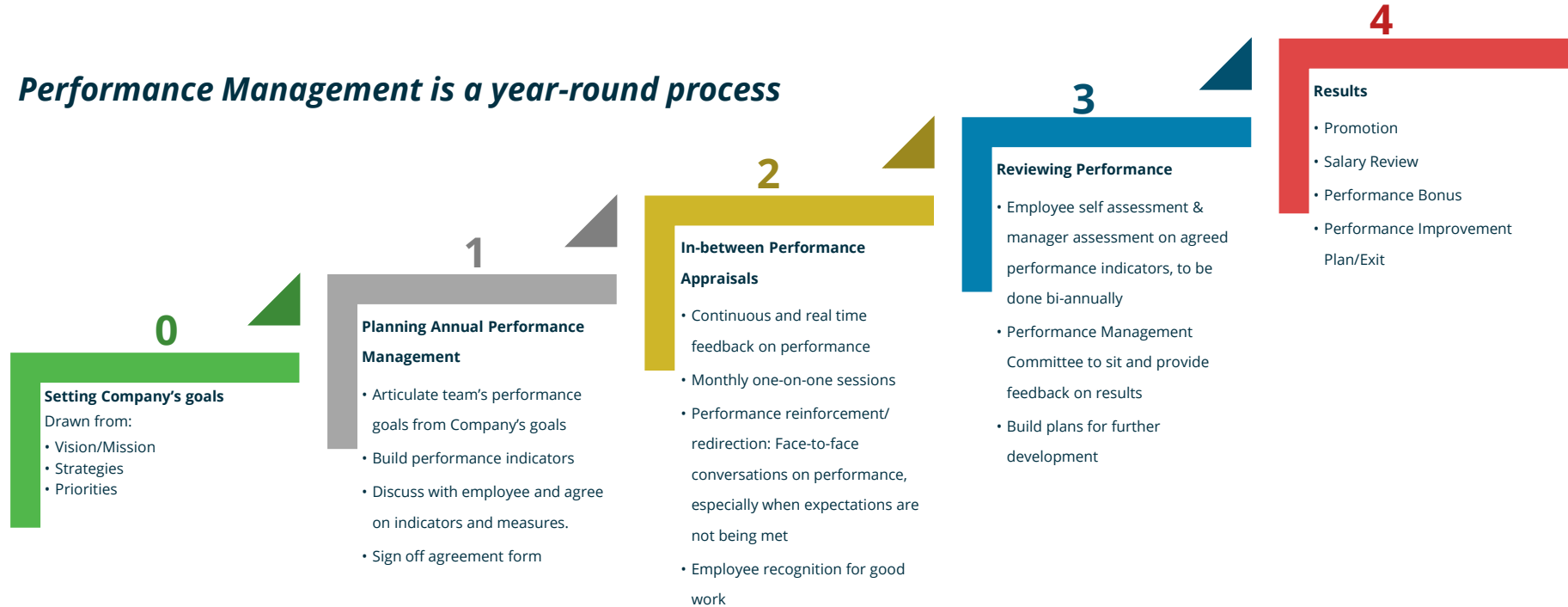
## Performance Management Committee

The roles of the Performance Management Committee shall include:

- ✓ Providing continuous operational guideline and support across the Company in execution of the performance management process;
- ✓ Sitting on all performance appraisal results and approving/disproving recommendations;
- ✓ Proactively identifying and addressing staff performance management issues and conflicts;
- ✓ Monitoring the implementation of the appraisal review recommendations, especially with regard to career and training issues;
- ✓ Maintaining accurate performance appraisal records;
- ✓ Investigating significant variances in performance trends.

