



FY24: NBPG Employee Expectations & Development for Wajahath Quraishi

Instructions

Access [BPG Employee – FY24 PD Expectations & Development Guidance](#) to complete the performance development form below. The guidance includes detailed instructions to assist you in setting goals and providing valuable feedback. If you have any questions, reach out to your PML.

Values

As a KPMG professional, you have an opportunity to live and demonstrate Values-led behavior every day, contributing to the advancement of KPMG Culture. Your commitment to our Values not only benefits us as a firm but our clients and our communities as well.

a - Culture Commitment

Culture Commitment Category

Be intentional with where and how we work and collaborate

This category focuses on the Values of Integrity, Together and For Better. "Flex with Purpose" is a subject matter that is nuanced, yet meaningful to everyone. There are a vast number of jobs and roles, all with different expectations within team structures. This category asks the questions, "How can I demonstrate greater purpose and intentionality in my collaborations? Are there others that would benefit from face-to-face collaboration with me to help them upskill and cultivate professional presence? How can I use Compassionate Candor to challenge directly and care personally when engaging in face-to-face interactions? How do I practice discernment using remote work and face to face interactions that are purposeful while also benefiting my teams and clients?"

Item Details

I am a strong believer of our KPMG core values Integrity, Together, and For Better:

I always ensure when collaborating with team members or clients, be intentional in selecting the appropriate means of communication and engagement, whether it's face-to-face, virtual, or hybrid, to maximize the benefits of each interaction. Encourage team learning and upskilling: Identify opportunities for in-person collaboration, training, and mentoring to help your team members develop professional presence, enhance their skill sets, and foster a supportive learning environment.

Practice Compassionate Candor: When I am engaging in face-to-face or remote interactions, provide

Culture
Commitment
Category

Be intentional with where and how we
work and collaborate

My Culture
Commitment
Action

transparent, direct feedback with empathy to encourage open, honest, and constructive dialogues, driving both personal and team growth. Embrace purposeful flexibility: Promote a flexible work culture by considering individual preferences, team dynamics, and project requirements. Enable team members to leverage remote work or in-person collaboration depending on their tasks, needs, and the potential benefits to the team and clients. Promote inclusiveness and diversity: Foster an inclusive environment by ensuring all team members have access to the tools, resources, and opportunities needed to contribute, regardless of their work arrangement. Encourage diverse perspectives and ideas to drive innovation and better decision-making.

Most important of all is I regularly evaluate and refine these practices. I continuously assess the effectiveness of your collaboration and work arrangements to identify areas that need improvement. Remain open to feedback from team members and clients, and adapt your practices as needed to optimize results and overall satisfaction.

b - Accountability Expectations

c - Compliance Metrics

Goals

Please expand to view your Compliance Metrics

Item Details

Objective Name	Please expand to view your Compliance Metrics	Diners Club	Not Applicable
FYTD Timesheet Compliance	Not Applicable	FYTD Late Timesheets	0 late time entries as of 2/29/2024
AERT Review Completion % (ADV Only)	Not Applicable		

Waj is on track with living the firm's values. Waj maintains compliance with firm-required trainings and complying with the timesheet policy fully. Some observations around living our values with respect to his current work:

PML Values Comments

- Integrity: Provided frequent updates and transparency on the developing support and operations proposal. Considered inputs from knowledgeable resources and leaders, and adjusted proposal content as needed to move the workstream in the right direction.
- Excellence: Demonstrated excellence by digging into what's required for SMO and operations, and documenting key aspects of the GATE support function. Thought through roles and RACIs and applied a strategic perspective.
- Together: Fostered collaborative relationships with AT SMO and GATE SMO. Jump-started conversations by developing punchlist of unresolved questions and tagging people responsible for providing response. Brought together teams to work together to fill gaps and develop a planned working model.

