

**A Project report on**

**PERFOMANCE APPRAISAL MANAGEMENT SYSTEM**

A Dissertation submitted to JNTU Hyderabad in partial fulfillment of the academic requirements for the award of the degree.

**Bachelor of Technology**

**in**

**Computer Science and Engineering**

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**CERTIFICATE**

This is to certify that the Major Project entitled "**Performance Appraisal Management System**" being submitted by Yoddi Sandeep (20H51A0527), Sreya Srungarapu (20H51A0550), Guduru Sai Bhargav (20H51A05K6) in partial fulfillment for the award of **Bachelor of Technology in Computer Science and Engineering** is a record of bonafide work carried out his/her under my guidance and supervision.

The results embody in this project report have not been submitted to any other University or Institute for the award of any Degree.

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## **ABSTRACT**

Performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. It is utilized to track individual contribution and performance against organizational goals and to identify individual strengths and opportunities for future improvements and assessed whether organizational goals are achieved or serves as basis for the company's future planning and development.

The traditional form of appraisal, also known as “Free Form method” involves a description of the performance of an employee by his superior. The description is an evaluation of the performance of any individual based on the facts and often includes examples and evidences to support the information. Under these methods the performance appraisal is based on personal judgment of the appraiser who is not free from personal prejudice and bias. The evaluator has not received adequate training in the job and hence he is unable to evaluate the performance of others properly.

We are using an automated system where in the appraisal phase, performance, such as that of the employee, is assessed and rated. Managers can perform a calibration to compare the performance of employees in their teams and classify the employees accordingly. This is done by dragging and dropping employees into the desired position.

# **CHAPTER 1**

## **INTRODUCTION**

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1. Problem Statement**

SAP SuccessFactors Performance Appraisal Management System can help you align your strategy and goals, improve employee performance through ongoing coaching and feedback, and recognize top talent.

#### **1.2. Research Objective**

Traditionally, the Performance Management and Goal Management was carried in the form of a paper-based documentation. Here the Managers or any higher officials of a particular employee, provide feedback during the review sessions. The result of the performance of an employee is determined based on their ratings given. But this method lacks employee involvement and is entirely manager-centric, the system may not align with organizational objectives thereby, not able to recognize the talent of the employee. SAP SuccessFactors addresses this issue and constructs an integrated system that runs efficiently and provides accurate results by recognizing the top talent through the performance data.

Eze, Dametor, and etal implemented SMART goals that involved the consultation of the employees. In order to determine the top talent of the company they engaged the employees to rise and learn, conducted formal appraisals, provided promotions, acknowledged the high performing employees [1].

Chen and etal in [2] implemented an OKR methodology for the performance appraisal process. This manages high level goals in terms of difficulty, provides flexibility and engages the employees.

Gautam and etal used a combination of theoretical analysis in [3] that allows an organization to grasp the subject thoroughly thereby improving their performance management procedures.

Following are the research objectives for SAP Performance Appraisal Management System in SuccessFactors:

- To diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future.
- To provide feedback to the employees regarding their past performance. Provide information to assist in the other personal decisions in the organization.
- To judge the effectiveness of the other human resource functions of the organization such as recruitment, selection, training and development.
- To reduce the grievances of the employees

### **1.3. Project Scope and Limitations:**

The project scope outlines the boundaries and objectives of a project, while limitations refer to the constraints or factors that may restrict the project's execution or outcomes. Here's how you might define both for a project:

#### **Project Scope:**

- Objectives: Clearly state the goals and deliverables of the project. For example, implementing SAP SF PMGM to improve performance management processes within the organization.
- Inclusions: Detail the components or aspects of the project that will be addressed. This could include specific modules of SAP SF PMGM, integration requirements with existing systems, and any customization or configuration needed.
- Exclusions: Clarify what is not within the scope of the project. For instance, customization beyond a certain level, integration with unrelated systems, or organizational changes outside the realm of performance management.
- Constraints: Identify any limitations related to resources, budget, or time that may affect the project's scope. This could include budgetary constraints, resource availability, or deadlines for implementation.

**Limitations:**

- Budget: Specify the financial constraints of the project. This might include limitations on funding for additional resources, customization, or unexpected expenses.
- Time: Acknowledge any time constraints that may impact project completion. This could involve deadlines for implementation, milestones for deliverables, or dependencies on other projects or initiatives.
- Resources: Outline limitations related to available human resources, expertise, or infrastructure. For example, constraints on staffing levels, skill sets required for customization, or availability of hardware/software resources.
- Technical: Address any technical limitations that could impact the project. This might include compatibility issues with existing systems, software limitations of the chosen solution, or data migration challenges.
- Scope Creep: Recognize the risk of scope creep, where the project gradually expands beyond its original boundaries. Establish mechanisms for managing scope changes and ensuring alignment with project objectives.

By clearly defining the project scope and limitations, stakeholders can have a shared understanding of what the project will entail and the constraints under which it will operate. This helps manage expectations, mitigate risks, and ensure successful project outcomes.

# **CHAPTER 2**

## **BACKGROUND**

## **WORK**

## **CHAPTER 2**

### **BACKGROUND WORK**

#### **2.1 Free Form Method**

##### **2.1.1 Introduction**

The Free Form Method involves the supervisor or manager providing a narrative assessment of the employee's performance. Instead of using rigid rating scales or predefined criteria, the evaluator has the freedom to describe the employee's strengths, weaknesses, achievements, and areas for improvement in a more qualitative manner.

##### **2.1.2 Merits, Demerits and Challenges**

Merits:

- Rich and Detailed Feedback: Allows for detailed descriptions of employee performance, providing insights into specific behaviors, accomplishments, and areas needing development.
- Flexibility and Adaptability: Offers flexibility in evaluation, allowing supervisors to tailor feedback to the unique circumstances and contributions of each employee.

Demerits:

- Lack of Standardization: The absence of standardized criteria can lead to inconsistency in evaluations across different supervisors or departments.
- Subjectivity and Biasness: Without clear guidelines, evaluations may be influenced by personal biases, perceptions, or favoritism.

Challenges:

- Employee Engagement: Employees may find it challenging to understand vague feedback or may feel uncertain about how to improve without clear benchmarks or goals.
- Legal and Ethical Concerns: Without objective criteria, there may be concerns about fairness, discrimination, or legal challenges related to performance evaluations.

### **2.1.3 Implementation of Free Form Method**

Defining the objectives and goals of the performance appraisal process is paramount to ensure alignment with organizational priorities and employee development objectives. This involves clearly outlining what the appraisal aims to achieve, such as improving employee performance, identifying areas for development, and fostering a culture of continuous improvement. By establishing these objectives, both employees and managers can understand the purpose behind the appraisal process and work towards common goals.

Communicating the shift to a Free Form Method is essential to ensure buy-in and understanding from employees and managers alike. This involves explaining the rationale behind the approach, such as promoting more meaningful and personalized assessments, fostering open communication, and empowering employees to take ownership of their performance. Providing training or guidance on how to conduct effective narrative assessments can further support individuals in adapting to this new method and maximizing its benefits.

Integrating goal setting into the performance management process helps provide employees with clear expectations and benchmarks for their performance. By setting specific, measurable, achievable, relevant, and time-bound (SMART) goals, employees can understand what is expected of them and track their progress over time. This integration ensures that the performance appraisal process is not just an isolated event but rather part of a broader framework for performance improvement and development.

Monitoring and evaluating the implementation of the Free Form Method is crucial to ensure consistency and fairness in evaluations. This involves regularly assessing how well managers are adapting to the new approach, identifying any challenges or areas for improvement, and providing support and guidance as needed. By closely monitoring the process, organizations can address any issues promptly and maintain the integrity of the appraisal system.

Reviewing and iterating on the effectiveness of the Free Form Method is an ongoing process that requires feedback from employees, managers, and other stakeholders. This feedback can help identify what aspects of the new approach are working well and what areas need adjustment. By soliciting input from those directly involved in the appraisal process, organizations can continuously improve and refine their methods to better meet the needs of both employees and the organization as a whole.



Fig: 1 Free Form Method

## 2.2 HCM Solution

### 2.2.1 Introduction

The performance management module within Oracle HCM (Human Capital Management) is commonly known as "Oracle Performance Management" or "Oracle Talent Management." This module is designed to facilitate the management of employee performance, including goal setting, performance evaluation, feedback, and talent development.

### 2.2.2 Merits, Demerits and Challenges

Merits:

- Scalability: Oracle HCM solutions are designed to scale with the organization's growth and evolving performance management needs, accommodating larger workforces and complex organizational structures.
- Configurability: The flexibility of Oracle HCM solutions allows organizations to configure the performance management module according to their specific requirements, adapting to various industries, roles, and performance evaluation processes.

