State of Performance Management System in India

2019

About Salto Dee Fe

Salto Dee Fe Consulting (SDF) is a *business enabling* consulting firm that works at the intersection of strategy & execution and Business & Human Resources.

We partner with organizations to leapfrog their business to its next phase of growth. We do this by co- creating bespoke solutions that are scientifically validated and enable organizations to meet business objectives.

Best of both worlds – Practitioner's and Consultant's expertise

Scientific and statistically proven methodology

Easy to execute, Be-Spoke solutions

Process that encapsulate the voice of customer at every step of the solution design

The Talent Strategy Group

Our international partner.

Our Differentiators…

| Simplicity | We bring simplicity to consulting specialising in creating simple, science-based solutions |

| Science Based Qual-Quant Approach | We resonate consistency in our approach applying a qualitative – quantitative study in designing our consulting solutions |

| Practitioner's Experience & Consultant's Expertise | We bring highly practical, easy to implement solutions for implementation |

Our Practices

TALENT MANAGEMENT	ORG. TRANSFORMATION	LEADERSHIP DEVT.	PEOPLE DECISIONS
SDF in partnership with The Talent Strategy Group (Founded by #1 HR bestseller titled "One Page Talent Management", Marc Effron) brings cutting edge talent solutions that simplify processes to remove complexity, enforce accountability and drive transparency,	SDF seamlessly supports the critical stages of business transformation for our clients by focusing on transforming mind-sets of employees. We work with below the surface linkages of transformation – Values, Traits, Motives and Beliefs, to speed up the transformation journeys.	SDF brings over eight decades of experience & expertise in skilling the executives to become effective business leaders. Our facilitator has experience of working as a moderator with HBP, Coaching with DDI. All programs are followed by a follow up using award winning methodology for transfer of learning.	SDF helps firms make Great People Decisions with the objective of directly impacting their growth and align firm's Talent Acquisition goals with Business Objectives by driving a shift from a tactical, reactive process to a strategic program.

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Executive Summary

The research draws interesting insights about different performance management aspects like setting objectives, feedback mechanism, employee satisfaction, etc. across organizations in India

Satisfaction with existing Performance Management System

- ❖ **48%** of respondents were **not satisfied** with existing Performance Management System.
- ❖ **900 bps** Improvement when compared with the **2017 Survey**, where **57%** of the respondents were not satisfied.

Objective of Performance Management System

- ❖ **86%** of respondents believe that **'Achieving Business Goals'** is the primary objective of a Performance Management System.

Goal Setting and Feedback

- ❖ **28%** respondents have annual goal settings currently, as against **42% in 2017.** Survey data shows that organizations are moving towards more frequent goal settings.
- ❖ Respondents felt that the **managers should be trained** for improving the **quality of feedback.**

Impediments

Major impediments in performance management process:
- ❖ **Lack of Focus** on Performance related discussions   **27%** respondents
- ❖ Difficulty in **measuring behavioral components'**   **26%** respondents
- ❖ **Inappropriately set Goals**   **24%** respondents

Changes in Performance Management System

- ❖ **92% of the respondents wanted changes** in their existing Performance Management Systems

Continuous Feedback

- ❖ Substantial **improvement** in respondents' readiness for **Continuous Feedback**
- ❖ **72%** of the respondents were ready for continuous feedback, **against 47% in the 2017** Survey

Area of improvement in Performance Management

- ❖ **Making the process more transperent**
- ❖ **Introducing On-going Feedback system**
  Our 2017 survey also pointed out the same areas of improvement.

Background

Performance Management is one of the most important Talent Management processes [1]. Performance Management Systems are known to improve the performance and organizational commitment of employees [2]. The business environment in India is expected to face further disruption in the coming years due to technological, economical and demographical changes. Today's organizations are dealing with multiple stakeholders simultaneously, while operating in highly complex markets. This has manifested in a change in the expectations of the organizations from their employees, and vice versa. Thus, the study of performance management has gained a lot of traction recently and many organizations are changing their approach towards measurement and management of performance. The fundamental question now is how to rate performance in a rapidly evolving business cycle which is shifting towards a shorter project lead time.

