Performance Pulse of India Inc. 2017

Core Findings Report

Performance Pulse of India Inc. 2017

Performance Pulse of India Inc. is a study to understand current prevalent practices of Performance Management. The survey follows the typical performance cycle, starting with planning followed by performance review, performance feedback and coaching, and rewards and recognition.

XX Participating Firms

Executive Summary – Key Findings
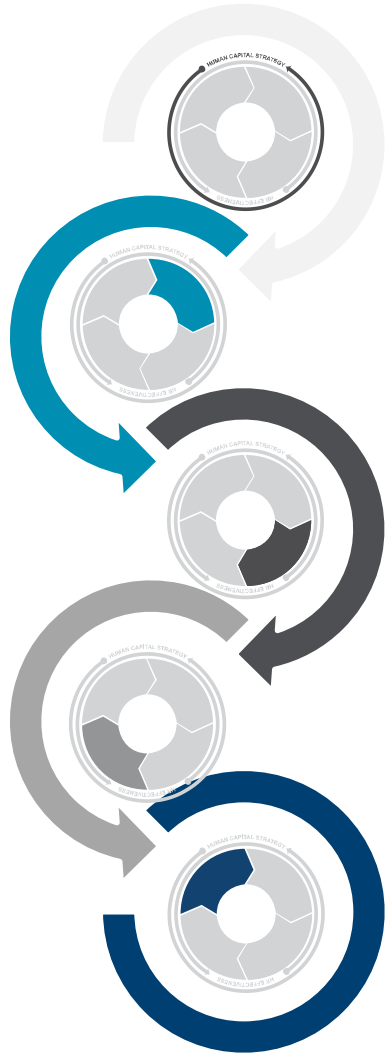
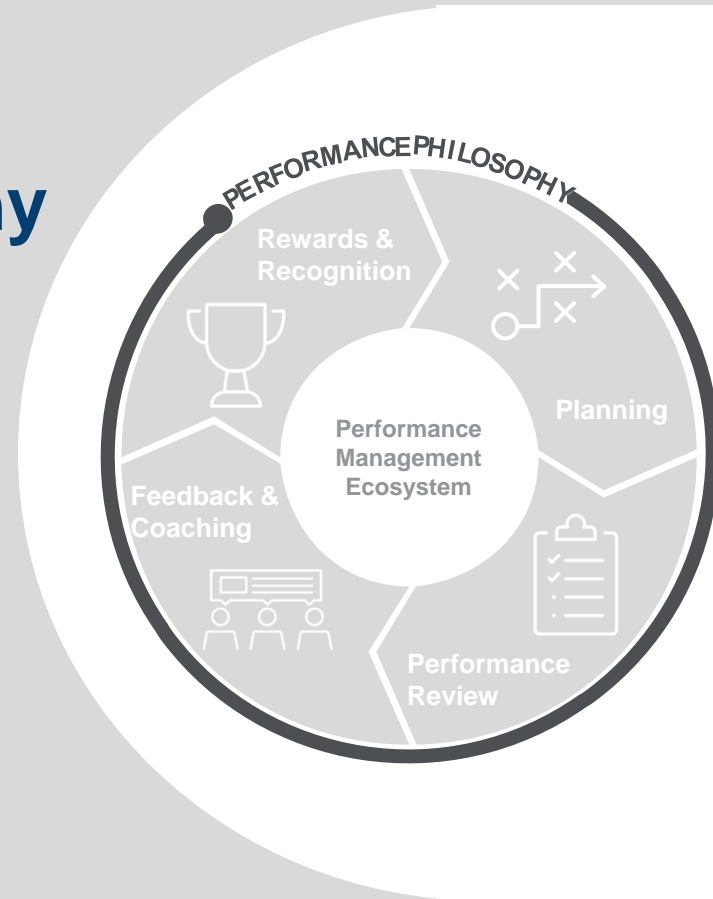**Performance Philosophy**

Planning

Performance Review

Feedback and Coaching

Rewards and Recognition

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Performance Philosophy

In this section:

- Business Priorities
- Talent Priorities
- Enablers and Challenges
- Prevalent Performance Practices

Firm Priorities

What are your organization's current top **business priorities**, in order of importance?

What are the **top HR areas** that you will focus on for the next two to three years?