Demerits:

- Complex Implementation: Implementing Oracle HCM solutions, including the performance management module, can be complex and resource-intensive, requiring careful planning, customization, and integration with existing systems.
- Cost: The cost of acquiring and implementing Oracle HCM solutions, along with ongoing maintenance and support expenses, can be significant, particularly for small and medium-sized enterprises.

Challenges:

- Data Security and Privacy: Ensuring the security and privacy of employee data within Oracle HCM solutions is essential to comply with regulatory requirements and protect sensitive information from unauthorized access or misuse.

- Customization Complexities: Customizing Oracle HCM solutions to align with specific organizational processes, policies, and cultural nuances can pose challenges, requiring expertise in system configuration and change management.

### **2.2.3. Implementation of HCM Solutions**

Defining the objectives and goals of implementing Oracle HCM solutions, particularly the performance management module, is crucial for aligning with organizational priorities, enhancing talent management practices, and improving employee performance. This involves setting clear targets such as streamlining HR processes, increasing efficiency, and fostering a culture of continuous feedback and development within the organization.

Stakeholder involvement plays a pivotal role in the successful implementation of Oracle HCM solutions. Engaging key stakeholders, including HR leaders, managers, IT professionals, and end-users, ensures that their perspectives and requirements are considered throughout the process. This collaboration helps in gathering comprehensive insights, gaining buy-in, and ultimately aligning the implementation with the broader business needs and objectives.

Selecting the appropriate Oracle HCM solution is essential for meeting the organization's specific requirements and goals. Factors such as functionality, scalability, integration capabilities, and cost-effectiveness should be carefully evaluated to determine the best-fit solution that aligns with the organization's long-term strategy and vision.

Configuring the performance management module within Oracle HCM to facilitate goal setting and alignment is critical for driving employee engagement and performance. By enabling employees to set SMART goals that align with organizational objectives, the system can effectively track progress, provide feedback, and support continuous improvement.

Implementing a structured performance review process within Oracle HCM is essential for promoting transparency, accountability, and development. This involves defining clear evaluation criteria, scheduling periodic performance reviews, and facilitating meaningful discussions between managers and employees to assess progress, provide feedback, and identify areas for growth.

Establishing mechanisms for providing regular feedback and coaching within Oracle HCM is essential for nurturing employee development and engagement. By enabling managers to deliver timely guidance, recognition, and support, the system can empower employees to reach their full potential and contribute effectively to organizational success. This feedback loop also fosters a culture of continuous learning and improvement within the organization.



Fig: 2 HCL Solutions

## 2.3 OKR Methodology

### 2.3.1 Introduction

OKR (Objectives and Key Results) is a goal-setting framework used by organizations to define and track objectives and their outcomes. OKRs help align individual, team, and organizational goals, foster transparency, and promote accountability. OKR solutions provide tools and platforms to facilitate the creation, management, and tracking of OKRs across the organization.

### 2.3.2 Merits, Demerits and Challenges

Merits:

- Alignment and Focus: OKRs enable alignment of individual and team goals with organizational objectives, ensuring that everyone is working towards common priorities.
- Transparency and Accountability: OKRs promote transparency by making goals and progress visible to all stakeholders. This transparency fosters accountability and encourages collaboration.
- Agility and Adaptability: OKRs encourage iterative goal-setting and adaptability, allowing organizations to respond quickly to changing market conditions and strategic priorities.

Demerits:

- Complexity: Implementing and managing OKRs can be complex, particularly in large organizations with multiple teams and objectives. Organizations may struggle with defining meaningful objectives, setting appropriate key results, and cascading OKRs effectively.
- Overemphasis on Results: Focusing solely on achieving key results may lead to a neglect of other important aspects, such as employee development, collaboration, and innovation. Organizations must strike a balance between results-driven performance and holistic growth.

Challenges:

- Goal Cascading: Cascading organizational objectives down to individual and team levels while maintaining alignment and coherence can be challenging. Ensuring that OKRs are interconnected and contribute to overarching goals requires careful planning.
- Measurement and Evaluation: Defining measurable key results and establishing clear criteria for success is crucial for effective OKR implementation. Organizations must ensure that key results are quantifiable, relevant, and achievable within the defined timeframe.

### **2.3.3. Implementation of OKR**

Defining the objectives and goals of implementing OKR (Objectives and Key Results) solutions is crucial for aligning with organizational priorities, strategic objectives, and desired outcomes. The primary aim is to establish a framework that promotes clarity, alignment, and accountability across the organization. Objectives include enhancing goal visibility, fostering alignment between individual and organizational objectives, and driving a culture of performance excellence. Goals involve achieving measurable improvements in productivity, collaboration, and overall organizational performance. It's essential to clearly articulate the benefits of adopting the OKR framework, such as increased focus, transparency, and agility, and communicate these to stakeholders to garner support and enthusiasm for the initiative.

Stakeholder alignment is integral to the success of OKR implementation. Engaging key stakeholders, including executives, managers, and individual contributors, ensures that everyone is on board with the objectives and understands their role in achieving them. By involving stakeholders in goal-setting and decision-making processes, organizations can foster a sense of ownership and commitment to the OKR framework, leading to better alignment and execution of strategic initiatives.

Selecting the appropriate OKR solution involves evaluating various factors such as functionality, usability, scalability, and integration capabilities. It's essential to assess different OKR software platforms and choose the one that best aligns with organizational requirements and objectives. The selected solution should support seamless goal-setting, tracking, and review processes while providing insights and analytics to drive informed decision-making.

Providing comprehensive training and education to employees on the OKR framework is essential for successful implementation. Workshops, webinars, and resources should be offered to help employees understand the principles of OKRs, set effective objectives, and leverage the framework to drive performance and alignment. Training should be tailored to different roles and levels within the organization to ensure that everyone understands how OKRs contribute to overall success.

Implementation and rollout of the OKR solution should be conducted in phases, starting with pilot groups or departments before expanding organization-wide. Clear timelines, roles, and responsibilities should be defined, and processes for goal-setting, tracking, and review should be established. This phased approach allows for iterative refinement and ensures that any issues are addressed before full deployment.

Continuous improvement is key to optimizing the OKR process and driving better outcomes over time. Organizations should continuously monitor and evaluate the effectiveness of the OKR solution, gathering feedback from users and stakeholders. Areas for improvement and optimization should be identified, and adjustments should be made as needed to enhance the OKR process and drive continuous improvement in organizational performance.

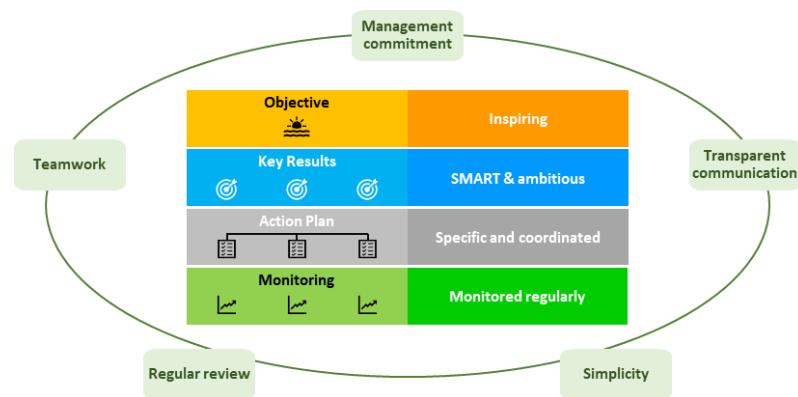


Fig: 3 OKR Solutions

# **CHAPTER 3**

## **PROPOSED SOLUTION**

## CHAPTER 3

# PROPOSED SOLUTION

### 3.1 Objective of Proposed Model

The Performance Management and Goal Management module is used for strategizing the goals efficiently and providing accurate results of an employee's performance. The success of any organization depends on the quality and characteristics of its employees. Every organization will have this module as company will try to assess their employees. One can set certain targets in the starting of the year and later on assess their employees based on their performance ratings.

### 3.2 Algorithms used for Proposed Model

- Goal Management: An Employee uses an already configured Goal Plan Template in the Goal Panel to create, change, view, or delete SMART Goals using the Goal Wizard or Goals Library. His/her Manager can do the same, as well as create Team or Group Goals. They can change the status and progress of any of the Goals.