Since the area of performance management is rapidly evolving, we aim to understand current trends in Performance Management Systems across India and to find out changes that organizations are undertaking, or plan to undertake, in order to improve their Performance Management System.

This survey highlights processes, policies, and structure of Performance Management System in the organizations. We have also focused on understanding and involvement of employees in the performance management process, their satisfaction level and the break-up of these factors across various industries and positional level of employees.

SDF's Expertise in this area

Salto Dee Fe has previously undertaken a study on 'State of Performance Management System' in the year 2017, a 'High Potential Survey' in 2018 to identify how organizations manage their high potential employees. We have also anchored discussions at forums like SHRM across geographies. We have also displayed our thought leadership at multiple forums across India and abroad, with a focus on leveraging HR to create wining organisations. With our experience and expertise, we have helped many organizations revamp their Performance Management Systems.
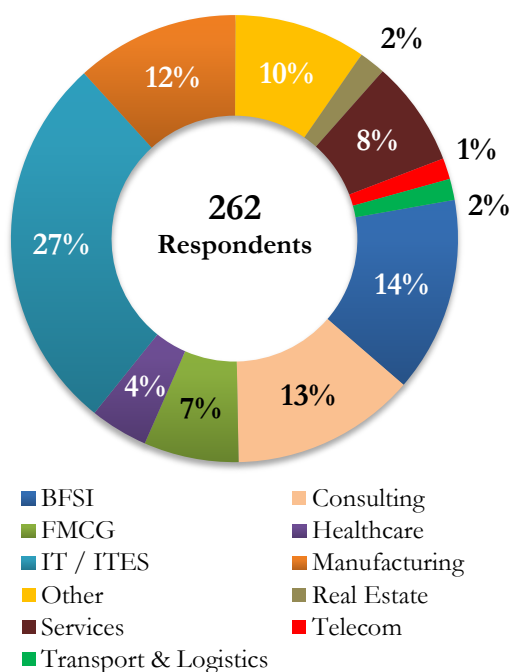
We hope that our study will help you in overcoming some of these challenges, and play a role in making the Performance Management System effective.

Report Outline

This report draws its findings and analysis from the State of Performance Management System survey conducted by Salto Dee Fe in the month of April 2019. Majority of the respondents were from IT/ITES sector (27%), followed by BFSI (14%), Consulting (13%).and Manufacturing (12%).
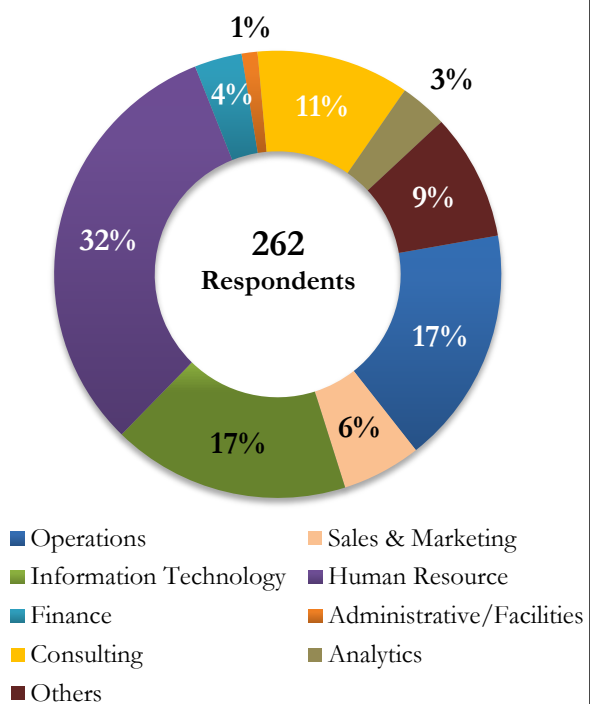
In terms of their role, the majority of the respondents were from Human Resources (32%), followed by IT (17%) and Operations (17%).

