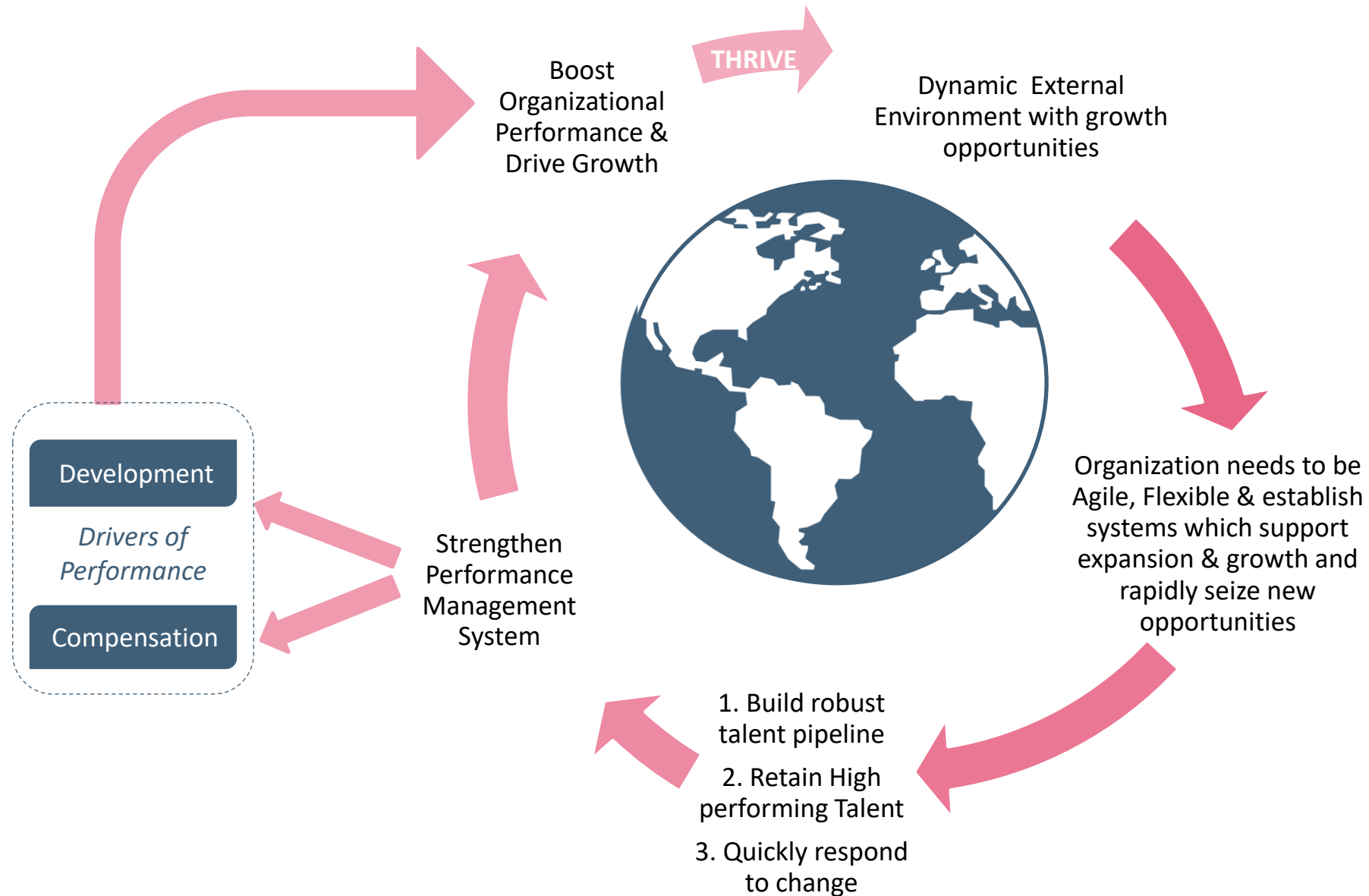


Reimagining Performance Management



Business Context



Performance Management System



YEARLY GOAL SETTING EXERCISE

- Setting Purpose
- Clarity on Expectations

- Employee awareness on Organizational Goals
- Preliminary Budget allocation
- Goal Setting Workshop for Leaders
- Goal Setting & Cascading for Employees
- Goal Audit



QUARTERLY PERFORMANCE DIALOGUE

- Coaching employees to deliver high **Performance**
- Reviewing goals based on changed Organizational Priorities
- **Rewarding** Past Performance