# Performance Management Process

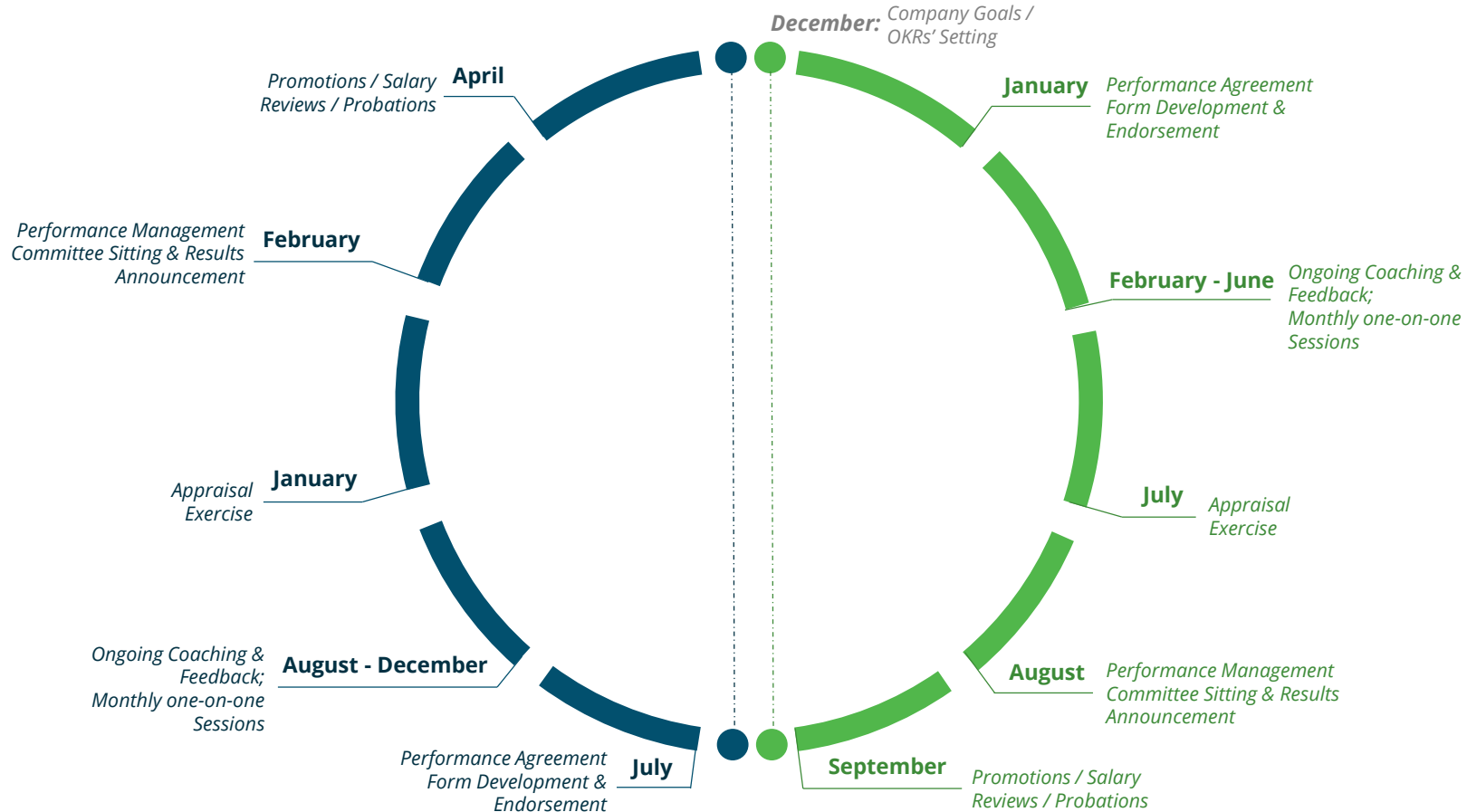
## Performance Management is a year-round process



*Understanding the performance management process, with the supervisory steps that need to be taken as well as recognizing what forms to complete, is just the beginning. It is just as important, if not more, that supervisors understand the importance of encouraging employee involvement and active participation in all aspects of the performance management process.*

**Regular, ongoing communication between supervisors and employees concerning what employees are expected to do, and how well they are actually doing it, is essential to managing performance for success.**

# Bi-Annual Performance Management Cycle



# Performance Appraisal Key Points



## Appraisal Score Benchmark

>**71%** Appraisal Score in two consecutive appraisals is the benchmark upon which employees become eligible for rewards (*promotions/ salary reviews*).

Promotions are further subject to compliance with level adjustments on the competency framework.



## Rewards

All companywide Rewards (*promotions/ salary reviews*) shall be effected in **April**, following Cycle 2 Appraisal period.

Concession shall, however, be made for exceptional cases in **September**, following Cycle 1 Appraisal period.



## Performance Improvement Plan (PIP)

Employees rated '**<60%**' shall be notified, in writing, by the Performance Management Team and placed on probation for an appraisal period (3 months). The Team shall, in consultation with the Supervisor, ensure that Performance Improvement Plans are developed and effectively implemented.



## Exits

Employees rated '**<60%**' in 2 consecutive appraisals shall be advised to resign or terminated for performance reasons, upon completion of the second appraisal. Severance would not be included in the exit package.

# Simplified Appraisal Form

The companywide appraisal form has also been simplified, based off the OKR goal-setting model. The Appraisal form will have **only 2 sections**:

- ❖ OKR Scorecard
- ❖ Behavioural Scorecard

## OKR Scorecard

For employees to perform to the best of their abilities, they need to understand in clear terms what is expected of them. Furthermore, for organizations to succeed, they need all their employees to contribute to the overall goals of the organization. The most effective way to achieve this is for each employee to agree to SMART Objectives that are aligned to the organization's goals, with their manager(s).