1	Profitable Growth
2	Revenue Growth
3	Human Capital / Talent Management
4	Customer or Client Service / Relationship
5	Infrastructure/Operational Efficiency

n=X

|	
1	Leadership Development
2	Culture
3	Performance Management
4	HR Systems
5	Learning and Development

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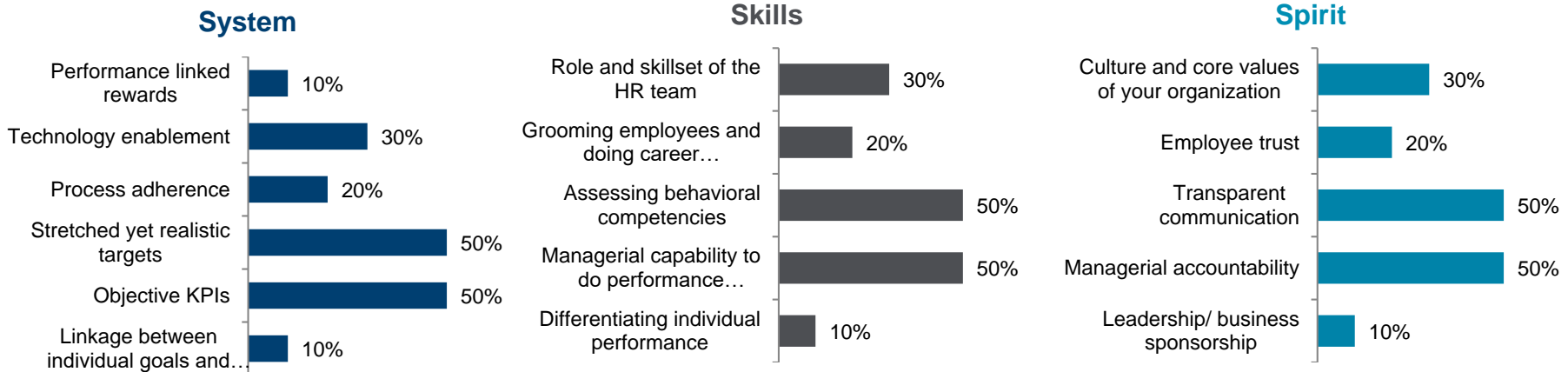
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Business Objective Enablement

Does the way you currently manage performance in your organization help you enable your business objectives and organization strategy?

28%	61%	1 8

■ Strongly Disagree ■ Disagree ■ Agree ■ Strongly Agree

SAMPLE
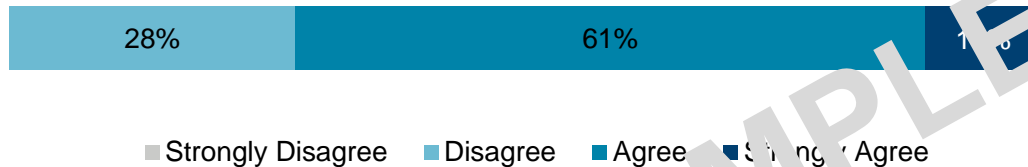
What is currently enabling your organization in achieving the business objectives and organization strategy?

System

Performance linked rewards	10%
Technology enablement	30%
Process adherence	20%
Stretched yet realistic targets	50%
Objective KPIs	50%
Linkage between individual goals and…	10%

Skills

Role and skillset of the HR team	30%
Grooming employees and doing career…	20%
Assessing behavioral competencies	50%
Managerial capability to do performance…	50%
Differentiating individual performance	10%