Fig. 1: Industry Wise Break-up of Respondents

262 Respondents

- BFSI
- Consulting
- FMCG
- Healthcare
- IT / ITES
- Manufacturing
- Other
- Real Estate
- Services
- Telecom
- Transport & Logistics

Other industries include Mining, Education, Publishing, Travel, and Aviation

Fig. 2: Role of Respondents

262 Respondents

- Operations
- Sales & Marketing
- Information Technology
- Human Resource
- Finance
- Administrative/Facilities
- Consulting
- Analytics
- Others

Other roles and departments included: CEO, Co-Founder, Director, Research, and Sales Training.

Dimensions of the Survey

The study tries to uncover various facets of performance management such as:

- Objectives and Effectiveness
- The Goal setting and Feedback process
- Impediments
- Possible areas of improvement

We have also cut through our responses using Generation or Age of respondents, Position in the organization, Size of the organization.

Demographics

Generational Diversity

- ❖ Baby Boomers: Born Before 1965
- ❖ Generation X: Born between 1965 and 1979
- ❖ Millennials: born between 1980 and 1999
- ❖ Generation Z: Born from 2000 onwards
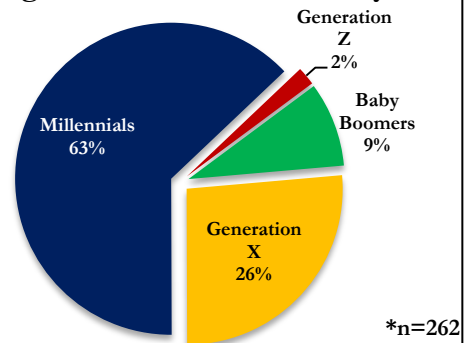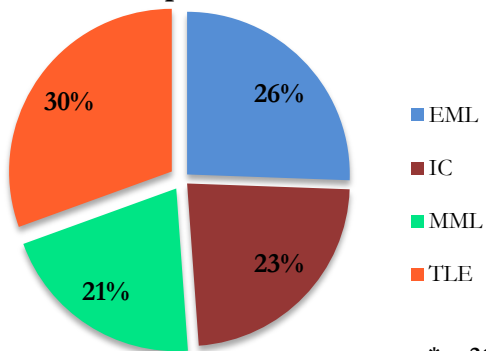

Fig. 3: Generational Diversity

*n=262

Fig. 4: Positional Level of Respondents:

*n=262

Positional Level of Respondents:

In terms of organizational roles of the respondents, the positional levels were well balanced

- ❖ 30% Top Level Executives (TLE)
- ❖ 21% Mid-Managerial Level (MML)
- ❖ 26% Entry-Managerial Level (EML)
- ❖ 23% Individual Contributors (IC)

Size of the Organization:

Based on the Employee count, the analysis was done basis 3 categories:

- ❖ Small: Less than 1000 Employees
- ❖ Mid-Size: Between 1000 and 10000 Employees
- ❖ Large: More than 10000 Employees

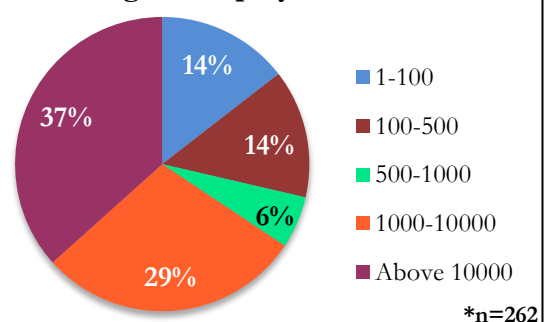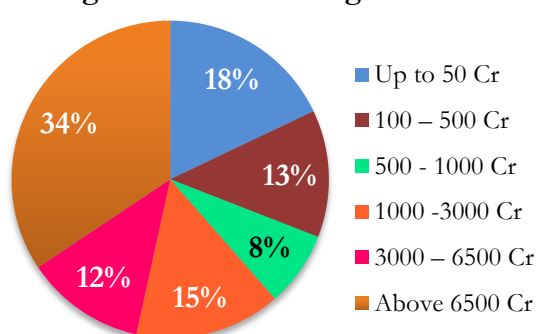**Fig. 5: Employee Count**