Hence, the **Objectives – Key Results (OKRs) goal-setting model** has been adopted to revolutionize employee goal setting. The goal is to achieve focus and clarity for all employees, as well as ensure alignment to organizational objectives, thereby driving a high performance company.

Employees are to have **4-6 Objectives** per Appraisal Cycle (*covering a 6-month period*), one of which MUST be a **Personal Development** objective. Also, each Objective is to have **3-5 Key Results**. OKRs can be reviewed and updated up to **6 weeks** before the appraisal exercise is conducted. Again, goal-setting should be a collaborative process between employees and managers.

Employees and Managers will be required to endorse OKRs set at the beginning of every cycle and following every update.

## Behavioural Scorecard

We will also drive **5 key behavioural values** which all employees will be expected to live by. Each of the values will have descriptors, per level, to guide employees on behavioural expectations. **Peer feedback** will also be incorporated in the Behavioural Scorecard assessment for a balanced feedback process.



# Employee OKR Goal-setting

## ❖ What is an Objective? - What I want to Accomplish

An Objective is like a mission statement, only for a shorter period of time. A great Objective inspires the team, is hard (but not impossible) to do in a set time frame, and can be done by the person or people who have set it, independently. Objectives should be significant to the company and personally meaningful, as well as aspirational.

## ❖ What are Key Results? - How I will Accomplish the Objective

Key results should clearly make the objective possible; should be **measurable, limited in number, and time-bound**. Key Results take all the inspirational language in the objective and quantify it. You create them by asking a couple of simple questions: ***How would we know if we met our Objective? What numbers would change?***

## ❖ OKRs should be Aspirational

Rather than always be attainable, OKRs should be aspirational, to foster greater innovation by encouraging employees to push their limits. OKRs are more akin to stretch goals – a little uncomfortable and slightly out of reach.

**A great way to do this is to set a confidence level of 5 of 10 on the OKR.** By confidence level of 5 out of 10, we mean, *“I have confidence I only have a 50/50 shot of making this goal.”* A confidence level of 1 means, *“It would take a miracle.”* A confidence level of 10 means you are setting your goals way too low, which is often called *sandbagging*.

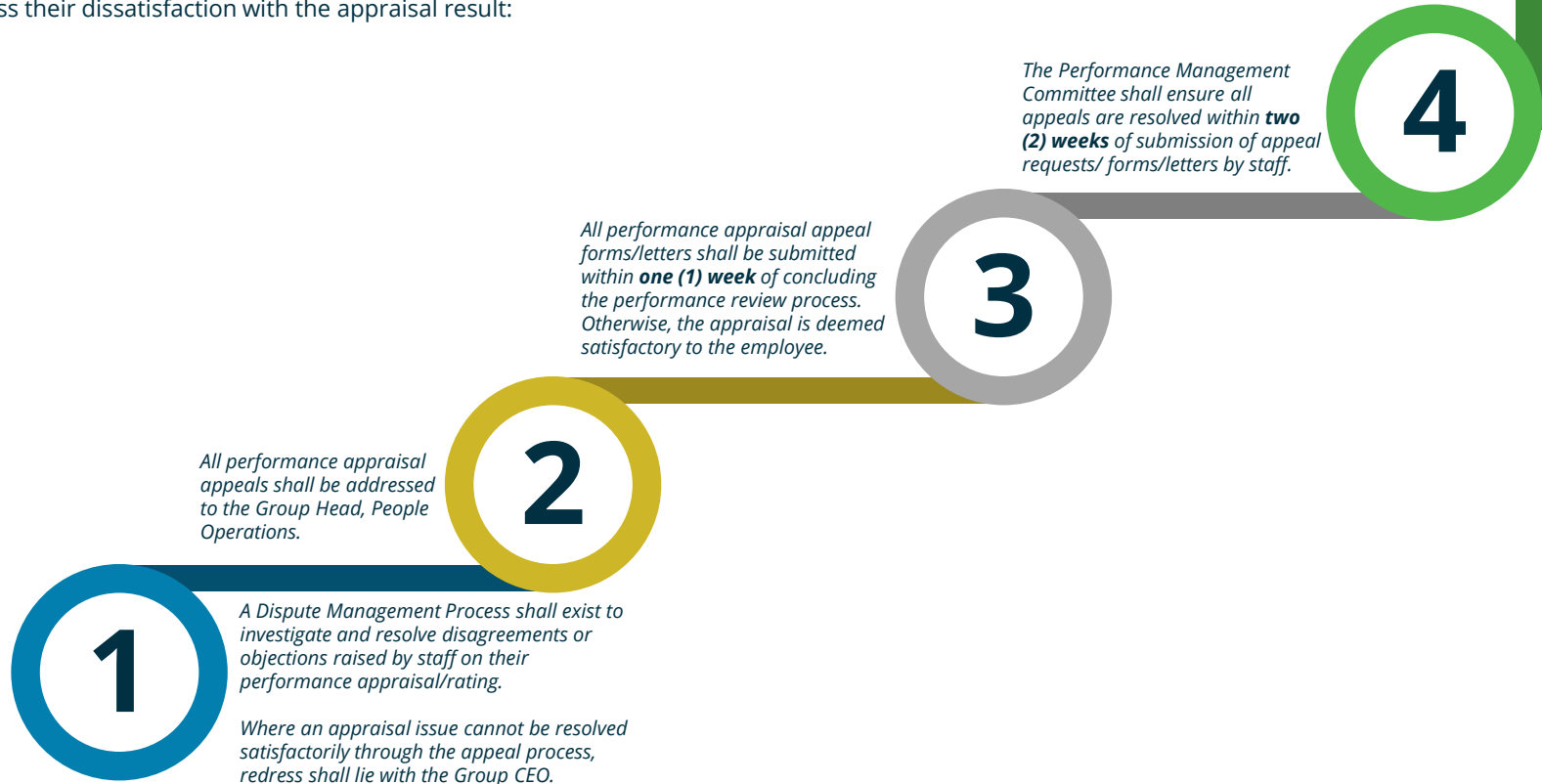
## ❖ Employee Involvement in Goal-Setting