Spirit

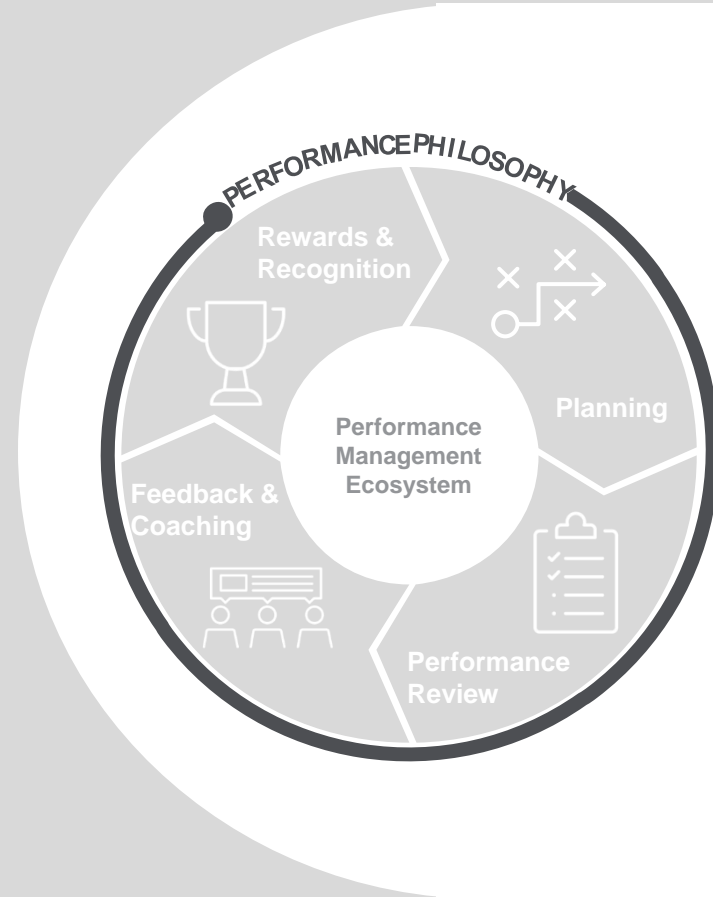|	
Culture and core values of your organization	30%
Employee trust	20%
Transparent communication	50%
Managerial accountability	50%
Leadership/ business sponsorship	10%

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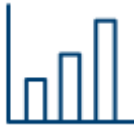
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n=x

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Overall Process

In this section:

- Performance, Promotion and Salary Cycles
- Variants of Performance Management
- Technology Platform
- New Joiners and PIP

Performance, Promotion and Salary Cycles

Performance Cycle

1	Jan-Dec
2	Apr-Mar
3	Jul-Jun
4	Oct-Sep
5	Anniversary

n=X

Promotion Cycle

1	Jan-Dec
2	Apr-Mar
3	Jul-Jun
4	Oct-Sep
5	Anniversary

Salary Increment Cycle

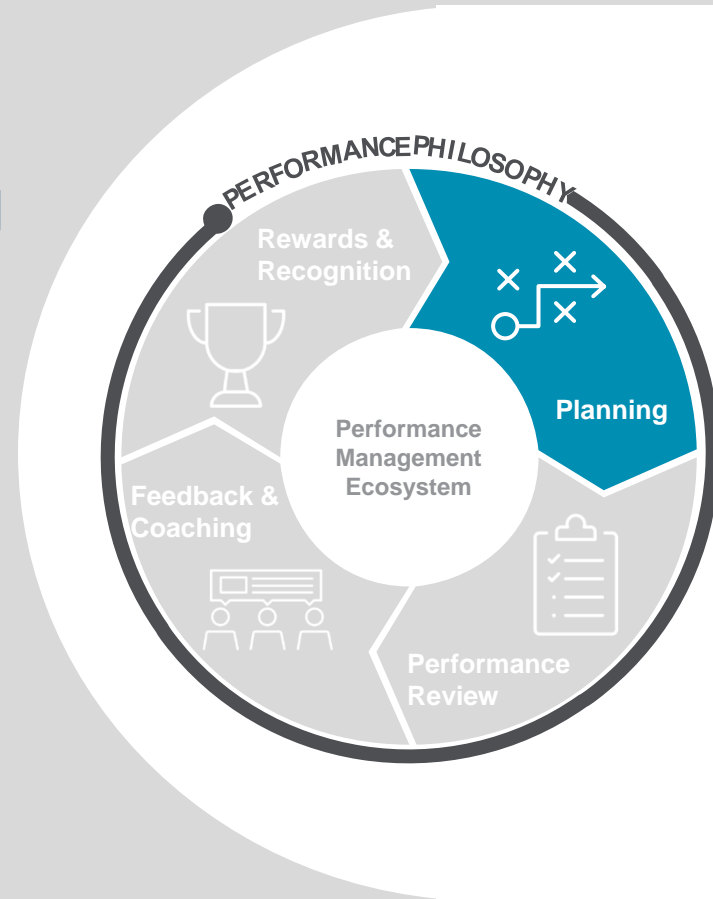|	
1	Jan-Dec
2	Apr-Mar
3	Jul-Jun
4	Oct-Sep
5	Anniversary