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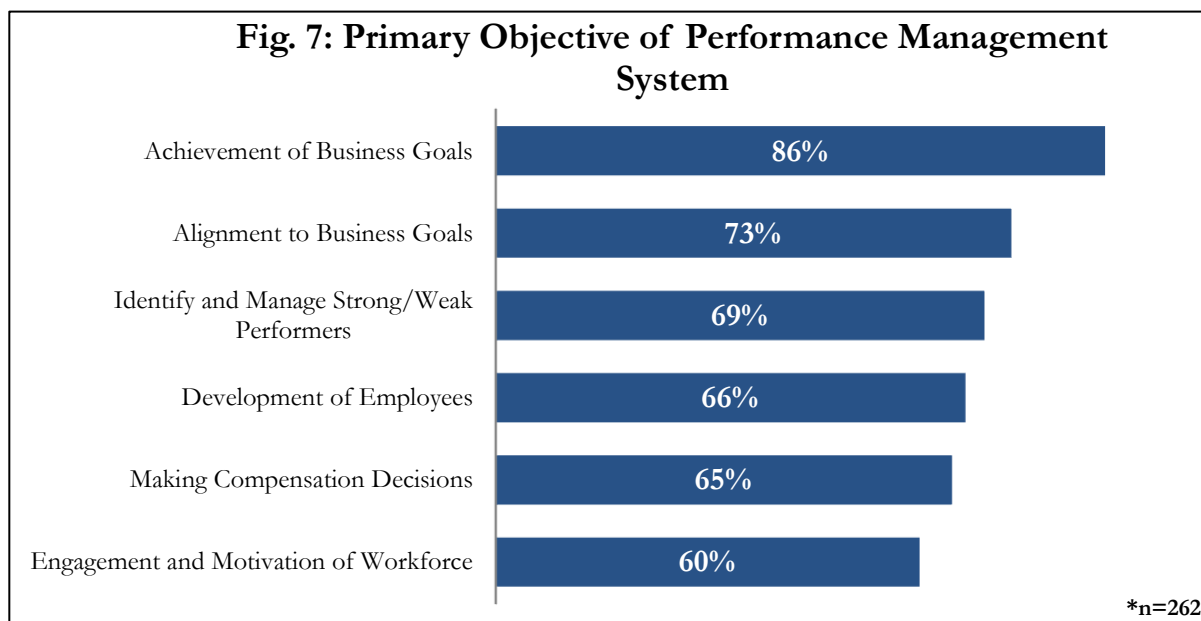

Fig. 6: Revenue of Organization

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Revenue of the Organization:

More than 1/3rd of the respondents were from organizations with annual revenue of more than Rs. 6500 Cr. This was followed by organizations with annual revenues between Rs. 1000 to 3000 Cr (15%).
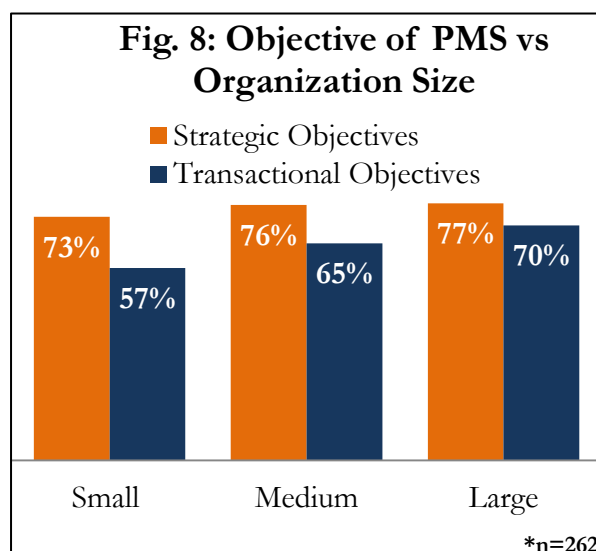
Objective of Performance Management System

A Performance Management System should be able to align the performance of employees to the business goals, while highlighting the potential developmental areas for the employees.