**Since employees are ultimately responsible for reaching their goals, they need to have a strong voice in setting them.**

We encourage all managers to first have a session with their team members explaining the organizational/team objectives for the period, following which they ask each team member to draft goals that directly contribute to the organizational/team objectives. Once initial goals have been suggested, managers are to discuss whether their targets are both realistic and challenging enough. Stretch targets emerge as a process of negotiation between employees and the managers.

# Dispute Management Process

The following policies shall guide the dispute resolution/appeal process through which employees can express their dissatisfaction with the appraisal result:



# Appendix

## FAQs

1

### Who will use the performance management process?

The use of the performance management process is required for all confirmed full time employees and full time contractors of Venture Garden Group.

2

### Who can be an Appraiser?

Appraisers shall be the employee's Line Manager. The Appraiser should have directly supervised the employee for a minimum period of three (3) months.

Where an employee has functioned in more than one Team/SBU within the review period, the manager in the function in which the employee has spent the most time shall perform the appraisal, while the other managers will serve as co-reviewers.

3

### What if goals change or need updating during the year?

An employee, with the concurrence of their manager, can update goals up to six weeks before the appraisal exercise is conducted.

4

### I hired an employee 2 months ago. Do I need to complete a performance appraisal exercise for this employee?

Only Employees who have been confirmed up to 3 months prior the company-wide appraisal exercise will be evaluated and eligible for performance salary reviews.

Employees who do not meet the above criterion will have an informal review for purposes of giving feedback and beginning the formal performance planning and evaluation process. They will not be eligible for performance salary reviews during this cycle.

5

### What if extenuating circumstances limit realization of my goals?

Where current realities within the work environment limit the realization of agreed goals, the manager shall ensure that the appraisal ratings reflect such, and communication is done in writing to the performance management committee.

6

### If the manager leaves the job during the review period, who will rate the employee's performance at the end of the period?

The individual who is hired to replace the departing manager will participate in conducting the performance evaluation of the employee, along with the executive-in-charge.

7

### What happens if an employee fails to submit their signed performance appraisal/agreement form (PAF)?

Non-receipt of staff's signed form within the stipulated timeline will attract **10%** off points in PMS compliance. In cases of clear negligence, **100%** off points in PMS compliance will be applied, and also implies that such staff will not participate in the appraisal exercise for that cycle. This, in turn, means such an employee will not have a performance record with the Company for that cycle, upon which employee decisions will be based.

8

### Whose responsibility is it to ensure signed PAFs and completed evaluations are submitted?

Employees are encouraged to take full ownership of their performance and its management. It is the employee's responsibility to ensure that their signed PAFs and completed evaluations are submitted by their Managers.