- Training on Coaching & Feedback to Managers (Classroom sessions supported with mobile/online micro capsules)
- Performance review by Manager to extend support and address Employee concerns
- Revise Goals if necessary
- Manager assesses on Impact
- Variable Payout linked to Performance



YEARLY TALENT REVIEW

- Assessing the Potential & Performance to plan **Development**
- Learning Needs Identification
- **Succession Planning**

- Talent Discussions:
 - ✓ Stakeholder feedback
 - ✓ Identification of Critical roles & potential successors/HiPos
 - ✓ Learning Need Identification
- Manager assesses on Impact, Values & Potential
- Manager has development discussions with the direct reports
- Increments & linked with the assessment
- Development Journeys charted out for HiPos/ Potential Successors

Goal Setting Process



ManCom Meet

MD along with the Function Leads

- ✓ Reviews performance of Business & each Function
- ✓ Discusses and Finalizes the **Organizational Goals** for the year using the Balanced Scorecard (*Max of 10 goals*)
- ✓ Budgets are finalized
- ✓ Charts out the **Function priorities**

Goal Setting Workshop for Function Heads

HR along with the Function's Leads

- ✓ Discuss and refine the **Function Goals** based on the Organizational Goals & priorities
- ✓ Ensures goals are SMART and aligned to the goals of the Function

Communication of Organizational Goals

Organizational Goals are published via an **Email** from the MD's desk

Town hall wherein the Organizational Goals along with the Function specific goals are communicated by the Function Heads

Organizational Goals displayed as **Intranet portal posts**

Organizational Goals published on the **HRMS** system

Goal Setting Workshop for Vertical Heads

HR along with the Vertical's Leads

- ✓ Discuss and create the initial **Vertical's Goals** based on the Functional Goals
- ✓ Ensures goals are SMART and aligned to the goals of the Function

Goal Setting for Employees

- ✓ HR conducts **training sessions** for the employees and managers on the Goal Setting exercise
- ✓ **Videos on Goal setting exercise** are posted on the intranet portal for easy access
- ✓ **Webinars** are hosted to address queries and concerns related to the process

Goal Audit

HR conducts Goal Audit to ensure employees have entered the goals and they are

- ✓ SMART
- ✓ Aligned
- ✓ Not more than 6

Establish Common Goals

*Clarity on Organizational Objectives
Ensure Horizontal Alignment*

*Ensure Vertical Alignment
Support through different channels*

Improve Standards

Goal Setting Workshop : Objectives



Understand the Performance Management philosophy, objectives and principles at the Org



Understand the various stages of the Goal Setting process



Familiarize employees with the Balanced Scorecard elements and learn to set SMART goals



Draft goals aligned to the Organizational Goals



Understand how to do the Goal Setting Process online

Goal Setting Process: Goal Sheet

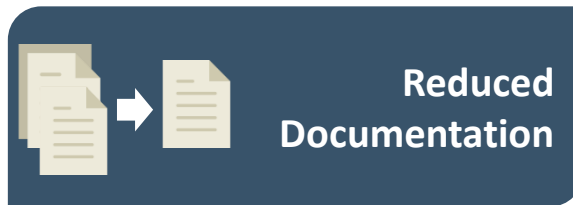
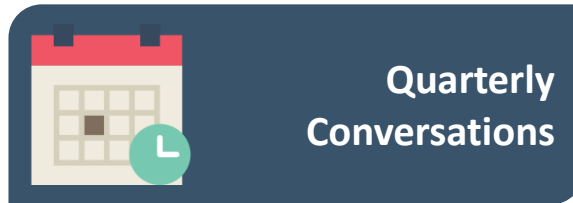
Elements of Goal Sheet

Goal Name	Description	Category	Target	Time Line	Priority	Aligned to Manager's Goal
		 Financial			High	
		 Financial			Medium	
		 Process			Low	
		 Customer			High	
		 Learning & Growth			High	