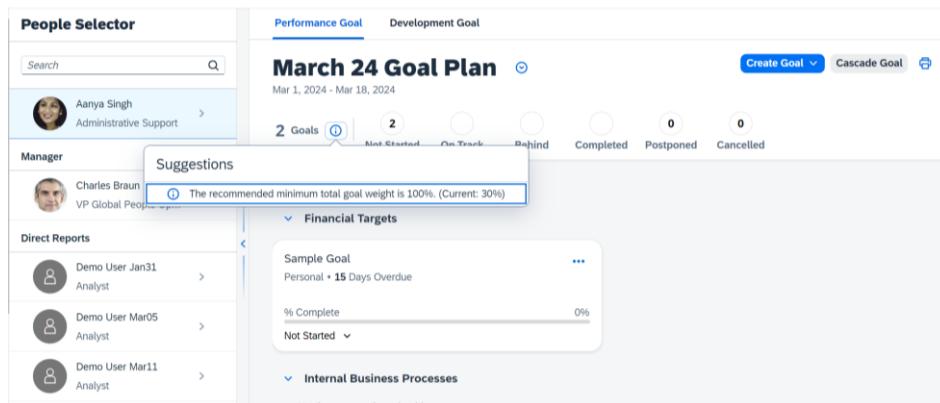


Fig.4 Goal Plan

- Competencies Management: Using the Competency Libraries provided by SuccessFactors, the behaviors or competencies people need to exhibit, are assigned to Job Roles within Job Families. Performance feedback is then provided with the built-in Writing Assistant and Coaching Advisor tools.

**Core Competencies (20.0%)**

This section is for evaluating the accomplishments of the Core Competencies.

Each competency should have a rating and comments before moving on to the next section.

Less

**Accepting Responsibility**

Rating ⓘ  
● ● ● ○ Exceeds Expectations

Ratings from Others  
Rating ⓘ  
● ● ○ ○ 3.0 - Meets Expectations

**Communicating Effectively**

Fig.5 Competencies

- Performance Management: Depending on how the Performance Form Template is configured, the process is carried out in specific steps, from launching the form to using it to evaluate an employee's performance, according to Performance and Development Goals, and Job Role Specific Competencies. An employee's performance is assessed based on the ratings and comments received, to know if the employee lacks, meets, or exceeds the business requirements.

Reviews Team Overview 360 Executive Review

Performance ▾ Search for actions or people

My Forms

Inbox ⓘ

Forms	Create Form	Send to Previous Step	Send to Next Step	⋮
<input type="checkbox"/> Title	Aanya Singh ⓘ	Self Assessment		↑ ↓
<input type="checkbox"/> ② 2018 Performance Review for Aanya Singh	Aanya Singh ⓘ	Employee Self-Asses...		
<input type="checkbox"/> March 24 PM Review for Aanya Singh	Aanya Singh ⓘ	Employee Self-Asses...		
<input type="checkbox"/> ② March 24 PM Review for Aanya Singh	Aanya Singh ⓘ	Employee Self-Asses...		
<input type="checkbox"/> ② March 24 PM Review for Aanya Singh	Aanya Singh ⓘ	Employee Acknowle...		

Fig.6 Performance Page

- Rating Scale: This is a straightforward numeric scale where respondents rate something on a numerical scale from 1 to 5, with 1 representing the lowest or worst option and 5 representing the highest or best option. Such 1 to 5 numeric scales are often used for quick and simple assessments.



Fig.7 Rating Scale

- Route map: A route map specifies the order in which a form moves from one user to another and what users can do during each step. Recruiting uses route maps to determine the approval path of a new requisition.

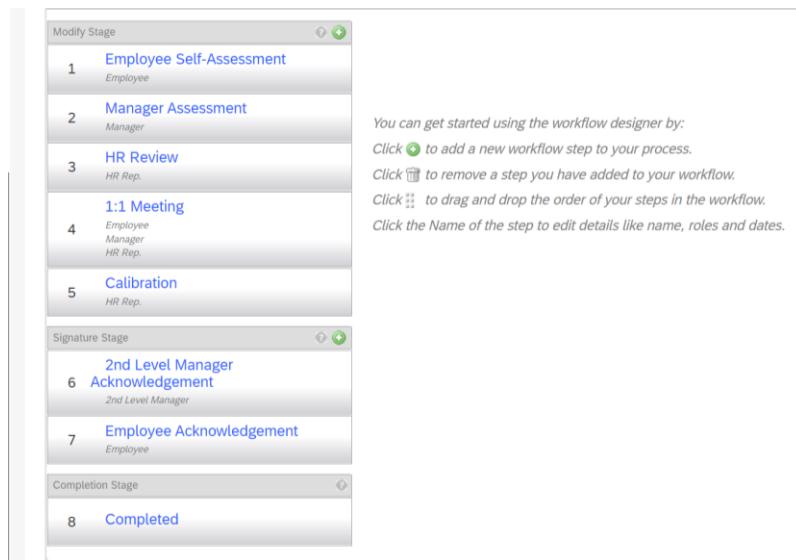


Fig.8 Route Map

### 3.3 Designing

The figures below represent the entire template design plan for each stage. Fig.9 depicts the Goal Plan Template. This is where the goal plan is created and configured. It has two major components – Categories and Fields. Organization can opt for a basic goal plan containing one category (or) extended goal with multiple categories. Some of its types can be: Customer Focus, Learning and Growth, Custom category, Other, etc. Goals are defined by fields. Employees can track their progress & update goal fields. Some of its fields can be: Goal Name, Metric, Weight, % Complete, Status, etc. There is an additional Visibility field where the employees can choose to mark their goals private or public. Public goals are accessible to larger groups while private goals are accessible to users based on the permissions given.

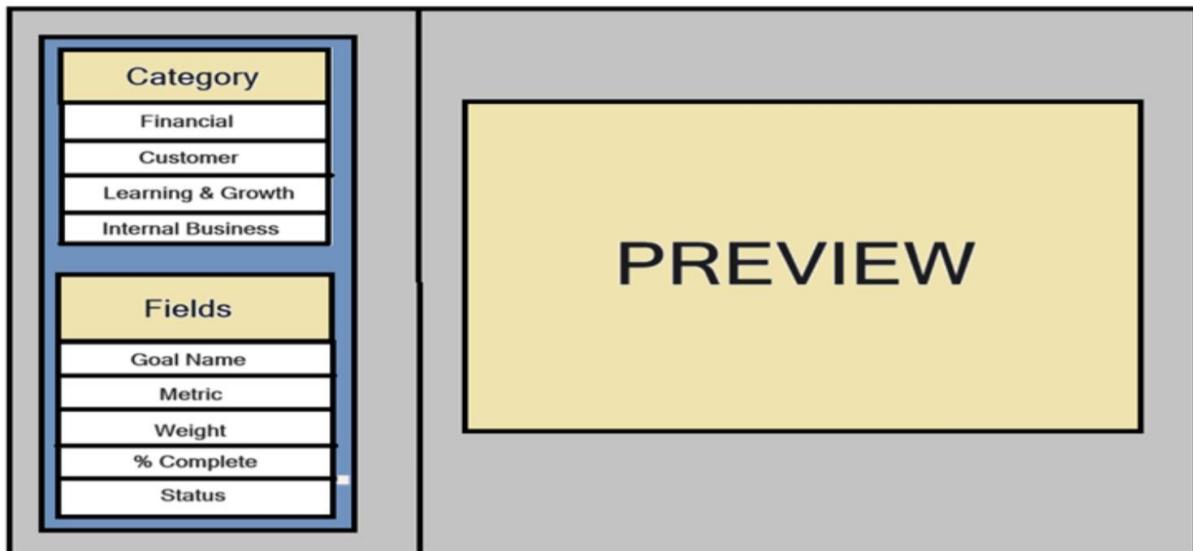


Fig.9 Goal Plan Template

The Fig.10 depicts the workflow design of the Performance Plan Template. It has a set of steps to follow in order to review an employee's performance.

- Employee Self-Evaluation: Employee say “Brook’s” end of year performance review begins with self-evaluation step. She can provide ratings and comments applicable.
- Manager Review: Brook’s Manager (Manny) reviews Brook’s self-evaluation, reviews it, and then manager conducts their own evaluation of Brook’s performance on goals.
-

- 1:1 Meeting: Brook and Manny meet to discuss the evaluation. This includes reviewing and giving feedback on Brook's performance. Brook may also be able to view a summary of ratings received from Manny.
- Employee Signature: The form is sent to Brook for electronic signature.
- Manager Signature: The form is sent to Manny for electronic signature. Once Manny signs, the form is considered complete.
- Completed: A completed review form remains in the completed folder of performance module. No more changes can be made to the form.