# OKR Examples: Engineering Team

*\*\*Kindly note that there are no OKRs that you can simply copy and paste and use within your team. So, please use any examples for learning, not as a replacement for the **critical thinking** that is the essence of "doing OKRs."\*\**

## O: Ensure that our product scales out

- KR 1:** Re-architect our product to handle average load of 200 requests per second with 90% responses returning within 100 ms by end of Q1
- KR 2:** Maintain current Amazon Web Services costs at 5% of company revenues at end of Q1
- KR 3:** Introduce message queue to scale up our event processing framework by end of Q1
- KR 4:** Replace Oracle database with NoSQL solution by end of Q1

## O: Build and improve system architecture

- KR 1:** Provide process guidelines for more efficient architecture internal use
- KR 2:** Provide report on where process guidelines are not being followed
- KR 3:** Provide software compatibility report to engineering team
- KR 4:** Apply and update weekly system stress tests (with projected growth)

## O: Refactor our old user management module

- KR 1:** Survey 5 external API users regarding issues with our authentication
- KR 2:** Discuss the user management code usage with 5 engineers having used it in production
- KR 3:** Rewrite and launch new version of our user management module
- KR 4:** Rewrite the API user authentication for new version

## O: Increase Data Security

- KR 1:** Reduce occurrences of data breach to zero
- KR 2:** Increase data recovery rate to 100%
- KR 3:** 50% decrease in data migration and backup time
- KR 4:** Rewrite the API user authentication for new version

## O: Prepare new UI/UX design prototype for Product-B

- KR 1:** Produce 5 variants of design
- KR 2:** Implement chosen design variant on test server by Q1

## O: Improve software application performance

- KR 1:** Reduce API response time to 4s
- KR 2:** Reduce average application response time to <450ms
- KR 3:** Decrease code review times by half

## O: Improve front-end speed

- KR 1:** Ship X additional story points over last quarter
- KR 2:** Reduce average lead time to X
- KR 3:** Increase unit test coverage by X%

## O: Contribute to product quality

- KR 1:** Increase code review time by 20 minutes each day
- KR 2:** Increase time spent on learning new languages to 1 week each quarter
- KR 3:** Ship 2 additional new front-end features this quarter

## O: Improve performance of the product

- KR 1:** Reduce number of critical bugs by 15%
- KR 2:** Increase stability of performance from 25% to 35%
- KR 3:** Create FAQ sheet and enable customers to optimize use of the product

## O: Improve our testing procedures

- KR 1:** Implement test-driven development in 3 new development teams
- KR 2:** Increase unit test coverage to 75% of code
- KR 3:** Conduct a security assessment of our codebase using automated tools
- KR 4:** Make sure satisfaction score of product management to testing team is at least 7.5
- KR 5:** Discover at least 100 bugs and open issues in old code not reviewed in 6 months

# OKR Examples: Platform/Product Team

*\*\*Kindly note that there are no OKRs that you can simply copy and paste and use within your team. So, please use any examples for learning, not as a replacement for the **critical thinking** that is the essence of "doing OKRs."\*\**