The survey found that **Achievement of Business Goals** was the primary objective of a Performance Management system (86% respondents) followed by **Alignment to Business goals** (73%). This shows an inclination towards using the Performance Management system more for strategic purposes, rather than as just a tool for gauging employee performance and deciding compensation.

Fig. 7: Primary Objective of Performance Management System

- Achievement of Business Goals — 86%
- Alignment to Business Goals — 73%
- Identify and Manage Strong/Weak Performers — 69%
- Development of Employees — 66%
- Making Compensation Decisions — 65%
- Engagement and Motivation of Workforce — 60%

*n=262

We have divided the objectives as Strategic (Achievement of Business goals, Alignment of Business goals and Development of Employees) and Transactional (Managing Strong/Weak performers, Engagement or Motivation of Workforce and Making Compensation Decisions). According to the respondents, Small organizations give lesser importance to Transactional objectives as compared to Strategic objectives. Large firms give importance to both Transactional as well as Strategic objectives of Performance Management Systems.

Fig. 8: Objective of PMS vs Organization Size

Strategic Objectives / Transactional Objectives

- Small: 73% / 57%
- Medium: 76% / 65%
- Large: 77% / 70%

*n=262

SDF point of view: As the size of an organization increases, onus for creating a positive employee experience shifts to the managers. This divestment of ownership- from a few individuals in smaller organisations to all people managers in larger organisations, is captured in their goals and how their performance is measured along these variables.

Goal Setting

261 out of 262 respondents said that they have a goal setting discussion at least once in an year.

Majority of the respondents (28%) had annual goal setting discussions, while 26% of the respondents had their goal setting discussions on a quarterly basis. Fig. 10 shows the change in goal setting frequency between the years 2017 and 2019. In 2017, 42% of the respondents had annual goal setting discussions while 19% had quarterly discussions [3]. We can see the trend that organizations are moving from annual goal setting to quarterly or semi-annual discussions-in response to the shortening business cycle and project timelines.