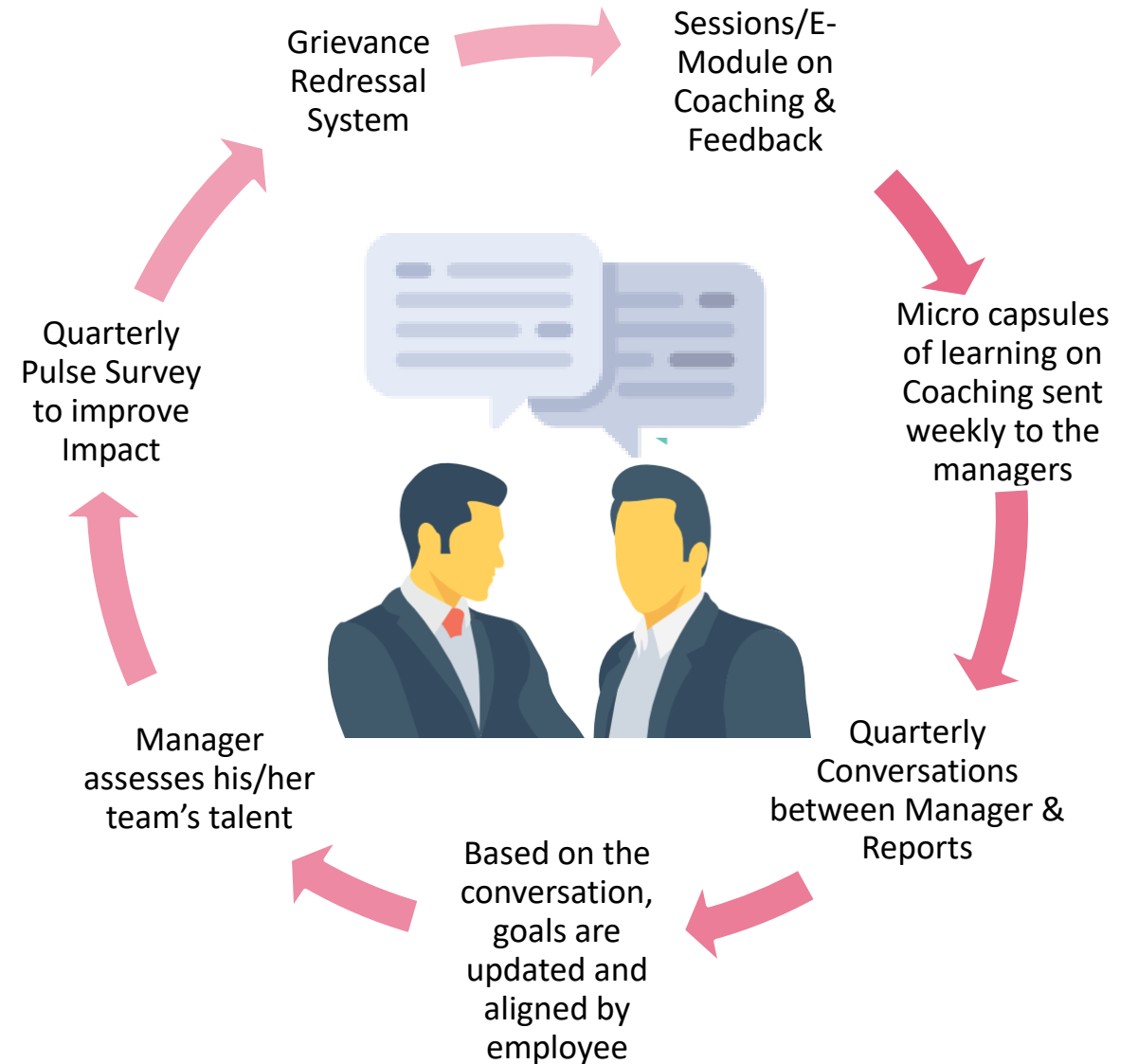
- *No more than 5-6 goals to be taken*
- *Provides Clarity on*
 - ✓ Goals
 - ✓ Targets
 - ✓ Timelines
 - ✓ Priority
 - ✓ Alignment to Organizational Goals

Performance Review : Quarterly Conversations

HIGHLIGHTS



PROCESS OVERVIEW



Performance Review : Quarterly Conversations



Performance Review : Quarterly Conversations

Job Aid: Questions to Help Guide Quarterly Conversations

What will you do now?

- What actions will you take to reach your goals?
- What support do you need?

Way forward

What can you do?

- What could you **START** doing to be even more effective?
- What could you **STOP** doing so you can achieve your goals?
- What actions should you **CONTINUE** doing to achieve your goals?
- Where else would you like to **GROW** your skills?

Options

What do you really want?

- What personal goals did you set that align with the team and / or business goals?
- What goals did you set that align with our culture and values?

Goal

Reality

What is happening now?

- What progress have you made toward achieving your goals?
- What has been the impact?