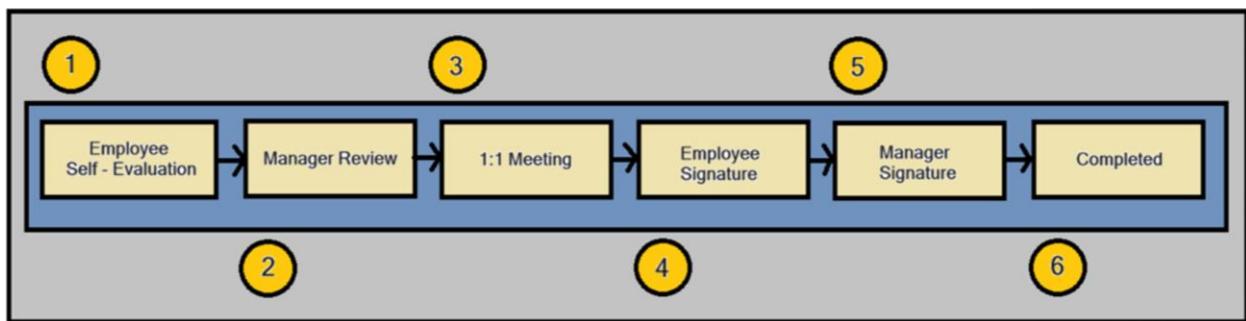
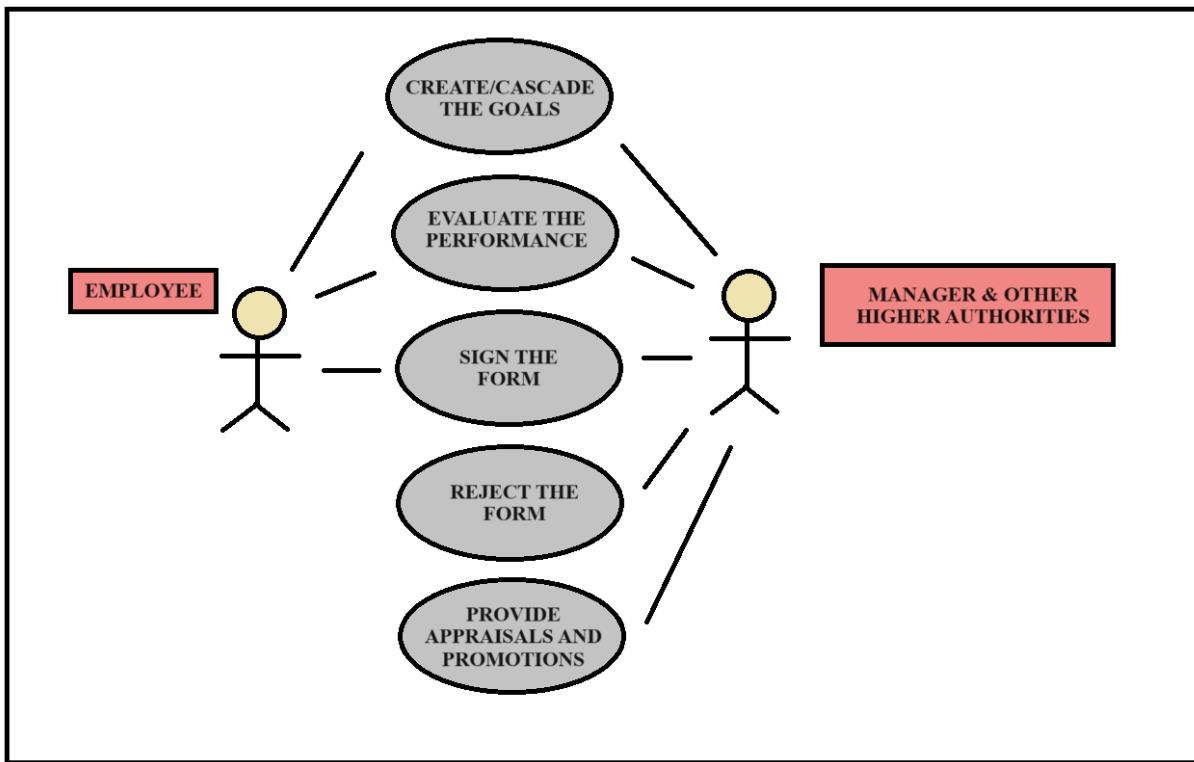


Fig.10 Performance Plan Workflow

### 3.3.1 UML Diagram



### **3.4. Stepwise Implementation and Code**

The implementation of SAP SuccessFactors Performance and Goal Management (PMGM) yielded significant outcomes. Firstly, the system demonstrated enhanced capabilities in tracking and monitoring employee performance through the automation of goal-setting and progress evaluation. Participants reported increased engagement, crediting the user-friendly interface and continuous feedback mechanisms provided by SAP SuccessFactors PMGM.

It begins with the first step, that is goal setting process. Employees and managers utilize online worksheets known as goal plans to create and access performance goals in a centralized location. These plans are used to track an employee's progress throughout the year. Goal alignment ensures that individual, team, and organizational objectives are related and supportive of each other. Techniques for goal alignment include the Cascade-Push Alignment, Cascade-Pull Alignment, and Cascade-Align (Linkage) methods. The permissions are handled by role management that ensures effective and secure access to goal-related functionalities within SAP SuccessFactors Goal Management. It involves a hierarchical structure among employees, providing varying levels of authority and responsibility.

Performance management aims to increase worker effectiveness, support corporate success, and enable continuous improvement through coaching, development programs, and communication. It has three pre-requisites – Rating scale, Route map and the goal plan template created in the first step.

A rating scale quantifies a reviewer's perspective on an employee's performance during the evaluation process. A 5-point scale is commonly used, but configurations can vary based on customer needs. Route maps guide users through a set of actions and workflows during performance reviews, specifying the order of form movement and actions users can take at each step.

There are 3 main stages in the Route map which are to be followed orderly.

➤ **Modify/Assessment Stage:**

Users can update the form's ratings, goals, competences, and comments during the Modify/Assessment Stage. This stage consists of several phases, each of which has modifiable specialized components. On the form's route map, the step name acts as a reference. Different step types specify different forms that are routed in different ways.

A specific role or user can be assigned to the form using the Single Role step type while a set of people are given the form in the iterative step type, with separate roles allocated to the Entry user (who receives the form first) and the Exit user (who receives the form next). Before proceeding to the next stage, this iterative approach enables several users to examine and amend the form. The form is assigned to two or more users at the same time under the Collaborative step type. The form is in each participant's inbox simultaneously, but only one person can update it at any given time. A "lock out" notification and a 60-minute lockout period are displayed to participants who try to access the form while someone else is editing. Only one user option—Exit—is available for the Collaborative step type.

During the Modify/Assessment Stage, Date Fields are essential since they provide features like Start date, Exit date, Due date, Enforce Start date (which locks the form until the enforced start date is reached), and Automatic send on due date (which sends the form to the next step automatically on the due date). Furthermore, forms can be sent irrespective of their validation status or simply those that pass it.

➤ **Signature:**

The form goes through a step called "Signature," where certain of its sections become read-only and are locked for revision. Users can change the step name, description, type, and date at this point. The role of the person signing the step is given, and the form can be signed by one user at a time.

➤ Completed:

Ultimately, users can modify the step name and choose carbon copy roles to decide who gets a read-only copy of the finished form when they reach the finished stage, which is reached when the form has been signed by all parties. This phase denotes the completion of the form's evaluation procedure.

Overall, this process involves comprehensive management of goals and performance evaluations within SAP SuccessFactors, ensuring alignment with organizational objectives and facilitating continuous improvement and development.

One of the key successes was the successful alignment of individual and team goals with broader organizational objectives. This achievement not only contributed to a more cohesive and purpose-driven workforce but also facilitated a strategic approach to achieving organizational milestones.

Managers expressed satisfaction with the streamlined oversight capabilities of SAP SuccessFactors PMGM, emphasizing its positive impact on managerial decision-making processes. Additionally, the integration of advanced analytics tools enabled organizations to derive valuable insights into workforce performance trends, promoting data-driven decision-making at strategic levels.

In the discussion, it is clear that the strategic integration of goal management into the organizational structure has yielded positive results. The user-friendly interface played a pivotal role in achieving high engagement levels, underscoring the importance of maintaining and improving this aspect for widespread adoption. Continuous improvement strategies, including regular updates to the PMGM platform, are recommended to address evolving organizational needs.

In conclusion, the results and discussion underscore the positive impact of SAP SuccessFactors PMGM on performance management processes. By addressing user engagement, alignment with organizational goals, and leveraging analytics, organizations can maximize the benefits of this platform to drive continuous improvement and strategic decision-making.

