Capgemini

SETTING PRIORITIES

A HANDBOOK FOR EMPLOYEES

PXcell Program | GetSUCCESS

UNDERSTAND HOW PRIORITIES ARE SET AND MAINTAINED

This handbook is an introductory guide to setting priorities and updating them as required. This includes:

- Roles and responsibilities
- Required skills and key activities
- Important cultural implications and helpful guidelines to consider within the priority setting process

GETSUCCESS – AN OVERVIEW

GetSUCCESS is **applicable from January 2023** onwards.

GetSUCCESS is **about creating future high-performance**. It focuses on **employee achievements** as well as **future growth** through continuous feedback and regular check-ins.

GetSUCCESS puts the power in your hands to **define**, **pursue** and **achieve** priorities that build your **skills** and **drive performance**.

By re-engineering our approach to Performance Management, employees at Capgemini can **take ownership of their own development** and make an impact on our business.

CONTENTS

01 Priority Setting Overview

02 Employee Role Overview

03 Process Flow of Priority Setting

04 Exemplary Priorities

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GROWING OUR PEOPLE GROWING OUR BUSINESS

THE NEW APPROACH HELPS OUR PEOPLE DISCUSS THEIR PRIORITIES, TRACK THEIR DEVELOPMENT AND ALIGN THEIR GROWTH

Priority Setting Overview

	Priority Setting
Current Approach	▪ No consistent global approach ▪ Individual sets priorities per project ▪ Offline discussions with assignment manager ▪ Assignment Manager signs-off priorities at the beginning of the year that can't be updated
Future Approach	▪ A consistent global approach ▪ Employees maintain their priorities across the year and can link them to activities ▪ Priorities are a mix of predefined business, and individual priorities (recommended maximum of 5) ▪ Priorities are discussed and agreed upon between the people manager and employee ▪ If needed, priorities can be updated throughout the year using GetSUCCESS

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HIGH PERFORMANCE MADE SIMPLE BY TURNING YOUR AMBITIONS INTO PRIORITIES YOU CAN WORK TOWARDS EVERY DAY

Priority Setting Overview

Purpose

- Priority setting is the key to GetSUCCESS
- Priorities are business and people focus, they drive personal development and business growth
- Setting priorities aligns understanding between the employee and the organization from the onset, which creates a win-win situation for both parties, and creates value for both
- Frequent check-ins ensure timely assessment and feedback, keeping priorities on track

Success Criteria

- Reflect business, assignment and development priority needs
- Focusing on having maximum of 5 priorities per year is critical
- Create individual priorities for your continuous skill & competency development
- Display ownership to push and progress your own growth as an individual
- Set priorities within the agreed time parameters before the end of February each year
- Have frequent and meaningful conversations about your priorities with your people manager
- Adapt to changing business needs, opportunities or ambitions, and change and update your priorities throughout the year

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KNOW ALL ABOUT PRIORITIES (1)

Priority Setting Overview

- All “goals” are now referred to as “**priorities.**” There is a suggested **maximum of 5** priorities at one time. Prioritization is designed to **drive focus and effectiveness**. It is also encouraged that you write short priority descriptions for easier understanding.

- Three types of priorities can be added to each employee´s priority plan:

  1. **BUSINESS:** loaded from the BU and reflect your entity’s priorities (recommended maximum of 2).
  2. **ASSIGNMENT:** entered either by the employee or their people manager, after consultation with the assignment manager (unless assignment manager and people manager are the same person). They are designed to reflect individual priorities on projects and should be created at a high-level linking activities to the priorities.
  3. **DEVELOPMENT:** also entered in the system by the employee or people manager to reflect their professional development. This step also should be done after the check-in discussion.

Employees should have at least one development priority and two assignment priorities.

Activities

- Activities outline how employees work and take ownership successfully. They can be specific, nuanced, reflect an entire project, or linked to priorities as a way of breaking down a priority into smaller, more manageable parts. Activities can also be marked as achievements in GetSUCCESS.

- For each activity, employees can allocate a status and request feedback to see how they are tracking.

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KNOW ALL ABOUT PRIORITIES (2)

Priority Setting Overview

Timeframes and updating priorities

- Priorities should be uploaded as early as possible – no later than February – so that progress can be discussed during the first check-in in March. For new joiners, priorities should be set within the first month of joining Capgemini.
- Team members can copy priorities from the previous year's plan into their new plan for the current year, which can be done manually from the start of each calendar year. This does not happen automatically.
- Individual-defined priorities may not take the entire performance year to complete, so employees have the flexibility to update their priorities throughout the year.

Weighting

- Weightings may be assigned to priorities. This is optional, but if used, should total 100% across all priorities.

Privacy

- An individual can choose to make a priority private or public. Private priorities can be seen only by the employee, their manager, and the manager's manager (and other leaders in the reporting line). Public priorities can be seen by an employee's peers reporting to the same people manager.

Deleting a priority

- A team member cannot delete any of the priorities, but they can create and edit them until they complete the My Reflections step in the year end process. After that, they can still edit priorities, but it only applies to one field, 'Status'.
- People managers can delete a priority and a deletion notification will be sent to the employee when it's done.

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CONTENTS

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02 Employee Role Overview

03 Process Flow of Priority Setting

04 Exemplary Priorities

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STRUCTURE YOUR DEVELOPMENT AND GROWTH

Employee Role Overview

With GetSUCCESS, you can drive your contribution and development in a manner that is agile to reflect the changing environment you work in.

ALIGN YOUR PRIORITIES

Align with your people manager on priorities. Then save them in the SuccessFactors app through your system or mobile.