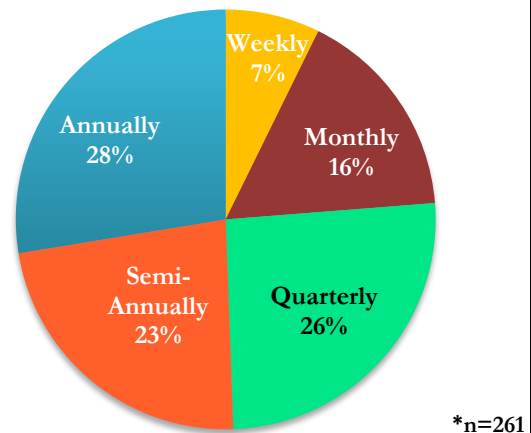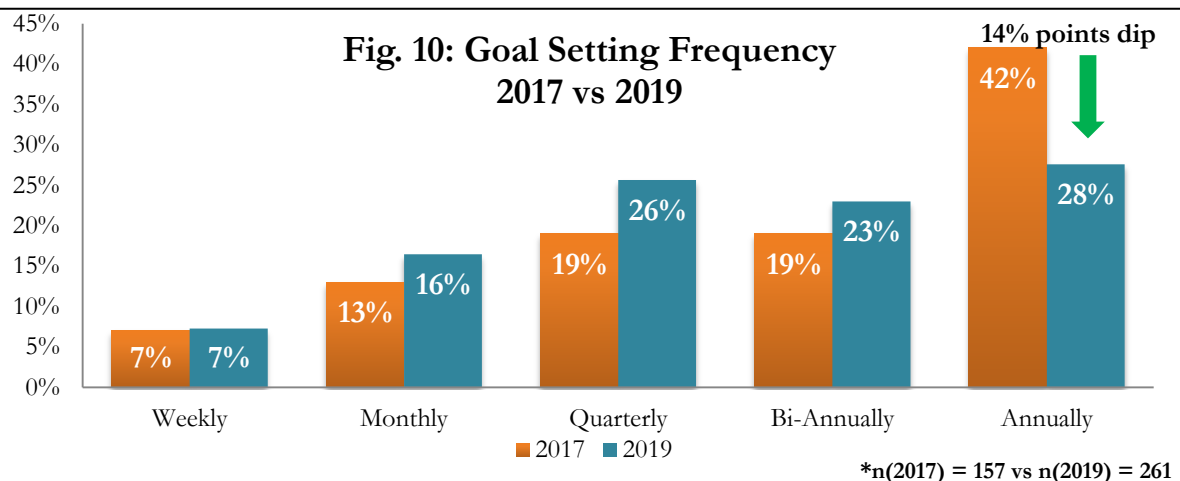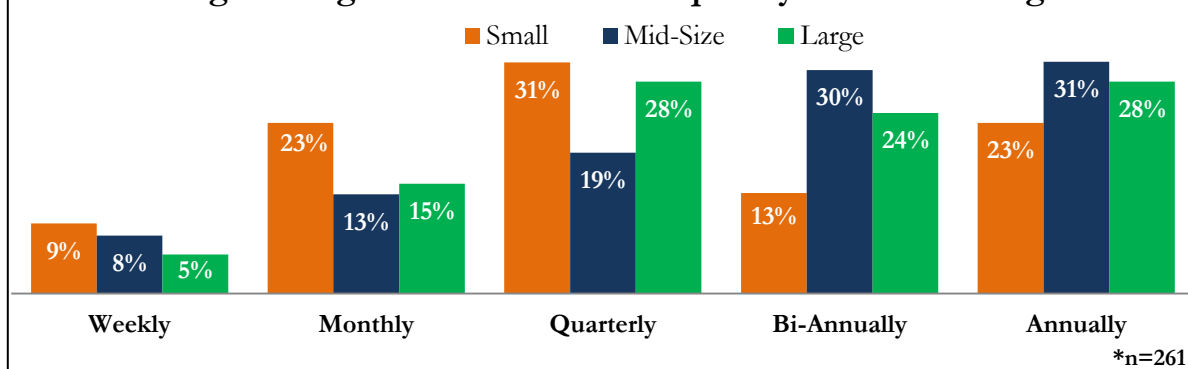**Fig. 9: Goal Setting Frequency**

- Weekly 7%
- Monthly 16%
- Quarterly 26%
- Semi-Annually 23%
- Annually 28%

*n=261

Fig. 10: Goal Setting Frequency 2017 vs 2019

14% points dip

Frequency	2017	2019
Weekly	7%	7%
Monthly	13%	16%
Quarterly	19%	26%
Bi-Annually	19%	23%
Annually	42%	28%

*n(2017) = 157 vs n(2019) = 261

From Fig. 11, we can see that the nimbleness of Goal setting in smaller organizations is better as compared to mid-size or large organizations.

Fig.11 : Organization Size vs Frequency of Goal Setting

Frequency	Small	Mid-Size	Large
Weekly	9%	8%	5%
Monthly	23%	13%	15%
Quarterly	31%	19%	28%
Bi-Annually	13%	30%	24%
Annually	23%	31%	28%

*n=261

SDF point of view: The rapidly evolving business environment demands organizations to be dynamic and the employees' objectives have changed accordingly. As a response, the objectives should evolve to reflect the same, with the goal setting discussions and reviews happening more frequently.

Among the respondents, 64% of the organizations were setting 5 or less goals for an individual, while in our 2017 survey, 62% of the respondents had 5 or less goals [3]. Thus, we can see that there is no significant change in the number of goals set for individuals.