## O: Increase platform engagement by end of Q4

**KR 1:** Increase daily active users by 3%

**KR 2:** Increase weekly active users by 5%

**KR 3:** Increase monthly active users by 15%

## O: Manage product lifecycle and strategic planning

**KR 1:** Finalize requirements with stakeholders from R&D, Design, Product, and Engineering by Oct 20

**KR 2:** Create a use-case messaging document with Marketing by Nov 5

**KR 3:** Present the vision and roadmap to executive team by Nov 20

**KR 4:** Implement new prioritization and new feature process for all Q4 products by end of Q4

## O: Increase daily engagement with the product by 3%

**KR 1:** Interview 50 customers or users to get feedback by end of Oct

**KR 2:** Set up 10 A/B tests on mobile application to drive engagement by first week of Oct

**KR 3:** Modify onboarding experience with educational content and social features middle of Q4

**KR 4:** Identify power users and document their behaviors by Oct 15

## O: Launch new integrations with 3rd party partners on Dec 15

**KR 1:** Get trained on partner's product by Oct 15

**KR 2:** Document goals and shared vision with external vendors by Oct 20

**KR 3:** Write and scope requirements from partners and key business stakeholders by Nov 20

**KR 4:** Work with data science team to outline rollout and integration plan by Dec 1

## O: Increase cross-functional transparency into product KPIs by Q4

**KR 1:** Hold monthly meetings with key stakeholders from Product, Engineering and Sales on product KPIs

**KR 2:** Develop a product KPI dashboard partnering with analytics team

**KR 3:** Ensure that 100% of Q3 product features have robust success metrics associated with them

**KR 4:** Analyze the lifetime value of the average product user vs. the average premium subscriber

## O: Design major interactions for new product launch by end of March

**KR 1:** Participate in 5 user interviews with User Researcher by January 10

**KR 2:** Have 3 sessions with lead software engineer and QA engineer before February 15

**KR 3:** Create and present 5 prototypes to Head of Design by March 5

**KR 4:** Deliver visual designs to product and engineering by March 15

## O: Receive promotion to design manager by improving prototyping, management and thought leadership by end of March

**KR 1:** Implement and run a revamped new hire onboarding process by January 20

**KR 2:** Create 2 March sprint prototypes using Form by February 15

**KR 3:** Attend MAP training session on February 18

**KR 4:** Chronicle the design process for new mobile web browser in a blog post by February 22

## O: Restructure content in customer support portal

**KR 1:** Eliminate redundant documentation by May 20

**KR 2:** Condense and refine existing FAQs with the help of customer support by June 15

**KR 3:** Develop documentation formatting and style guide by June 30

**KR 4:** Propose and share new style guide with product team on July 5

## O: Create content and documentation for Q3 2018 release

**KR 1:** Meet with PMs and key stakeholders to understand new features and use cases by May 25

**KR 2:** Document additions/deletions to product and share with customer support by June 20

**KR 3:** Write 3 drafts of comprehensive Q3 release guide by end of June

**KR 4:** Get final approval on release guide from stakeholders by July 5

**KR 5:** Send release notes to user base one month before product launch date on July 15

# OKR Examples: Finance & Legal Teams

*\*\*Kindly note that there are no OKRs that you can simply copy and paste and use within your team. So, please use any examples for learning, not as a replacement for the **critical thinking** that is the essence of "doing OKRs."\*\**

## O: Complete 3 year strategic plan by December 20

**KR 1:** Meet with all SBU stakeholders by October 20

**KR 2:** Set revenue targets with SBUs by November 17

**KR 3:** Approve company-wide hiring plan by November 30

**KR 4:** Receive approval on strategic plan from the executive team and board by December 10

## O: Improve annual budgeting and business planning

**KR 1:** Conduct a day-long planning session with each division manager

**KR 2:** Receive business line budget proposals before September 1<sup>st</sup>

**KR 3:** Have each business line manager start using our online dashboards

**KR 4:** Close the final budget by November 30<sup>th</sup>

## O: Create profitability forecast for products A, B and C by December 20

**KR 1:** Gather reports from Accounting on profitability in Q1, Q2 and Q3 by October 15

**KR 2:** Finalize analysis on key drivers of gross margin by November 5

**KR 3:** Present recommendations for improvements to key operating cycles to drive profitability by December 10

## O: Present pricing options to CEO for new product offering by December 5

**KR 1:** Create report on pricing of top 5 competitors by October 15

**KR 2:** Finalize analysis of budgeted cost rollup by end of November 10

**KR 3:** Produce KPI report for Finance Manager by November 25

## O: Close financial statements by October 21

**KR 1:** Obtain inventory quantity reports from warehouse managers by October 21

**KR 2:** Receive balance sheet reconciliations from Accounting by October 21

**KR 3:** Approve month-end journal entries by October 21

**KR 4:** Reconcile cash and credit cards by October 21

## O: Expand to UK by end of March

**KR 1:** Ensure compliance with UK employment law by end of January

**KR 2:** Register the corporate entity by January 15

**KR 3:** Update contracts to meet UK laws by January 22

**KR 4:** Address any compliance issues with the product by end of March

## O: Streamline the contracts process to help Sales by end of March

**KR 1:** Select a third party contract management system by January 25

**KR 2:** Create a playbook on contract negotiations by February 15

**KR 3:** Hire and onboard a new Legal Operations Associate by end of March

## O: Fix three problem risk areas by end of March

**KR 1:** Update the record retention policy to reduce risk by January 25

**KR 2:** Create a new visitor policy by February 15

**KR 3:** Conduct media training with the Sales, Product, and Communication teams by March 15

## O: Update trademark and patent processes and portfolios by end of March

**KR 1:** Create a new patent application by end of January

**KR 2:** Update patent and trademark portfolios by February 5

**KR 3:** File 5 new patent applications by February 20

## O: Help Sales close all new customers and receive payment from existing customers in Q1

**KR 1:** Update the order form for Sales January 10

**KR 2:** Train all new team members on T&Cs, SLA and escalation policy by January 12

**KR 3:** Launch new legal wiki with updated legal FAQ by January 15

**KR 4:** Create a process for delinquent customers by end of February

# OKR Examples: Sales & Communication Teams

*\*\*Kindly note that there are no OKRs that you can simply copy and paste and use within your team. So, please use any examples for learning, not as a replacement for the **critical thinking** that is the essence of "doing OKRs."\*\**