Competencies

A. Leadership Competencies

A. Leadership Competencies

Act ethically and responsibly: Behaves ethically and encourages others to do the same

Advocate for equality: Creates opportunities to address perceived inequity and enables all people to feel like they belong

Applies a strategic perspective: Uses diverse sets of inputs to develop a broad perspective on business and people issues

Build collaborative relationships: Establishes strong relationships internally and externally and builds wide and productive networks

Develop and motivate others: Engages teams, instills confidence, and coaches people to find meaning in their work and achieve exceptional results

Drive quality: Delivers high-quality products and exceptional service that provide value

Foster innovation: Embraces a culture of innovation and experimentation to create value

Make sound decisions: Exercises sound business judgment when making decisions

Take opportunities to learn and adapt: Uses insights and self-reflection to build capability and embrace new challenges

B. Business Competencies

B. Business Competencies

Communication: Demonstrates appropriate written, oral and listening capabilities and presence

Critical thinking: Analyzes and evaluates an issue/problem/risk objectively before forming judgment and provides an appropriate course of action

Data analysis: Creates, manages, and monitors data to ensure proper use. Extracts, analyzes and interprets data using appropriate tools to inform decisions

Digital literacy: Articulates and applies digital and emerging technology's impact internally and on the clients business, and, when applicable, in an audit context

Facilitation: Collaborates in discussions to achieve objectives

Financial optimization: Creates sustainable value including optimizing resources and negotiating contractual terms or agreement

- Firm citizenship: Demonstrates professionalism, and stewardship
- Knowledge management: Identifies, develops, leverages and shares collective intellectual capital including firm tools
- Negotiation: Negotiates effectively to gain agreement, address issues and/or close business
- Opportunity management: Cultivates new and existing relationships to grow the business
- Project management: Plans, monitors, and manages the completion of work in an efficient and effective manner

C. Technical Competencies

C. Technical Competencies

- Advancing technology: Proficiency in identifying, evaluating and implementing new and emerging technologies to foster innovation. Keeps abreast of industry trends, advancements and best practices and identifies opportunities to apply innovative solutions
- Domain solutions: Demonstrates and applies enablement domain expertise to support the development and implementation of technology solutions
- Key frameworks and methods: Understands and applies appropriate frameworks and methods to guide technology strategy, projects and operations

Contributions

Your contributions include individual business objectives (IBOs) and key metrics (if applicable) that will be used to assess your progress.

a - Individual Business Objectives (IBOs)

- a-individual Business Objectives
 - People Leadership: Demonstrate people leadership by advancing our culture of coaching and feedback, growing the skills and capabilities of others, supporting the performance and career development of our people, and promoting an environment of well-being.
- Instructions - Partners and professionals across the firm are responsible to lead at every level. The expected contribution varies based on your level and your people leadership roles/responsibilities in your day-to-day. Consider this as you describe the tangible actions you will take to demonstrate your greatest impact against this goal below. To see examples of how to apply this IBO to your level and role, type IBOPL/ in your browser. Please do not delete this IBO.

Item Details

Individual Business Objective (IBO)	IBO Details	
People Leadership: Demonstrate people leadership by advancing our culture of coaching and feedback, growing the skills and capabilities of others, supporting the performance and career development of our people, and promoting an environment of well-being.		Instructions - Partners and professionals across the firm are responsible to lead at every level. The expected contribution varies based on your level and your people leadership roles/responsibilities in your day-to-day. Consider this as you describe the tangible actions you will take to demonstrate your greatest impact against this goal below. To see examples of how to apply this IBO to your level and role, type IBOPL/ in your browser. Please do not delete

a-individual Business Objectives

Uplift our organization: I will utilize generative AI technologies in my day-to-day work to increase the quality and consistency of my deliverables, architecture related designs and documents, other artifacts and to increase the velocity of my project delivery. Actively seek new ways to integrate generative AI in my workflow and share results with my Architecture teammates to uplift the team as a whole.

In FY24 I work on the Global Advisory Cloud enablement (MVP), with the goal to uplift our organization to embrace and adapt the agile mindset, build agile maturity, and improved collaboration across distributed team. I will leverage GEN AI for defining and refining requirements (user stories/backlog).