## Performance Appraisal Management System

The screenshot shows the 'Goals' section of the system. On the left, there is a 'People Selector' sidebar with sections for 'Manager' and 'Direct Reports'. The main area displays a 'March 24 Goal Plan' from Mar 1, 2024 - Mar 18, 2024. It shows 2 goals: 1 Not Started, 1 On Track, 0 Behind, 0 Completed, 0 Postponed, and 0 Cancelled. A dropdown menu for 'Create Goal' offers options like 'Create New', 'Create from Library', and 'Copy from Goal Plan'. Below the goal plan, there are sections for 'Introduction', 'Financial Targets' (with a sample goal for 15 days overdue), and 'Internal Business Processes'.

Fig.11 Goal Setting Process

The screenshot shows the 'Performance' section with tabs for 'Reviews', 'Team Overview', and '360 Executive Review'. The left sidebar shows 'My Forms' with categories like 'All Forms', 'In Progress' (selected), 'Completed', and 'Unfiled'. In the center, an 'Inbox' section is open, displaying a 'Create Form' dialog. The dialog fields include 'Template: All', 'Subject: Search for form subject', 'Start Date: (calendar icon)', 'End Date: (calendar icon)', and 'Due Date: (calendar icon)'. At the bottom of the dialog are 'Create' and 'Cancel' buttons. To the right of the dialog, a list of forms is shown, including 'Apr Performance Review for Aanya Singh', 'Apr 24 Performance Review for Aanya Singh', 'March 24 PM Review for Aanya Singh', and '2021 Performance Review for Aanya Singh'. The list includes columns for 'Subject', 'Current Step', and 'Date'.

Fig.12 Launching of the Performance Form

## Performance Appraisal Management System

The screenshot shows the 'Route Map' section for Aanya Singh. At the top, there is a search bar and a navigation bar with links for 'Reviews', 'Team Overview', '360 Executive Review', and 'Back to: Inbox'. Below the navigation is the title 'March 24 PM Review for Aanya Singh'. On the left, there is a profile picture of Aanya Singh and a rating button labeled 'Select a rating...' with '✓ 0'. To the right, there is a button with '0' notifications. Below the title, there is a horizontal menu with links: 'Route Map' (which is underlined), 'Employee Information', 'Review Dates', 'Goals', 'Core Competencies', 'Role Specific Competencies', and 'Promotion'. The 'Route Map' section itself is titled 'Assessment' and shows a flowchart with four steps: 1. Employee Self-Assessment (Due 03/14/2024), 2. Manager Assessment, 3. HR Review, and 4. 1:1 Meeting. Each step has a small icon and a 'Actions' button.

Fig.13 Performance Review Form

The screenshot shows the 'Goals' section for Aanya Singh. At the top, there is a search bar and a navigation bar with links for 'Reviews', 'Team Overview', '360 Executive Review', and 'Back to: Inbox'. Below the navigation is the title 'March 24 PM Review for Aanya Singh'. On the left, there is a profile picture of Aanya Singh and a rating button labeled '4.0 - Exceeds Expectations' with '✓ 0'. To the right, there is a button with '0' notifications. Below the title, there is a message 'You have unsaved changes' and a 'Actions' button. Below the message, there is a status indicator 'Not Started'. The main content area contains a table with two rows: 'Other' and '5.1 Increase sales'. Under '5.1 Increase sales', there is a link to edit it. The 'Rating' section shows a scale from 1 to 5 with 'Exceeds Expectations' selected. The 'Subject's Comments' section contains a text input field with the placeholder 'Encountered the solution for high scaling'. At the bottom, there are tabs for 'Goal Details' (which is underlined) and 'Other Details'.

Fig.14 Provide Ratings to Goals/Competencies

Performance Appraisal Management System

Performance ▾

Reviews Team Overview 360 Executive Review

Route Map

Assessment

Due 03/14/2024  
Employee Self-Assessment

Manager Assessment

HR Review

1:1 Meeting

Charles Braun  
(Manager)

Submit To Manager

You're about to send this form to the next person(s) specified in the workflow.

Forward Form to Charles Braun

Email Notification Comments

Submit To Manager Send and Open Next Form Cancel & Return to Form

Fig.15 Send it to the Manager/Higher Authorities

Fig.16 Manager Reviews Employee's Performance

The screenshot shows the 'Promotion' section of the appraisal form for Aanya Singh. At the top, there is a question: 'Do you want to promote this employee?' with a dropdown menu set to 'Yes'. Below this is a text area containing the message 'Congratulations!!'. The interface includes standard navigation and search tools at the top.

Fig.17 Promotion of the Employee

The screenshot shows the 'Signatures' section of the appraisal form for Aanya Singh. It includes fields for the 2nd Level Manager (Christine Dolan) and the Employee (Aanya Singh). The 2nd Level Manager's section shows a signature line with the text 'well done' and a date of '03/10/2024'. The Employee's section shows a signature line with the text 'Aanya Singh has not signed yet'. There is also a 'Subject's Comments' section with a text area containing 'Thank You!'. The interface includes standard navigation and search tools at the top.

Fig.18 Acknowledgement

## FINAL CODE:

```
<?xml version="1.0" encoding="UTF-8"?>
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Template 4.0//EN" "objective-template_4_0.dtd">
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pager-max-page-links="9" pager-max-children-per-parent="3" display-alignment-
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unshare-confirm="true" allow-group-goal="false" goal-tree-link="true" expand-
collapse-categories="false" use-text-for-privacy="true" cws-people-role="true"
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swap-goal-link="false" learning-activity-deep-link="false" show-total-
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  <obj-plan-name lang="es_ES">Planificación de objetivos extendida</obj-plan-
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  <obj-plan-name lang="fr_FR">Plan d'objectifs étendu</obj-plan-name>
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  </add-wizard>
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```

```
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<text lang="de_DE"><![CDATA[ ]]></text>
<text lang="en_GB"><![CDATA[ ]]></text>
<text lang="en_US"><![CDATA[Use this worksheet to add or update your
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browse the Hierarchy section to find an existing goal to add to your
plan.   &nbsp;&nbsp;]]></text>
<text lang="es_ES"><![CDATA[Use esta hoja de trabajo para añadir o
actualizar objetivos. Para añadir un objetivo nuevo rápidamente, haga clic en
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```
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description>
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```

# **CHAPTER 4**

## **RESULTS AND**

## **DISCUSSION**

## CHAPTER 4

### RESULTS AND DISCUSSION

#### **3.1 Performance Metrics**

SAP SuccessFactors provides a robust Performance and Goal Management system, which includes a variety of performance metrics to assess individual and organizational performance. These metrics help organizations measure employee contributions, align individual goals with overall business objectives, and evaluate the effectiveness of performance management processes. Please note that specific metrics may vary based on the version of SuccessFactors and any updates or enhancements made by SAP.

One of the key successes was the successful alignment of individual and team goals with broader organizational objectives. This achievement not only contributed to a more cohesive and purpose-driven workforce but also facilitated a strategic approach to achieving organizational milestones.

Managers expressed satisfaction with the streamlined oversight capabilities of SAP SuccessFactors PMGM, emphasizing its positive impact on managerial decision-making processes. Additionally, the integration of advanced analytics tools enabled organizations to derive valuable insights into workforce performance trends, promoting data-driven decision-making at strategic levels.

In the discussion, it is clear that the strategic integration of goal management into the organizational structure has yielded positive results. The user-friendly interface played a pivotal role in achieving high engagement levels, underscoring the importance of maintaining and improving this aspect for widespread adoption. Continuous improvement strategies, including regular updates to the PMGM platform, are recommended to address evolving organizational needs.

In conclusion, the results and discussion underscore the positive impact of SAP SuccessFactors PMGM on performance management processes. By addressing user engagement, alignment with organizational goals, and leveraging analytics, organizations can maximize the benefits of this platform to drive improvement and decision-making.

# **CHAPTER 5**

## **CONCLUSION**

## **CHAPTER 5**

### **CONCLUSION**

In conclusion, SAP SuccessFactors provides a comprehensive Performance and Goal Management system equipped with a diverse set of performance metrics aimed at evaluating individual and organizational success. These metrics, ranging from goal achievement and competency assessment to feedback participation and employee engagement scores, offer organizations valuable insights into their workforce dynamics.

The platform's strength lies in its ability to align individual goals with broader organizational objectives, fostering a culture of continuous improvement through ongoing feedback and development planning. SuccessFactors also supports talent calibration and succession readiness, contributing to strategic workforce planning and leadership development.