## O: Hit company bookings target for Q1

**KR 1:** Secure \$10M in bookings by end of Q1

**KR 2:** Ensure each sales manager contributes \$4M or more in bookings

**KR 3:** Ensure at least 60% of sales team achieves quota

**KR 4:** Deliver 40% of our overall bookings via upsell and cross-sell

**KR 5:** Attend 3 industry events by end of Q1

## O: Drive new territory growth

**KR 1:** Hire two new Account Executives

**KR 2:** Meet with 45 new opportunities by the end of Q1

**KR 3:** Work with Head of Comms to establish strategic targeting program for next quarter

**KR 4:** Share at least 3 best practices with peer organizations related to pricing or competition

## O: Create new bookings and pipeline for Q1

**KR 1:** Contribute \$1M in bookings by the end of Q1

**KR 2:** Contribute \$4M in new pipeline opportunities by end of Q1

**KR 3:** Keep pipeline above 3x at all times

**KR 4:** Achieve linearity targets with 20% closed by end of month and 50% closed by end of month 2

## O: Ensure quality activity on leads and opportunities

**KR 1:** Maintain 100% of opportunities that are not older (younger) than 60 days

**KR 2:** Convert or downgrade all leads within 14 days

**KR 3:** Meet with 75 new opportunities by the end of Q1

**KR 4:** Document 50 new discoveries for Q1

## O: Define and implement social selling process and guide

**KR 1:** Craft a social selling email template by February 13<sup>th</sup>

**KR 2:** Send social emails to 10 contacts per week for the duration of Q1

**KR 3:** Train 3 new team members on social selling best practices

**KR 4:** Touch 100% of leads every week

## O: Drive awareness through PR activities

**KR 1:** Publish 20 press pieces by end of Q1

**KR 2:** Host 2 media dinners with key industry influencers by end of Q1

**KR 3:** Secure a speaking spot for our CEO at TED

**KR 4:** Place 20 bylines or contributed posts by Q1

**KR 5:** Reach out to 5 publications by end of Q1 about Series D round on March 25<sup>th</sup>

## O: Drive an epic launch for product v3.0

**KR 1:** Get 10,000 page impressions/downloads within first month of launch

**KR 2:** Ensure customers, partners and distributors have necessary FAQs and training by Feb 15<sup>th</sup>

**KR 3:** Finalize messaging and competitive positioning by Jan 31<sup>st</sup>

**KR 4:** Secure pricing, discounting, legal and trademark approvals by Jan 31<sup>st</sup>

**KR 5:** Enable sales team by creating demo videos, datasheet and support marketing assets by Feb 15<sup>th</sup>

**KR 6:** Create 1 customer case study or 3 testimonials supporting the product v3.0 value proposition by Mar 1<sup>st</sup>

## O: Acquire 4500 leads (or signups) by end of Q1

**KR 1:** Launch 3 targeted online campaigns to achieve 1000 leads by end of Q1

**KR 2:** Launch 4 new nurture and email marketing campaigns to achieve 500 leads by end of Q1

**KR 3:** Deliver 1000 leads through direct mail campaigns by end of Q1

**KR 4:** Maintain website mobile signups through SEO optimization to deliver 1000 inbound leads by end of Q1

**KR 5:** Sponsor 3 events and host 10 user meetups to drive 1000 leads by end of Q1

**KR 6:** Add 30,000 new contacts in marketing database by Jan 31<sup>st</sup>

## O: Support cross-functional organizations and vendors

**KR 1:** Provide necessary design assets and editorials for 10 Tier 1, 20 Tier 2 and 30 Tier 3 projects by end of Q1

**KR 2:** Create brand guidelines for internal as well as for partner and vendors by Feb 9<sup>th</sup>

**KR 3:** Hire 2 world class art directors and 3 producers by end of Q1

**KR 4:** Roll out new corporate video and brochure by end of Q1

**KR 5:** Provide necessary design and materials to support Q1 company earnings call on Jan 27<sup>th</sup>



# OKR Examples: People Operations & Support/Customer Service Teams

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## O: Hire 10 new employees by the end of March

KR 1: Develop an annual hiring plan by end of February

KR 2: Onboard 2 recruiting agencies for Engineering hiring by February 15th

KR 3: Launch new careers page with employee content to improve hiring brand by end of March

KR 4: Restructure employee referral program to generate 10% more referrals

## O: Develop plan to increase annual employee retention to 85% by February 20

KR 1: Send employee engagement survey by January 15

KR 2: Create strategy for increasing annual employee engagement to 80% by January 28

KR 3: Create an employee recognition and rewards program by February 5

KR 4: Update employee compensation, benefits and perks to ensure they're competitive with the market by February 20

## O: Update employee compensation, benefits and perks to ensure they're competitive with the market by February 20

KR 1: Meet with all managers to gather benefits and perks requests by January 15

KR 2: Create analysis of compensation, benefits and perks of competitors by January 25