This will help deliver a reliable, secure, and operational Global Advisory Cloud Environment MVP, with improved collaboration across distributed and cross-functional workstreams. Will use of Gen AI in day-to-day activities, on product backlog generation, user stories, critical thinking to firm up requirements for backlog grooming, PI artifacts.

To measure success, I will track project outcomes and engage in regular communication and collaboration to align with global objectives while identifying shared opportunities and overall project success. I will use metrics such as stakeholder feedback to gauge the effectiveness of our Agile mindset adoption, focusing on continuous improvement, teamwork, and self-driven team dynamics."

Key Objective/ measures: Emphasizes the evolve the team to embrace and adapt to an Agile mindset, team upliftment in agile maturity, and the improved collaboration. Maintaining the focus on the Global Advisory Cloud Environment MVP success and the use of Gen AI for day-to-day activities. It includes measurable success factors and highlights the importance of continuous improvement, teamwork, and self-driven team dynamics.

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Individual Business Objective (IBO)	<p>Uplift our organization: I will utilize generative AI technologies in my day-to-day work to increase the quality and consistency of my deliverables, architecture related designs and documents, other artifacts and to increase the velocity of my project delivery. Actively seek new ways to integrate generative AI in my workflow and share results with my Architecture teammates to uplift the team as a whole.</p>	<p>In FY24 I work on the Global Advisory Cloud enablement (MVP), with the goal to uplift our organization to embrace and adapt the agile mindset, build agile maturity, and improved collaboration across distributed team. I will leverage GEN AI for defining and refining requirements (user stories/backlog). This will help deliver a reliable, secure, and operational Global Advisory Cloud Environment MVP, with improved collaboration across distributed and cross-functional workstreams. Will use of Gen AI in day-to-day activities, on product backlog generation, user stories, critical thinking to firm up requirements for backlog grooming, PI artifacts.</p> <p>To measure success, I will track project outcomes and engage in regular communication and collaboration to align with global objectives while identifying shared opportunities and overall project success. I will use metrics such as stakeholder feedback to gauge the effectiveness of our Agile mindset adoption, focusing on continuous improvement, teamwork, and self-driven team dynamics."</p>
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Key Objective/ measures: Emphasizes the evolve the team to embrace and adapt to an Agile mindset, team upliftment in agile maturity, and the improved collaboration. Maintaining the focus on the Global Advisory Cloud Environment MVP success and the use of Gen AI for day-to-day activities. It includes measurable success factors and highlights the importance of continuous improvement, teamwork, and self-driven team dynamics.

a-individual Business Objectives

Drive quality outcomes that matter for our clients: Deliver effective architecture results by duly considering project artifacts, including NFRs, requirements, and use cases, ensuring artifacts are accurate, complete, and signed-off before the Architecture Review Board (ARB). Ensure our work conforms to standards, and work to set new or improved standards driving quality, consistency, and effectiveness, measuring effectiveness through NPS responses and stakeholder feedback."

In FY24, will drive initiatives under the large portfolio GATE project (investment program) that focuses on building a TOM (Target Operational Model) that will enhance client experience and improve quality of service for our clients. The TOM will use an industry standard Cloud adoption framework (CAF) with maturity milestones on the roadmap to track and drive quality outcomes for our clients.

Measure: The goal can be measured based on the defined milestones for CAF maturity. A desired milestones are set based on the earlier assessment and its comparison from the current state (of cloud adoption), across key dimensions like governance, security, operations, cost management.