Performance Review : Quarterly Conversations

Sample Assessment Sheet



1

Delivered on commitments as per timelines and quality standards?
(scale = always, often, sometimes, or rarely)

2

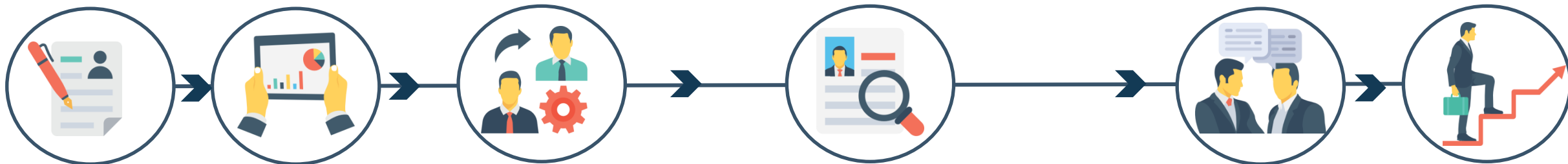
Identified and acted on opportunities?
(scale = always, often, sometimes, or rarely)

3

Persisted despite setbacks to achieve goals?
(scale = always, often, sometimes, or rarely)

- The responses are converted into scores to help categorize the Employees based on their performance
- Grievance Redressal Mechanism to address the Employees' concern

Performance Review: Talent Review Process



Prior		During	Post			
Employee prepares his /her Performance Document		Manager reviews the Document	Talent Review Discussions	Basis Stakeholder Discussion the Manager assess performance on Impact, Values & Potential	Manager has a development dialogue with the subordinates	Development planned for HiPos/Potential Successors
Mandatory: ✓ Goals Optional: ✓ Evidence of Performance Eg: Increases in Sales or Reduced expenses, defects ✓ Feedback from Stakeholders ✓ Evidence of Displayed Values	Mandatory: ✓ Sign off Optional: ✓ Comments on the stated figures or evidences	✓ Stakeholder feedback ✓ Identification of Critical roles & potential successors/HiPos ✓ Learning Need Identification	Impact: ▪ Reaches Goals Consistently? ▪ Seizes new Opportunities? Values: ▪ Demonstrates the ability to learn quickly and come up with innovative ideas? ▪ Maintains high standards of integrity? Potential: ▪ Does this person have the potential to take on additional or broader responsibilities in the next 12 to 24 months?		✓ Individual development plans are crafted for Identified HiPos/ Successors Inputs are collected through: ▪ Development Center ▪ 360 feedback ▪ Functional Baselining exercise	

Performance Review: Talent Review Discussions

- An objective & transparent joint review
- A detailed discussion on the performance, behaviors and additional contributions made by each employee supported by detailed examples
- Opinions are collected from multiple stakeholders and development plans are discussed

BENEFITS

Individual-wise performance discussion

Focus on **outcomes/PSF behaviors** and not KRAs

Feedback from **multiple stakeholders** to ensure objectivity

Helps to chart the **future career path of the employee** through developmental feedback

Succession Planning for Critical roles

PARTICIPANTS



EMPLOYEE'S MANAGER

He/She will be responsible for presenting the progress made by the employee and highlight the achievements and the additional contributions made by their direct reports.



KEY STAKEHOLDERS

They will talk about both positive as well as negative experiences that they may have had while working with the employee being discussed



MODERATOR

Moderator will ensure that all the managers get an opportunity to represent their reportees well and the discussion stays on track and does not digress to unrelated or generalized topics






BUSINESS HR

Business HR will be responsible for scheduling the discussions and driving development journeys based on the inputs collected through the discussion

Performance Review : Yearly Assessment

Sample Assessment Sheet

 IMPACT	1	Does this person consistently reach his or her quarterly goals? (scale = always, often, sometimes, or rarely)
	2	Does this person use new ways and seize opportunities to make an impact? (scale = always, often, sometimes, or rarely)
 VALUES	3	Demonstrates the ability to learn quickly and come up with innovative ideas? (scale = always, often, sometimes, or rarely)
	4	Maintains high standards of integrity? (scale = always, often, sometimes, or rarely)
 POTENTIAL	5	Does this person have the potential to take on additional or broader responsibilities in the next 12 to 24 months? (scale = yes, needs more assessment, or no)
	6	Does this person demonstrate the ability to learn quickly and come up with innovative ideas? (scale = high, medium, or low)

- The responses are converted into scores to help categorize the Employees based on their performance
- Redressal Mechanism to address the Employees' concerns