Fig. 12: Number of Goals

- Less than 4: 14%
- 4-5: 50%
- 6-7: 22%
- 8-10: 10%
- 10+: 4%

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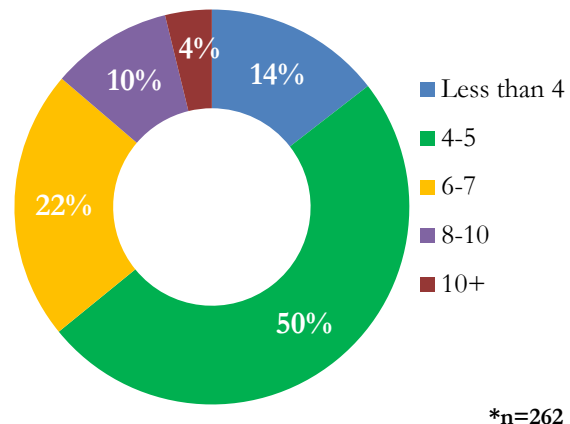
Weightage for Goals

In the 2017 survey, 80% of the respondents had weightage assigned to their goals [3] whereas in 2019, 82% of the respondents had weightage assigned to their goals, showing a marginal increase.

It was, however, interesting to note that a few respondents said that they had less than 5% of weightage assigned to some of their goals.

Fig. 13: Weightage Assigned to Goals

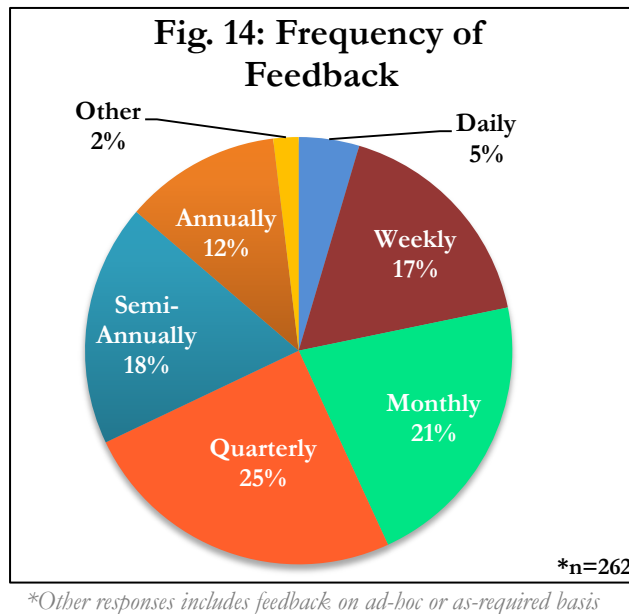- Yes: 82%
- No: 18%

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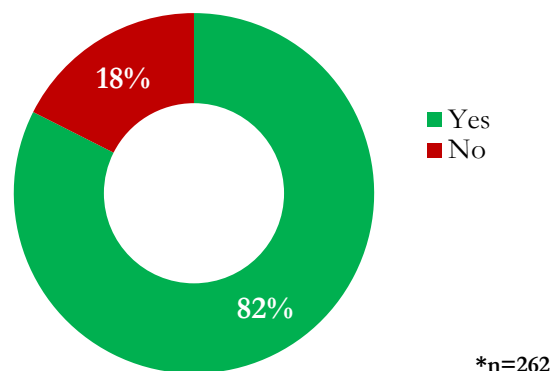
SDF point of view:

We believe that assigning too many goals leads to reduced effort on each one. If the goals are vital, challenging and impactful, one cannot achieve more than 3-4 goals in a year. [1]. Thus, 3 to 5 goals which have company objectives aligned with self-interest of an individual should be assigned.