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Individual Business Objective (IBO)	Drive quality outcomes that matter for our clients: Deliver effective architecture results by duly considering project artifacts, including NFRs, requirements, and use cases, ensuring artifacts are accurate, complete, and signed-off before the Architecture Review Board (ARB). Ensure our work conforms to standards, and work to set new or improved standards driving quality, consistency, and effectiveness, measuring effectiveness through NPS responses and stakeholder feedback."	IBO Details	In FY24, will drive initiatives under the large portfolio GATE project (investment program) that focuses on building a TOM (Target Operational Model) that will enhance client experience and improve quality of service for our clients. The TOM will use an industry standard Cloud adoption framework (CAF) with maturity milestones on the roadmap to track and drive quality outcomes for our clients.
			Measure: The goal can be measured based on the defined milestones for CAF maturity. A desired milestones are set based on the earlier assessment and its comparison from the current state (of cloud adoption), across key dimensions like governance, security, operations, cost management.

a-individual Business Objectives

Deliver exceptional client experience: Build relationships with our internal and external stakeholders that will foster trust, empathy, and confidence in our ability to deliver effective outcomes, as evidenced through NPS responses and stakeholder feedback.

Will initiate partnering with the clients to drive researching GEN- AI capabilities and realize the benefits we can leverage in areas of infrastructure cost optimization and Operations efficiency. The result from this will help improve customer satisfaction, building trust with the customer and provide them exceptional client service.

Research and discovery on following GEN AI areas to uncover the benefits and challenges.

- a) Hosting cost optimizations,
- b) Improve quality through automated testing,
- c) Adopting best practices such as centralizing monitoring, and fostering continuous learning within the team

Measurment metric:

All the above iteratively for continuous improvement and client feedback, satisfactory index will be incorporation targetted at providing exceptional client service experience.

Item Details

Individual Business Objective (IBO)	Deliver exceptional client experience: Build relationships with our internal and external stakeholders that will foster trust, empathy, and confidence in our ability to deliver effective outcomes, as evidenced through NPS responses and stakeholder feedback.	IBO Details	Will initiate partnering with the clients to drive researching GEN- AI capabilities and realize the benefits we can leverage in areas of infrastructure cost optimization and Operations efficiency. The result from this will help improve customer satisfaction, building trust with the customer and provide them exceptional client service.
			Research and discovery on following GEN AI areas to uncover the benefits and challenges. a) Hosting cost optimizations, b) Improve quality through automated testing, c) Adopting best practices such as centralizing monitoring, and fostering continuous learning within the team
			Measurment metric: All the above iteratively for continuous improvement and client feedback, satisfactory index will be incorporation targetted at providing exceptional client service experience.

a-individual Business Objectives

Uplift our organization: Improve efficiency and enhance client experience by maintaining high quality data in LeanIX. Through both qualitative and quantitative measures, demonstrate stewardship of data in LeanIX to ensure its timeliness, completeness, accuracy, uniqueness, comprehensiveness, contextual consistency, and/or relevancy.

As part of the FY24, will develop a strong understanding and implementation of best practices using LeanIX for maintaining high quality data quality.

Measurable goal:

- a. Performance measurement of your usage of LeanIX can be achieved through a combination of quantitative and qualitative metrics.
- b. By tracking and assessing these metrics, you can gain valuable insights into the your performance in using LeanIX and its impact on their efficiency and overall project outcomes.

Item Details

Individual Business Objective (IBO)	Uplift our organization: Improve efficiency and enhance client experience by maintaining high quality data in LeanIX. Through both qualitative and quantitative measures, demonstrate stewardship of data in LeanIX to ensure its timeliness, completeness, accuracy, uniqueness, comprehensiveness, contextual consistency, and/or relevancy.	IBO Details	<p>As part of the FY24, will develop a strong understanding and implementation of best practices using LeanIX for maintaining high quality data quality.</p> <p>Measurable goal:</p> <p>a. Performance measurement of your usage of LeanIX can be achieved through a combination of quantitative and qualitative metrics.</p> <p>b. By tracking and assessing these metrics, you can gain valuable insights into the your performance in using LeanIX and its impact on their efficiency and overall project outcomes.</p>
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b - Preloaded Key Metrics

c - Custom Key Metrics

Expectation Setting Summary

Throughout the year, you should request feedback from others (e.g., by using the feedback tool in SuccessFactors) and provide it to your PML to help inform their view of your overall performance.

PMLs should use the tool appropriate to their process group to gather feedback on counselee performance.

