



We Care



Our People



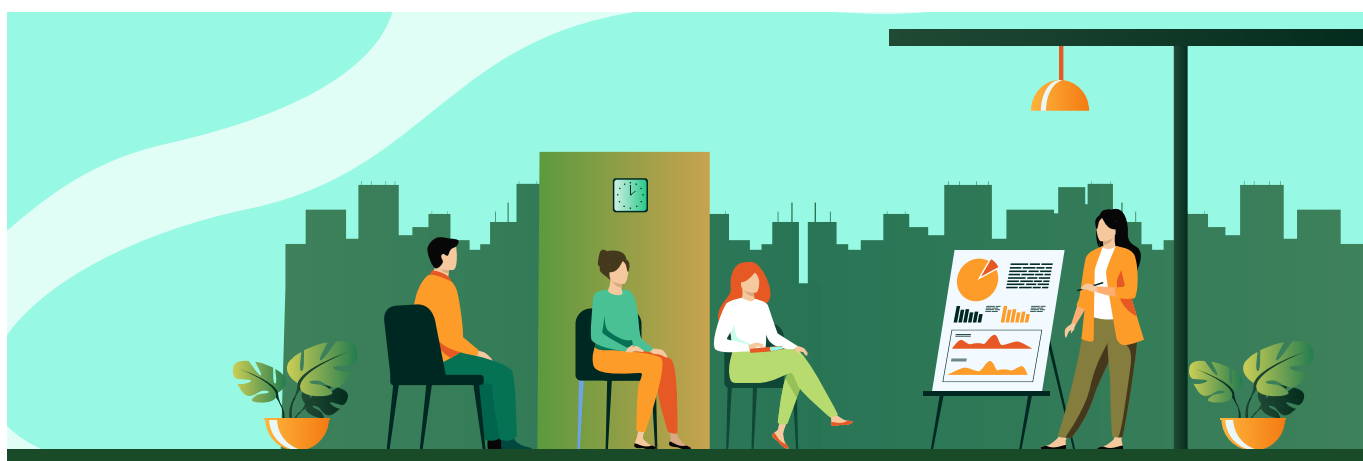
Team Work



Commitments



Self Improvements



Strategic Performance Management at BKGH

Performance Management, is simply the science of designing, managing, driving, developing and supporting employee performance at the workplace. Its key outcome is enabling the employee productivity required to meet business goals. I would like to share with you the strategy and design behind performance management relevant to us at BKGH.

At the outset, it is very important that that each employee knows what is expected of them. This can only be realized when they are aligned by role and deliverables against the Purpose, Vision and Strategy of both BKGH and in their individual business. When you couple this with a program and mechanism to drive performance, this then becomes your Strategic Performance Management Plan.

In reality, getting your performance management right can be a challenge as it is oft seen as an uncomfortable and sensitive process for both the Line Manager and the Employee when being evaluated on their work performance, on receiving feedback and finally moving to correction for enhancement.

// It is very important that that each employee knows what is expected of them. //

So where do we start?

'KICK OFF' - Developing a strategic performance management plan

Let me tell you at the outset, there is no singular approach to designing/managing and executing strategic performance planning. A lot will depend on the current 'state of affairs' at Business from the macro business environment, management style and culture to HR tools and Variable pay programs for bringing out your plan. Aim to look at best practices relevant to your Industry, (what's working well with leading competitors) market leaders in different industries and finally the experience that comes with our proven in-house Management. Let me list a few as follows:

1. How often should you formally review performance?

My advice is to determine frequency of reviews

depending on the role and how dynamic is the environment brought in by business seasonal influence. For some people/ departments it might be weekly/monthly or quarterly. Remember, it must always be tied into organizational/ divisional/functional business performance and must be structured, transparent, constructive and be on a 'coach' model.

2. Should performance be formally graded?

There are conflicting views on whether it is good practice to grade/score performance, or just to link these grades to reward or pay. Whatever decision an organization takes in its assessment model, transparency and clarity is critical. Employees should know in advance how they will get graded and any and all criteria that will be considered. This helps to ensure that the process is fair and transparent.

3. How do you drive Performance and identify future leaders?

Performance management is driven by not just looking at the past, or interim priorities. Strategic performance planning should include defining future capabilities of an individual and aligning it to 'go forward' targets. A key outcome is the identification of high performers who have the potential and can be groomed as future leaders.

4. What is the process for reviewing performance?

Constructive reviews provide the structure to individual performance management plans. It should cover recent performance and look to realizing future objectives for both business and the employee. It must also cover the learning and development needs necessary to equip at an individual level. Ideally, it should be "1 on 1" be simple and straightforward and not drowned in paperwork.

5. How will performance be measured and recognized?

Exactly how performance should be measured will vary depending on the type of work undertaken and its deliverables but without clear measures for performance (KRA's and KPI's) there is a risk that assessment will be subjective and be biased. Standardization and transparency is key to both policy and process design as is its outcomes on Rewards and negative consequences.

Implementing your performance plan

After our enterprise-wide strategic approach to performance management has been determined, the next step is to ensure the effective implementation of performance management plans with HR partnering our Line Managers. Some key guidelines as follows:

1. Train performance managers in being great performance conversationalist: Performance management effectiveness is determined by the quality of the dialogue between managers and employees. Ensure managers know how to provide constructive and timely feedback, how to set meaningful objectives and how to address poor performance. Great performance managers will 'coach' for performance, not just tell people what to do.
2. Provide manager guidance: In addition to formal training, help managers to make meetings effective by providing them with straightforward guidance on the process and their role and responsibilities, including the documenting of reviews and conversations.
3. Provide employees with guidance too: Make sure that they know what is expected from them, especially in terms of preparing for performance management meetings and coming out with their own areas of improvement for their learning and development.

The Final Test?

Your performance management strategies and individual performance action plans must directly influence the achieving of your Business & Budget goals of '22.



Eugene Koshy

Group Head of Business Development, Strategy & Transformation
- BKGH