TRACK YOUR PROGRESS

Continue to track progress and adapt your priorities based on check-in discussions with your people manager; ensure the meetings have been scheduled.

ASK FOR FEEDBACK

Ask your manager and peers to share feedback. Ask for their support wherever you need it.

REFLECT

Reflect on your achievements, skills progression and development potential.

REMEMBER…

- Priorities should be set before the end of February, there is a suggested maximum of 5 priorities per year.
- You own your progress. Define individual priorities that are aligned with your aspirations and business needs.
- Foster a growth mindset to guide you in developing your skills, areas of expertise, and behaviors.
- Engage in frequent conversations with your people managers.
- Be agile and adapt priorities to reflect business changes.
- Have meaningful off-line conversations about your priorities with your project manager.

GET SUCCESS

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CONTENTS

01 Priority Setting Overview

02 Employee Role Overview

03 Process Flow of Priority Setting

04 Exemplary Priorities

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REPRESENTATION OF THE PROCESS SETTING & UPDATING PRIORITIES THROUGHOUT ALL STAGES

Process Flow of Priority Setting

Tool dependent , action in SF required

Offline, no action in SF required

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SUPPORT THE PRIORITY SETTING PROCESS THROUGHOUT ALL STAGES (1)

Process Flow of Priority Setting

1. Review pre-defined business priorities and cascaded priorities

*People Manager

- **Review uploaded priorities:** Either business priorities that have been uploaded from the business unit or the cascaded priorities from your people manager

2. Schedule meeting with your people manager

*People Manager / Employee

- **Check-in regularly:** Ensure to schedule regular check-ins with your people manager (at least once a quarter) to discuss your priorities and development
- **For your benefit:** The purpose of these meetings is to have regular, stimulating conversations with your people manager about your contribution, career, and personal development
- **Feedback:** The assignment manager's input and feedback are key features of the regular check-ins

3. Self-reflect on individual priorities

*People Manager/ Employee

- **Establish your own priorities:** Consider your own assignment requirements and development needs and establish meaningful priorities that are relevant to you
- **Align your priorities:** Activities can be linked to a priority allowing an employee and their assignment manager to define the individual requirements needed to achieve an assignment priority
- **Update & maintain:** Individually defined priorities may not take the full performance year to complete. Employees have the flexibility to update them at any time throughout the year.

Note: *represents individual/team for the process

Tool dependent , action in SF required

Offline, no action in SF required

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SUPPORT THE PRIORITY SETTING PROCESS THROUGHOUT ALL STAGES (2)

Process Flow of Priority Setting

4. Discuss and agree initial priorities

***People Manager / Employee**

- **Discuss priorities:** Discuss and agree on the priorities with your people manager
- **Identify assignment priorities:** Discuss and review assignment priorities and activities with your assignment manager and your people manager
- **Prioritize & agree priorities:** Prioritization helps streamline effectiveness, for which employees are encouraged to focus on a manageable number (maximum of 5) with concise descriptions

5. Update and maintain priorities

***People Manager / Employee**

- **Keep priorities updated:** The priority plan must be maintained throughout the year and can be updated by employees and people managers at any stage during the year to reflect continuous feedback and changes
  - Priorities can also be reviewed and updated in SuccessFactors via the mobile app
- **Feedback:** Employees can give and receive feedback between their people and assignment managers at any time, and discuss it in their regular check-ins for continuous performance
- **Employee-owned:** You can create, edit and assign statuses to each priority, and mark them public or private to control who views them
- **Time sensitive:** Employees will not be able to update priorities once the Year-End process has started

Note: *represents individual/team for the process

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CONTENTS

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A CLEAR AND WELL-DEFINED PRIORITY ENCOURAGES YOUR PROGRESS AND ADVANCES YOUR CAREER (1)

Example of Good Priorities

1

BUSINESS PRIORITIES

- Deliver the utilization target as defined in the Business Unit Operations Plan.
- Make product 'xyz' available for additional sales channels and increase growth opportunities up to x%.
- Achieve sales targets as defined in your KPI letter.

2

ASSIGNMENT PRIORITIES

- Manage the process of testing the system to achieve client acceptance on time.
- Meet the service level agreement for ticket closing.
- Deliver the Change, Training & Comms aspect of the client transformation.

3

DEVELOPMENT PRIORITIES

- Improve level of written communication skills from Beginner to Practitioner.
- Demonstrate ability to deliver Java Script modules with occasional help.
- Start running Scrum meetings.
- Create and follow a plan for growing your people management skills.

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A CLEAR AND WELL-DEFINED PRIORITY ENCOURAGES YOUR PROGRESS AND ADVANCES YOUR CAREER (2)

Example of Poor Priorities

1. **Create the User Interface module of the proposed client system in three sprints from 3rd March to 7th June with a team of 5 and within a budget of €5k.**
   This is too detailed for a priority – the details should be logged in a work instruction.

2. **Find a mentor and have 15 sessions, contribute to 3 sale assets, produce 2 case studies.**
   Priorities should not go to this level of detail. It can be added as activities if necessary.

3. **Become a Subject Matter Expert in xxx.**
   Unless we have a precise definition of Subject Matter Expert, this needs more clarity.

4. **Close all open audit findings by Year-End.**
   More of a "daily business task" than a priority. It could be mentioned in an activity, but a priority will usually be something above everyday tasks.

5. **Increase our performance as a team by 10% by Year-End.**
   This is a collective measurement, implying same measurement for all. Reference implies purely quantitative.

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