However, like any performance management system, SuccessFactors is not without challenges. Organizations must navigate the complexity of customization, ensuring that the system is tailored to their unique needs while maintaining simplicity. Resistance to change, data security concerns, and the potential for bias in assessments also pose challenges that require careful consideration.

## FUTURE SCOPE

The future scope of SAP SF PMGM is likely to be influenced by several trends and factors:

- Integration and interoperability: Integration with other HR modules and systems within organizations is crucial for providing a seamless experience for users. As organizations increasingly adopt integrated HR solutions, SAP SF PMGM will need to ensure smooth interoperability with other systems.
- Advanced analytics and AI: The integration of advanced analytics and artificial intelligence (AI) capabilities into performance management systems can provide valuable insights for decision-making. SAP SF PMGM may incorporate predictive analytics, sentiment analysis, and other AI-driven features to enhance performance evaluation and feedback mechanisms.
- Enhanced user experience: User experience (UX) plays a significant role in the adoption and effectiveness of performance management systems. SAP SF PMGM is likely to focus on improving UX through intuitive interfaces, mobile accessibility, and personalized features to engage employees and managers effectively.
- Continuous feedback and coaching: Traditional annual performance reviews are giving way to continuous feedback and coaching models. SAP SF PMGM may evolve to support ongoing feedback loops, coaching conversations, and development planning throughout the year, fostering a culture of continuous improvement.
- Alignment with organizational goals: Performance management systems must align with broader organizational goals and strategies. SAP SF PMGM may offer features to cascade goals effectively, track progress against objectives, and ensure alignment between individual and organizational performance metrics.
- Agile performance management: Agile methodologies are becoming increasingly popular in HR practices, emphasizing flexibility, collaboration, and adaptability. SAP SF PMGM may incorporate agile performance management principles, allowing organizations to adjust goals, priorities, and performance expectations dynamically.

- Remote work and distributed teams: The rise of remote work and distributed teams necessitates performance management solutions that accommodate diverse work arrangements. SAP SF PMGM may offer features tailored to remote performance evaluation, virtual collaboration, and team communication to support effective management in a hybrid or fully remote environment.
- Compliance and data privacy: Compliance with data protection regulations and standards, such as GDPR and CCPA, is paramount for HR systems handling sensitive employee data. SAP SF PMGM will likely continue to prioritize data security, privacy controls, and compliance features to safeguard user information and maintain regulatory compliance.
- Skills development and talent mobility: With the growing importance of upskilling and talent mobility, SAP SF PMGM may expand its capabilities to support skills assessments, competency mapping, and career development planning. This could include integration with learning management systems (LMS) and talent marketplace platforms to facilitate internal mobility and career growth opportunities.

Overall, the future scope of SAP SF PMGM is likely to revolve around enhancing usability, leveraging advanced technologies, adapting to evolving workforce dynamics, and aligning with strategic HR priorities to support organizational success.

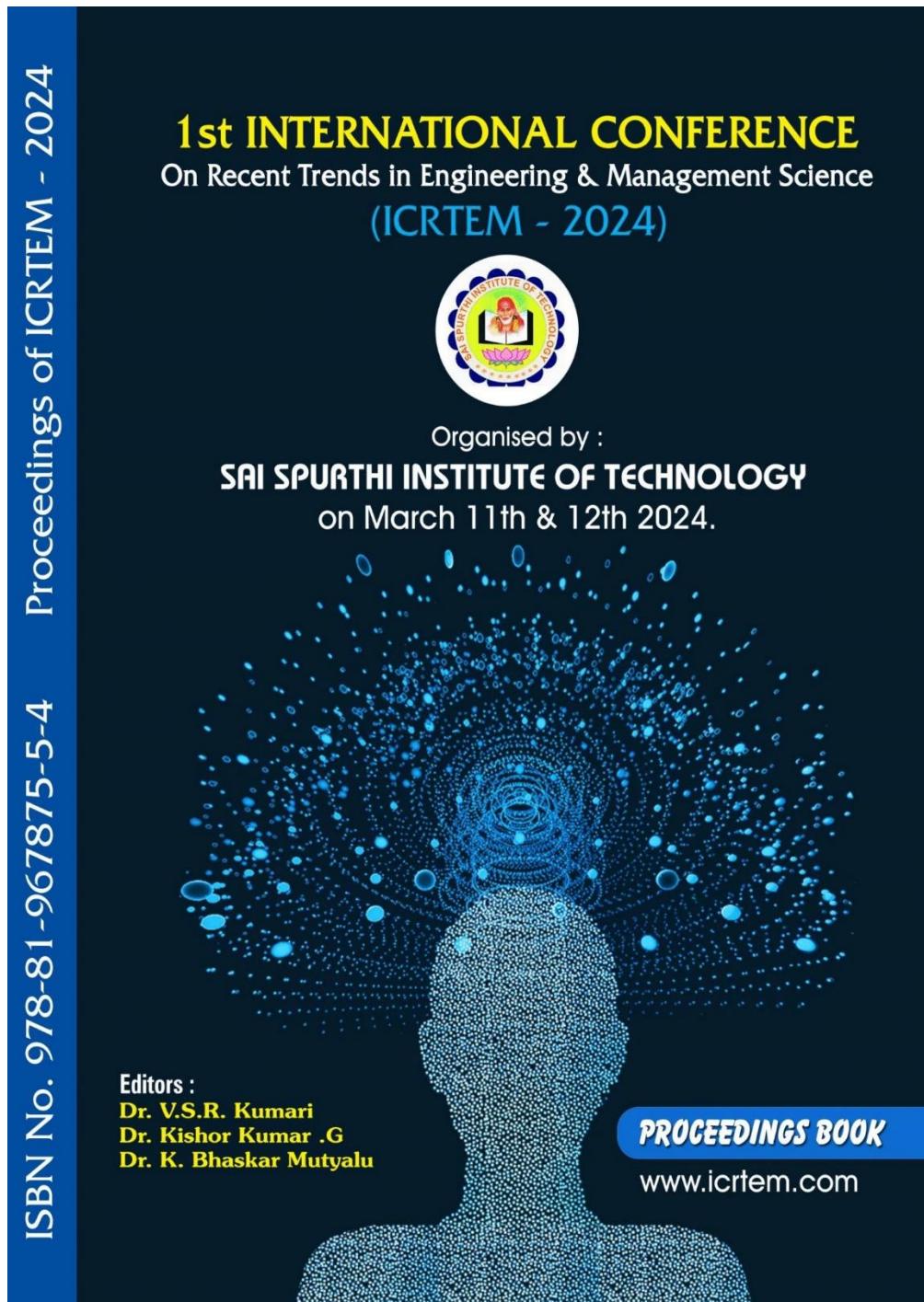
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GitHub Link: <https://github.com/ssreya28/Performance-Appraisal-Management-System---SAP-SuccessFactors>

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## **PERFORMANCE APPRAISAL MANAGEMENT SYSTEM–SAP SUCCESS FACTORS**

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**ABSTRACT –** SAP Success Factors Performance Management and Goal Management (PMGM) is an appraisal module adapted by every organization in order to assess their employees. It is a cloud based Human Resources (HR) solution which engages the employees and gives an opportunity to learn and grow. A company will set certain targets in the starting of the year and later on assess their employees based on their performance ratings. This facilitates improved employee performance and identifies the top talent.

**Keywords –** *Talent Management, Goal plan, Employee engagement, Agility, Rating scale, Routing map.*

## Performance Appraisal Management System – SAP SuccessFactors

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**Abstract – SAP SuccessFactors Performance Management and Goal Management (PMGM) is an appraisal module adapted by every organization in order to assess their employees. It is a cloud based Human Resources (HR) solution which engages the employees and gives an opportunity to learn and grow. A company will set certain targets in the starting of the year and later on assess their employees based on their performance ratings. This facilitates improved employee performance and identifies the top talent.**

**Keywords – Talent Management, Goal plan, Employee engagement, Agility, Rating scale, Routing map.**

### I. INTRODUCTION

Lars Dalgaard launched SuccessFactors in 2001. Initially it began with only one module which was the Performance Management and Goal Management (PMGM), and later on the remaining modules were integrated with it. SAP acquired SuccessFactors in 2011. SuccessFactors is supported in 168 different countries and provides a pack of 43 languages. The Performance Management and Goal Management is a part of SAP SuccessFactors Human Experience Management (HXM) integrated suite. This module is used for strategizing the goals efficiently and providing accurate results of an employee's performance.