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XX

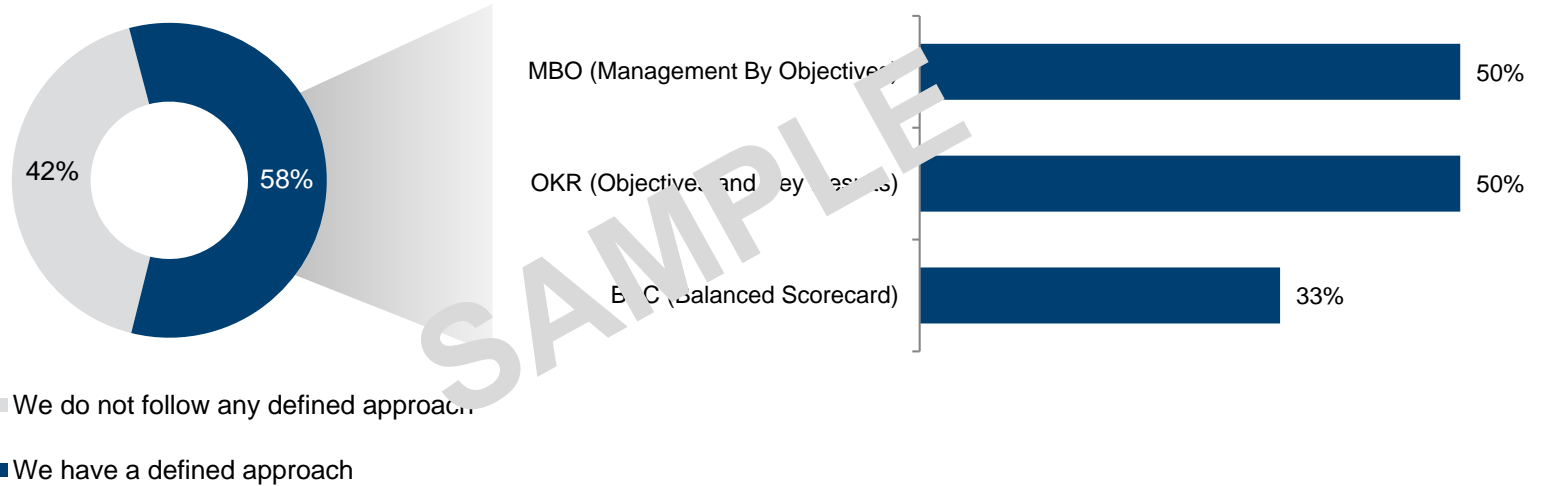Empower Results®

Performance Planning

In this section:

- Goal Setting Techniques
- Score Card Buckets
- Employee Communication

Goal Setting Techniques

What approach is being followed in your organization for goal setting?

42% 58%

- ■ We do not follow any defined approach
- ■ We have a defined approach

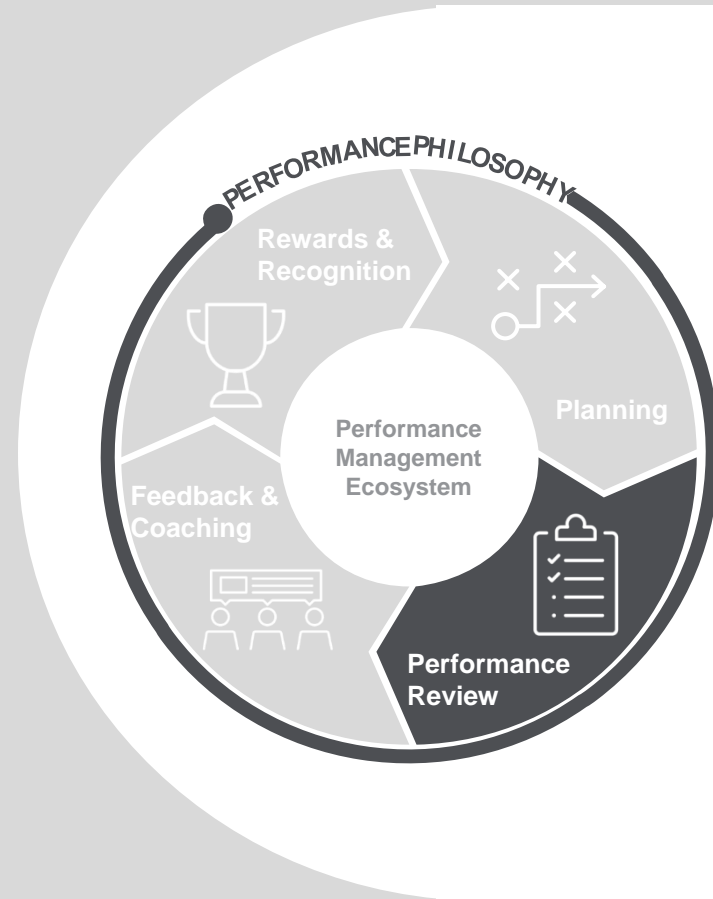|	
MBO (Management By Objectives)	50%
OKR (Objectives and Key Results)	50%
BSC (Balanced Scorecard)	33%