NOTE TO PML: During your Expectation Setting discussion, you are required to:

- Discuss all topics outlined in the form;
- Review your counselee’s [Ethics & Compliance \(E&C\) Scorecard](#);
- Verify that the contents of this form accurately document your discussion; and
- (If your counselee is a KICS user) Use the [Getting KICS Right document](#) to discuss independence compliance to:
 - Remind your counselee of the requirement to maintain a complete and accurate KICS account;
 - Reinforce the importance of independence compliance as a regulatory requirement, professional responsibility, and essential component of continued career growth with the firm;
 - Remind your counselee that identifying and self-reporting issues before an independence compliance audit can prevent incurring financial sanctions and is foundational to KPMG’s Trust and Growth ambition;
 - Remind your counselee to be mindful of life events (e.g., marriage, new engagement team or role, etc.) that may trigger independence considerations.

Below is the summary of my IBO goals based on the AT organization's theme and goals.

IBO Goal 1: In FY24, lead the adoption of an Agile mindset and uplift the team's agile maturity while delivering a reliable Global Advisory Cloud Environment MVP. Promote the use of Gen AI in daily activities and measure success through project outcomes, stakeholder feedback, and team dynamics. (Theme: **Uplift our organization**)

IBO Goal 2: Drive initiatives in FY24 to build a Target Operational Model (TOM) based on industry-standard Cloud Adoption Framework (CAF) within the large portfolio GATE project, enhancing the client experience for cloud adoption with clear maturity milestones. (Theme: **Drive quality outcomes that matter for our clients**)

IBO Goal 3: Advocate, showcase, and research Gen AI benefits for infrastructure cost optimization and operational efficiency in the large portfolio GATE project in FY24, improving the client experience through hosting cost optimizations, automated testing, and best practices adoption. (Theme: **Deliver exceptional client experience**)

IBO Goal 4: Develop a strong understanding and implementation of best practices using LeanIX for maintaining high quality data quality. (Theme: **Uplift our organization LeanIX**):

In summary, these concise IBOs reflect the objectives for the FY24, which are emphasizing Agile mindset adoption, delivering a reliable MVP, improving client experience through TOM and CAF, and leveraging Gen AI benefits for cost optimization and operational efficiency with continuous improvement and high data quality thru LeanIX.

Counselee Expectation Setting
Comments

PML Expectation Setting Comments

☒ Please confirm that you and your counselee have completed the requirements outlined for the Expectation Setting discussion.

Development & Career Conversation Summary

Throughout the year, you should request feedback from others (e.g., by using the feedback tool in SuccessFactors) and provide it to your PML to help inform their view of your overall performance.

PMLs should use the tool appropriate to their process group to gather feedback on counselee performance.

NOTE TO PML: During your Development & Career Conversation, you are required to:

- Discuss all topics outlined in the form;
- Review your counselee's [Ethics & Compliance \(E&C\) Scorecard](#);
- Verify that the contents of this form accurately document your discussion; and
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Overall Comments

1. What's working well

- a. Using a values-led behavior to guide actions.
- b. Taking initiative and working with what you have to kick-start progress. Effectively using GenAI tools to accelerate depth and quality of progress.
- c. Showing leadership and driving conversation towards desired outcomes
- d. Stepping up and doing the job that's needed but not necessarily wanted
- e. Mastering and understanding content. Speaking to add value or ask clarifying questions.

2. Continuing Growth

- a. Practicing leadership in cross-teams and with junior resources
- b. Cultivate a personal brand / professional identity. Look to define your SME and area of focus to help guide career decisions.
- c. Building your network and growing scope of ownership and range of influence.
- d. Developing Technical and Business Competencies towards the next level

☒ Please confirm that you and your counselee have completed the requirements outlined for the Development & Career Conversation.

The form will be automatically routed to the next step in the PD process. No further action is required on your part.

Your performance review will become part of your personnel file. Please review it carefully and if you would like to provide any additional information, please reach out to the HR Service Center for assistance.