### II. LITERATURE REVIEW

Traditionally, the Performance Management and Goal Management was carried in the form of a paper-based documentation. Here the Managers or any higher officials of a particular employee, provide feedback during the review sessions. The result of the performance of an employee is determined based on their ratings given. But this method lacks employee involvement and is entirely manager-centric, the system may not align with organizational objectives thereby, not able to recognize the talent of the employee. SAP SuccessFactors addresses this issue and constructs an integrated system that runs efficiently and provides accurate results by recognizing the top talent through the performance data.

Eze, Dametor, and etal implemented SMART goals that involved the consultation of the employees. Inorder to determine the top talent of the company they engaged the employees to rise and learn, conducted formal appraisals, provided promotions, acknowledged the high performing employees [1].

Chen and etal in [2] implemented an OKR methodology for the performance appraisal process. This manages high level goals in terms of difficulty, provides flexibility and engages the employees.

Gautam and etal used a combination of theoretical analysis in [3] that allows an organization to grasp the subject thoroughly thereby improving their performance management procedures.

Jane Broadbent and etal in [4] focuses on ex post performance measurement in management, management control, and management accounting literature.

Deidra J. Schleicher and etal in [5] utilized this model to interpret and integrate the substantial research conducted in this field to identify productive, system-based directions for further PM work

Mettler, Tobias and etal in [6] used the concept of Performance management in health care to keep up with the growing demands of information. In order to do so, they conducted a survey for the health care sector.

Smith, Marisa and etal in [7] derived the interrelationship between the performance measurement and management, employee engagement and performance. This intervention has resulted in improvement of both employee engagement and overall performance levels.

Zaffron, Steve and etal in [8] wrote a book where the authors argued how an organization can achieve higher levels of performance and overcome their challenges by applying these laws.

Aguinis and etal in [9] considered two dimensions where each had five principles. The universal dimension included alignment of job description with goals, measuring performance, training for performance management, delivering feedback through strength-based approach and allocating rewards. Conversely, the cultural dimension included individualism against collectivism, power differentials, avoiding ambiguity, masculinity versus femininity, and fatalism.

Aguinis and etal in [10] indicated the presence of a science-gap in organizational behavior (OB). Their main focus is to identify research avenues that can enhance performance management thereby making the OB relevant to the practitioners and bridging the gap between academic knowledge and practical application.

A Ferreira [11] deals with the interconnectivity issues in performance management and management control systems. The proposed solution aims to provide a more

holistic description of PMS thereby resolving the challenges associated with simplified and partial research settings.

M Bourne and etal in [12] addressed the problems that might arise while creating, deploying, utilizing and regularly updating performance measuring systems in manufacturing organizations. To keep the strategy and the performance assessment system in constant alignment, various number of procedures are required.

AS DeNisi and etal in [13] stated the creation and carrying out of a performance appraisal system whose goal is performance improvement.

### III. METHODOLOGIES

#### A. Goal Management:

This handles a set of goal plans that are used to create and access goals at one place. An employee can create goals and track their progress by fulfilling the goals assigned to them before the due date. The Components of Goal Management are depicted in Fig. 2 and Fig. 3.

#### 1. Role Management:

In SAP SuccessFactors Goal Management, role management is carried out by the Role Based Permission (RBP) which is a security model that allows you to restrict and grant access to the applications that the employees can see and edit. Here's an overview of how role management is implemented in Fig. 1.

#### 2. Goal Alignment:

Goal alignment enables an individual or a team to be related and tied up to the organizational goals. Following are a few techniques for goal alignment:

- Cascade-Push alignment method:

In the Cascade-Push Alignment approach the goals are pushed down from higher levels to lower levels making sure that the goals are cascaded via various levels.

- Cascade-Pull alignment method:

In the Cascade-Pull Alignment approach an employee can pick up a goal from another employee's goal plan as long as they have the appropriate authorization.

- Cascade - Align (Linkage) method:

In the Cascade - Align approach connections between current goals that may be connected or independent among employees is managed.

#### 3. Create and manage a Goal Plan Template (in instance):

- Navigate to Manage Templates → Goal Plan.
- Click 'Add a New Template' → Basic Goal Plan.
- Click an Existing Goal Plan → Save As → Give a new name.

#### 4. Create Goal Plan Template (in Provisioning):

- Select company name → Manage Plan Template → Import/Update/Export Objective Plan Template
- Export the appropriate Goal plan by clicking on the "Export icon". An XML file pops up

- Make modifications as per the requirement and import it back to the instance.

#### 5. Goal Plan Template:

A goal plan template is where you can create and manage a goal for an employee. It is coded in XML. Here the main element of the goal plan template is "<obj-plan-template>" which is also called as the root element. The XML template consists of elements and attributes and some of them are depicted in Table 2.

Note: The order of the elements and the attributes is fixed and important. We can follow the XML DTD to know the order.

#### B. Performance Management:

Performance Management reviews the goal plan created by the employee and assesses it in a sequential order. It has three prerequisites to be filled in in order to undergo this process. They are rating scale, route map and goal plan.

#### 1. Rating Scale:

A rating scale is one of the prerequisites of Performance Management that depicts an employee's performance in the form of rating points. The rating scale can vary from 3, 4, 5 or 7 point scale, but by default we will be having a 5 point rating scale.

#### 2. Route Maps:

A route map is a sequence of steps followed for reviewing the performance of an employee. Upon completing a performance review, the end user can see who is the recipient of the form and can send the form ahead to the next steps crossing all the stages of the route map.

There is a clear description of each Action followed in Route Map in Fig. 4.

#### 3. Stages of Route Map:

The kinds of actions that employees can take are specified by a stage. It has 3 main stages:

- Modify/Assessment Stage:

This is the first step of the Route map that deals with all editing parts. The user can edit the form ratings of the goals and competencies, and add comments to it. Users can add several phases like employee self-assessment, manager assessment, 1:1 meeting etc.

A specific role can be assigned to the form using the Single Role step type while a group of people are assigned to the form in the iterative step type, with separate roles allocated to the Entry user (who receives the form first) and the Exit user (who receives the form next). Before proceeding to the next stage, this iterative approach enables several users to examine and amend the form. In the Collaborative step type, the form is assigned to two or more users at the same time where each participant's inbox will be popped up with the forms simultaneously, but only one person can update it at the same time. There is a "lock out" period for about 60-minute displayed to users who try to access the form while someone else is using the form. The Date Fields provide features like Start date, Exit date, Due date, Enforce Start date and Automatic send on due date.

- Signature:  
The second stage of the routing map is "Signature". The sections of the form are read-only and are locked from editing. The user needs to sign in this step and forward the form to the next steps.
- Completed:  
The final stage of the routing map is "Completed". The user lands on this step after the form has been signed by all the users. This phase denotes the completion of the form's evaluation process.

C. Figures and Tables:

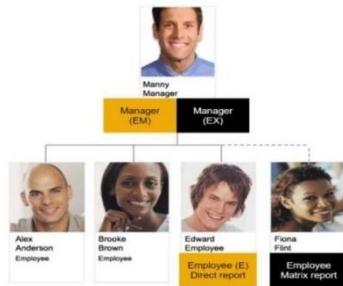


Fig. 1 Hierarchical Structure of Role Management among employees.

The above figure (Fig. 1) depicts an organization chart of the company. All the employees are arranged hierarchically on the basis of their roles. Here, Manny plays two roles. As a manager, Manny evaluates Edward's work, and Edward actively participates in goal-setting and performance monitoring with Manny's guidance. Under matrix management, staff members such as Fiona are subject to a dual reporting structure. This means that they answer to a functional manager (Manny in this case) as well as maybe other managers depending on the projects they work on. Here, Manny has to guide, help, and make sure that various teams and projects work together.

Table 1. Symbolic Representation of the Roles

Role ID	Role Name
E	Employee
EH	HR
EM	Manager
EMM	2 <sup>nd</sup> Level Manager
EM+	All Hierarchy above Employee
ED, ED+	Direct Report, All Reporters down the line
EX	Matrix Manager

From the above table (Table 1.) we can describe each role as follows:

- E (Employee): Represents the basic employee role, typically having access to personal information and limited system functionalities.
- EH (HR): Indicates the Human Resources role, likely with broader system access to manage HR-related functions.
- EM (Manager): Represents the role of a manager with responsibilities for overseeing and evaluating the performance of their direct reports.
- EMM (2nd Level Manager): Denotes a manager at a higher level in the hierarchy, possibly overseeing other managers and their teams.
- EM+ (All Hierarchy above Employee): Represents a role that encompasses all hierarchy levels above the employee, possibly inclusive of various managerial levels.
- ED, ED+ (Direct Report, All Reporters down the line):
- ED (Direct Report): Represents an employee's role as a direct report to a manager.
- ED+ (All Reporters down the line): Implies a role that encompasses all levels of reporting down the line from the employee.
- EX (Matrix Manager): Indicates a role responsible for managing projects or initiatives involving cross-functional teams, often reporting to multiple managers.