SAMPLE

n=x

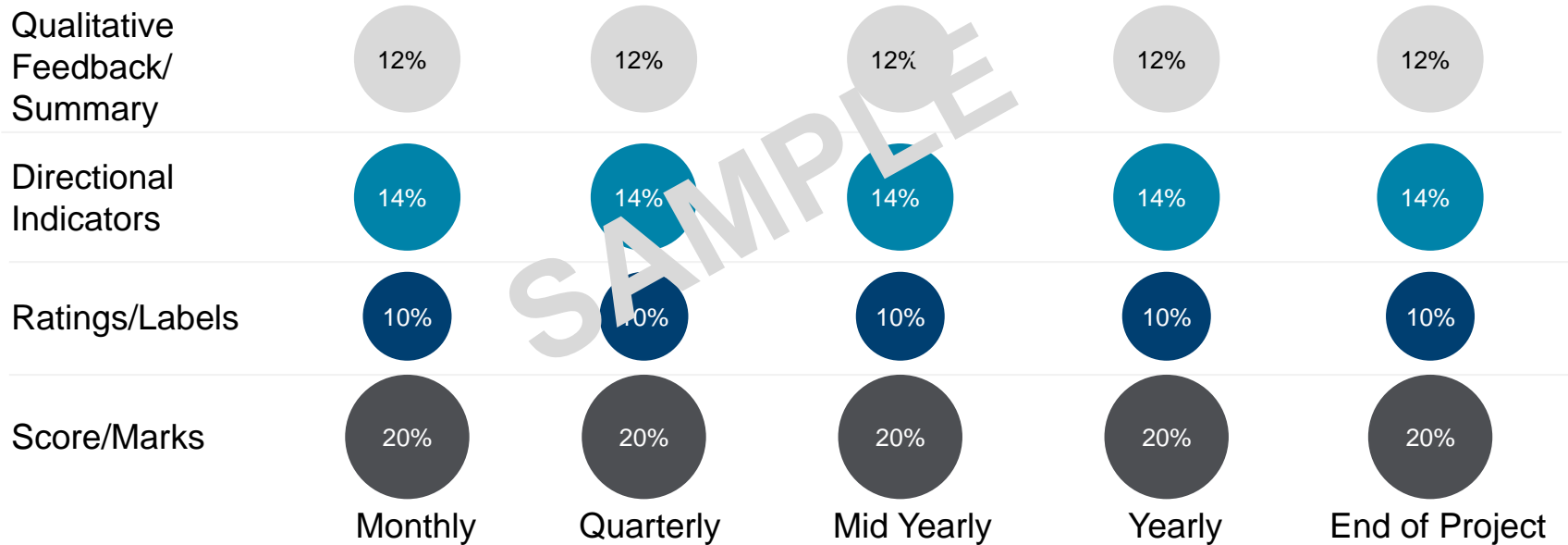💡 **Aon Insights**

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Performance Review

In this section:

- Frequency of Performance Evaluation
- Rating Scale
- Levels of Performance Review
- Rating Calibration
- Bell Curve Prevalence

Frequency of Performance Evaluation

What is the frequency of the following performance evaluation mechanisms used within your organization?