KR 3: Make adjustments to compensation policy by February 10

KR 4: Launch new employee recognition and rewards tool by February 20

## O: Launch a new employee development program by end of March

KR 1: Document career path matrix for employees at all levels by end of January

KR 2: Start a new leadership development program by end of February

KR 3: Launch a new employee learning management system by February 15

## O: Complete talent assessment of entire Engineering department by end of March

KR 1: Meet with all employees in the department by January 25

KR 2: Create report on areas for improvement by February 15

KR 3: Present talent assessment by February 20

## O: Research and improve customer satisfaction

KR 1: Exceed Net Promoter Score (NPS) of over 8.0

KR 2: Get 1000 survey responses to annual satisfaction survey

KR 3: Conduct 50 phone interviews with top customers

KR 4: Conduct 15 phone interviews with recently churned customers

KR 5: Present an action plan of 10 improvements for next quarter

## O: Ensure that CS is giving our customers an excellent experience

KR 1: Achieve a customer satisfaction score greater than 85% for all escalated tickets

KR 2: Maintain a team customer satisfaction score of greater than 90%

KR 3: Get 10 customers champions of our support team by the end of Q1

## O: Make our customers' experience with support enjoyable and helpful

KR 1: Respond to new tickets in less than 10 hours, on average

KR 2: Resolve initial questions in less than 24 hours, on average

KR 3: Maintain a personal customer satisfaction score greater than 90%

## O: Develop and train employees on a new script for the top 10 reasons customers contact the call center by end of March

KR 1: Work with Analytics team to identify top 10 reasons customers contact the call center by end of Jan

KR 2: Work with Comms team to create 3 new scripts by end of Feb

KR 3: Ensure all Customer Service Representatives are trained and certified on new scripts by end of March

## O: Develop new process for inbound customer calls by end of March

KR 1: Meet with co-workers to identify 10 pain points or inefficiencies by end of January

KR 2: Review the 20 calls that took the most time to assist a customer by end of January

KR 3: Present new process to manager by end of March

# Fair And Objective Performance Appraisals

In evaluating performance, it is important to always compare actual performance to the performance goals/standards as determined during the Performance Planning stage. To be fair and objective, a performance evaluation must be based on the employee's job-related behavior, not on the employee's personal traits or other factors not related to the job. **Validity is the extent to which an employee's rating corresponds to actual performance.** Unfortunately, personal biases can sometimes cause an employee's evaluation to be distorted. Therefore, it is important that supervisors understand not only the Company's rating scale, but also the potential rating biases outlined below.

## Avoid These Common Evaluation Errors

### The Leniency Error

Giving everyone high ratings regardless of actual performance in an attempt to avoid conflict or as a way to influence the employee's perception of the supervisor.

### The Halo Effect Error

Letting one favored trait or work factor influence all other areas of performance, resulting in an unduly high overall performance rating.

### Guilt by Association Error

Evaluation influenced by employee's associations rather than performance.

### The Excessive Strictness Error

Giving all employees lower ratings than warranted. Avoid the Strictness effect by measuring performance against established standards and expectations which are reasonable and attainable.

### The Horns Effect Error

Allowing one disfavored trait or work factor to overwhelm other more positive performance elements resulting in an unfairly low overall performance rating.

### Similar to Me Error

Similar to me and therefore feeling of comfort and compatibility.

### The Central Tendency Error:

Clumping or clustering all employees in the middle performance categories in an attempt to avoid extremes. This error is usually caused by the rater's desire not to call attention to him or herself or by super ordinate sense of "democracy."

### Past Performance Error

Rating on past performance rather than present performance.

### Biased Rating Error

Allowing personal feelings toward employee to influence rating.

### The Regency Error

Failing to take into account the entire evaluation period and focusing on a recent performance episode, positively or negatively. Base your evaluation on representative information from the whole evaluation period to avoid this error.

### Contrast Error

Evaluating an employee in relation to another. Evaluations should be based on how well the employee performed in relation to his/her duties, goals and stated performance standards, i.e., actual performance compared to expected performance.

### Length of Service Error

Employees should not automatically receive high ratings based on longevity nor should employees be penalized for being relatively new. A person may have lots of institutional knowledge but that fact, in and of itself, does not equate with exceeding expectations.

Questions regarding performance management should be directed to your Line Manager,  
the Performance Management Committee via [pmc@venturegardengroup.com](mailto:pmc@venturegardengroup.com),  
or the People Operations Team via [seye.oni@venturegardengroup.com](mailto:seye.oni@venturegardengroup.com)

Venture Garden Group is a holding company for a group of high growth financial technology companies that provides innovative, data-driven, end-to-end technology platforms addressing reconciliation and payment processing inefficiencies across multiple sectors of the African economy.

As a group, Venture Garden has grown to become one of the largest fintech investment holding companies in Sub-Saharan Africa, with investments in 15 innovative fintech companies across Africa via its venture arm GreenHouse Capital.

For more information about this document, please send an email to {insert email address here}