The screenshot shows the 'Admin Center > Manage Templates > 2025 Goal Plan' interface. On the left, there is a sidebar with 'General Settings' and a 'Customer Focus' section. The main area has a heading 'Edit and add categories if you want your plan to be broken down by certain categorizations.' Below it, there is a 'Change Language' dropdown set to 'default' and a 'Label' input field containing 'Customer Focus'.

Fig. 2 Categories of Goal Management

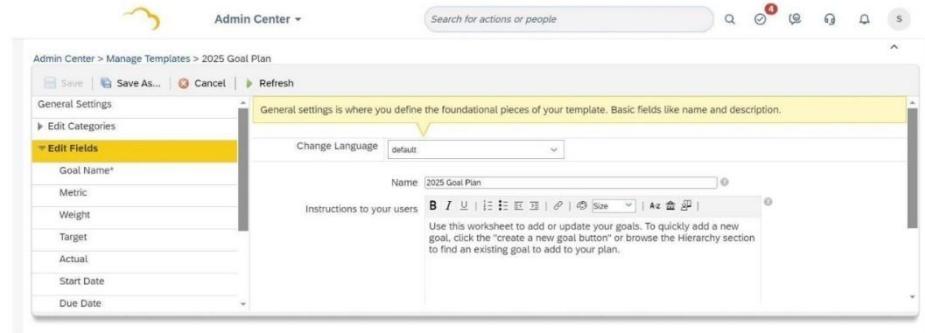


Fig. 3 Fields of Goal Management

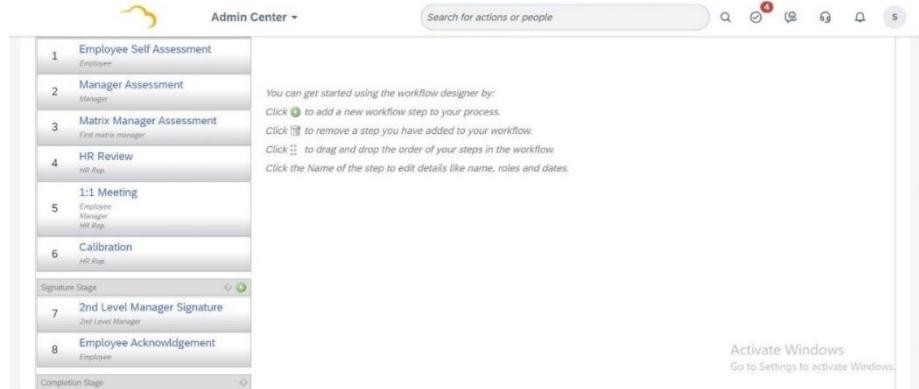


Fig. 4 Routing Map in Performance Management

Fig. 2 depicts the categories that can be used in the goal template. Organizations can opt for a basic goal plan containing one category (or) extended goal with multiple categories. Some of its types can be: Customer Focus, Learning and Growth, Custom category, Other, etc.

Fig. 3 depicts the fields included in the goal template. Goals are defined by fields. Employees can track their progress & update goal fields. Some of its fields can be: Goal Name, Metric, Weight, % Complete, Status, etc. There is an additional Visibility field where the employees can choose to mark their goals private or public. Public goals are accessible to larger groups while private goals are accessible to users based on the permissions given.

The above Figure (Fig. 4) can be explained by the following steps:

- Employee Self-Evaluation: Employee say "Brook's" end of year performance review begins with self-evaluation step. She can provide ratings and comments applicable.

- Manager Review: Brook's Manager (Manny) reviews Brook's self-evaluation, reviews it, and then the manager conducts their own evaluation of Brook's performance on goals & competencies.
- 1:1 Meeting: Brook and Manny meet to discuss the evaluation. This includes reviewing and giving feedback on Brook's performance. Brook may also be able to view a summary of ratings received from Manny.
- Employee Signature: The form is sent to Brook for electronic signature.
- Manager Signature: The form is sent to Manny for electronic signature. Once Manny signs, the form is considered complete.
- Completed: A completed review form remains in the completed folder of the performance module. No more changes can be made to the form.

Table 2. Sub elements of "<obj-plan-template>"

Sub Element Tag	Description
"<obj-plan-id >"	unique ID that identifies the goal plan of system
"<obj-plan-type >"	determines type of plan
"<obj-plan-name >"	name of the goal plan
"<obj-plan-description >"	store description of plan
"<obj-plan-start >"	start date value for each goal
"<obj-plan-due>"	due date value for each goal
"<category>"	if one/more categories are present in template, objective plans based on template are divided into sections
"<permission>"	also known as "Action Permissions"
"<plan-layout>"	specifies goal plan layout

## IV. RESULTS AND DISCUSSION

The implementation of SAP SuccessFactors Performance and Goal Management lead to significant outcomes. We were able to track and monitor the employee's performance through goal setting and performance evaluation processes. This leads to an increased engagement amongst the employees, successful alignment of goals, and a strategic approach in achieving the milestones of an organization. This strategic approach yielded positive results. Also, this system provided a user-friendly interface. Here, the employee has set up the goals using the goal template and generated a goal page. Then he launched the performance review form that was followed up by the rating scale, route map and the goal template. Upon launching the form, the review process begins with the Modify stage. In Fig. 5 we begin with

Employee self-assessment, where an employee can review all his goals and competencies and give them a rating and add comments to it. He can then send it to the Manager for the next step.

In the next step under the modify stage, the Manager will assess the ratings allotted by the employee and give his own rating and add comments to it (Fig 7). After filling up all the fields, he can move to the next step that is HR Review.

Similarly HR will review the ratings and comments and pass them to the next step which is a 1:1 meeting. In 1:1 meetings we can send back and forth to the employee and managers in order to reevaluate their ratings.

Upon completing the 1:1 meeting it moves to the second stage which is the Signature stage. Here, the employee and the manager need to file a signature stating that the information provided is true, and here you cannot make any modification. They need to sign the form and move to the final stage which is the Completed stage. (Fig. 6)

Manager is satisfied with this process of assessment, as it is more efficient and easy to use. The results state that, based on an employee's performance his talent will be identified and be rewarded with appraisals.

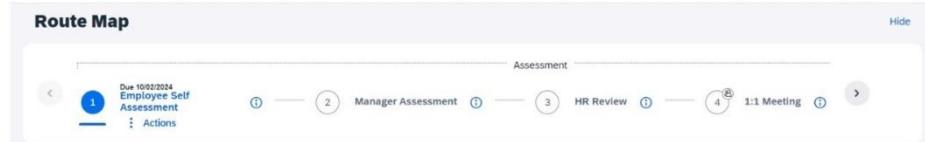


Fig. 5 Modify Stage

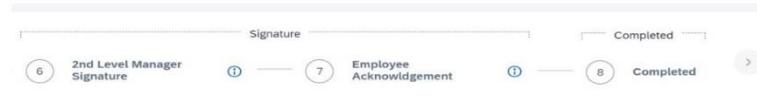


Fig. 6. Signature Stage and Completed Stage

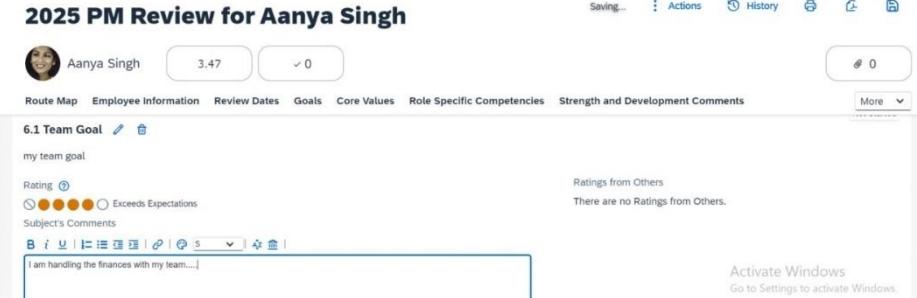


Fig. 7 Adding ratings and comments

## V. CONCLUSION

In conclusion, SAP SuccessFactors Performance Management and Goal Management is an integrated suite that optimizes the entire performance appraisal process. It enhances employee engagement, focusing on the talent management of an organization. It focuses on the goal alignment structure and achieving performance excellence in an organization cultivating a high-performance culture where every individual succeeds with organizational triumphs.

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Organising Secretary

  
**Dr. K. Bhakar Mutyalu**  
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