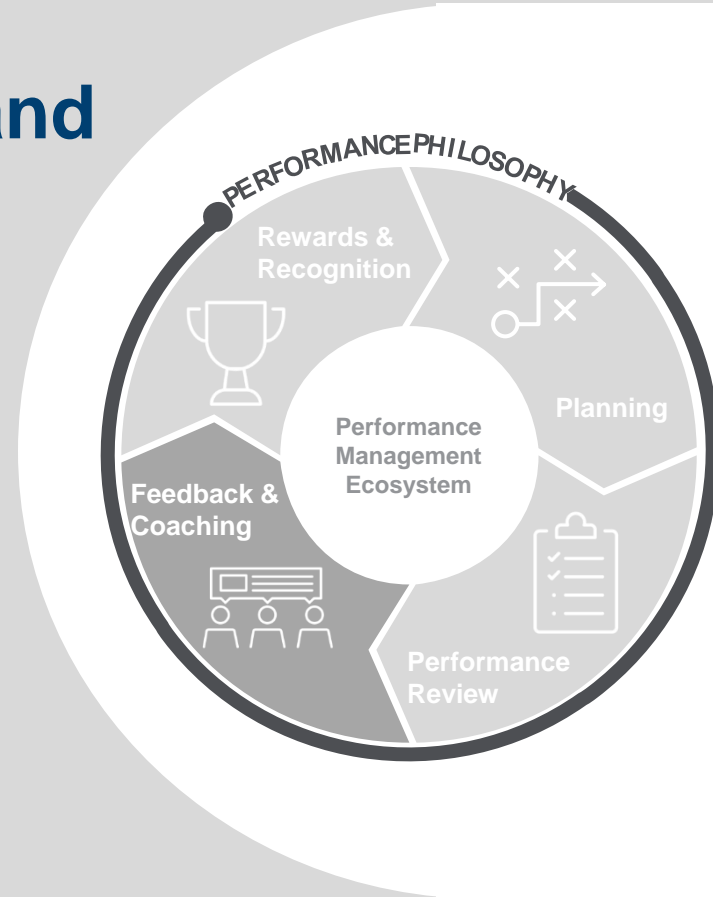|	Monthly	Quarterly	Mid Yearly	Yearly	End of Project
Qualitative Feedback/ Summary	12%	12%	12%	12%	12%
Directional Indicators	14%	14%	14%	14%	14%
Ratings/Labels	10%	10%	10%	10%	10%
Score/Marks	20%	20%	20%	20%	20%

n=x

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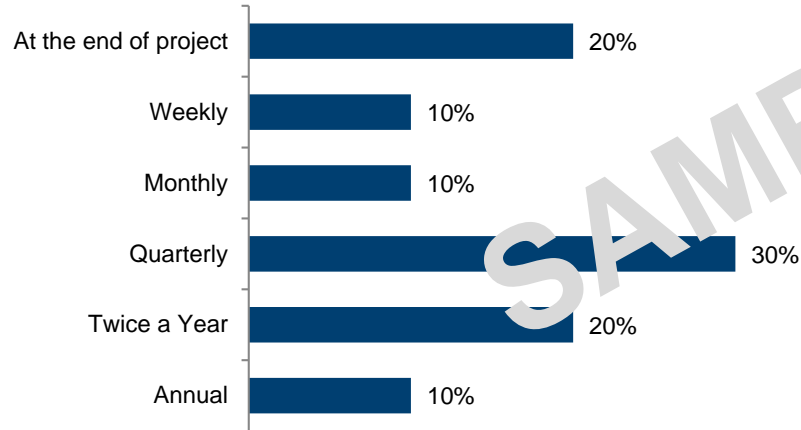
Performance Feedback and Coaching

In this section:

- Manager Employee Conversation
- First Time People Managers
- Rating Communication

Manager – Employee Performance Conversation

What is the frequency of formal manager-employee performance conversations?

At the end of project — 20%
Weekly — 10%
Monthly — 10%
Quarterly — 30%
Twice a Year — 20%
Annual — 10%

n=x

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Rewards and Recognition

In this section:

- Talent Review Discussions
- High vs Average Performers
- Rewards Schemes

Frequency of Talent Review

Who all participate in talent review discussions?

	Mandatory	Optional	Critical Roles
CEO	20%	20%	20%
Function Head	12%	12%	12%
Department Head	12%	12%	12%
Manager	12%	12%	12%
HR Head	14%	14%	14%
HR Manager	10%	10%	10%
Line Manager	12%	12%	12%

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