We would also recommend setting up team objectives along with individual objectives. This should be followed up with frequent reviews and discussions. Reviews and discussions improve the engagement and ambitions of the team members [5].
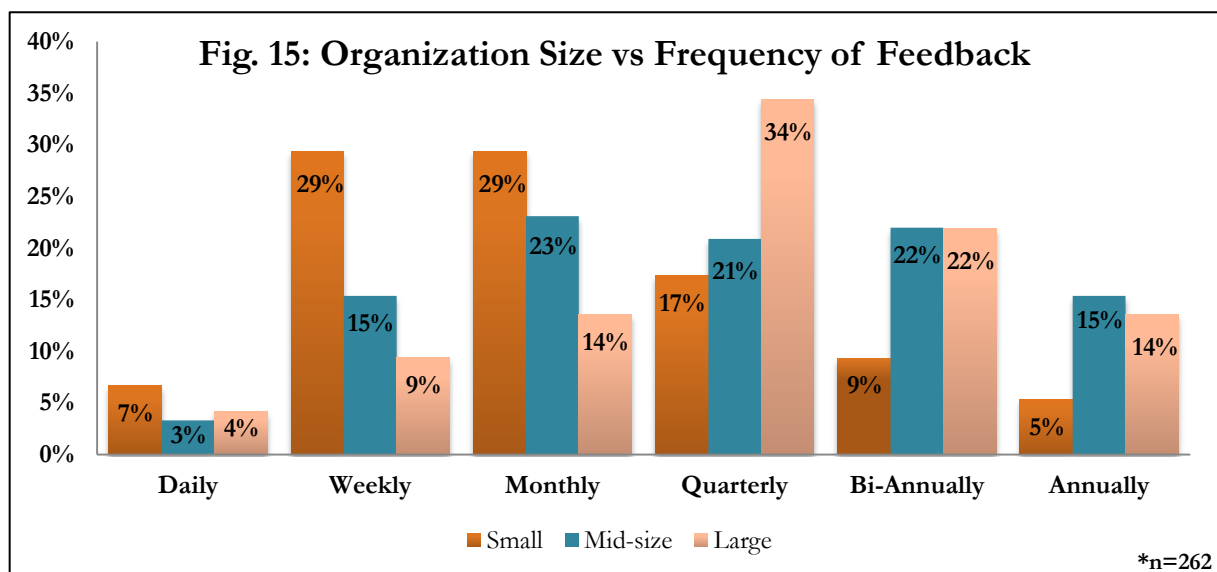
We believe that assigning weightage to goals creates false sense of precision and takes away managerial discretion [1]. Instead, we can list the goals in the order of importance.

Feedback

Feedback is one of the most important tools that can be leveraged to improve the performance of an employee.

Fig. 14: Frequency of Feedback

- Daily 5%
- Weekly 17%
- Monthly 21%
- Quarterly 25%
- Semi-Annually 18%
- Annually 12%
- Other 2%

*n=262

*Other responses includes feedback on ad-hoc or as-required basis

Maximum respondents from large organizations are provided feedback on a quarterly basis, whereas the smaller organizations prefer weekly or monthly feedback. This could be a function of the relative ease of communication in smaller firms, as backed by social theories. This highlights the need for platforms that can reduce time and effort invested in feedback in larger firms. But, we believe that regardless of the size of the organization, feedback should be more frequent and should involve multiple stakeholders.

Fig. 15: Organization Size vs Frequency of Feedback

	Small	Mid-size	Large
Daily	7%	3%	4%
Weekly	29%	15%	9%
Monthly	29%	23%	14%
Quarterly	17%	21%	34%
Bi-Annually	9%	22%	22%
Annually	5%	15%	14%

*n=262

Tools for Feedback

We could see that a majority (67%) of the respondents were using HRMS systems for feedback. Only 13% of the respondents were using a mobile-based platform while 20% respondents were still using traditional paper forms for feedback.
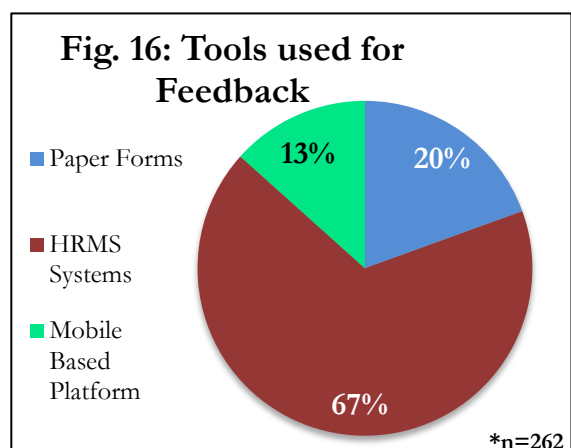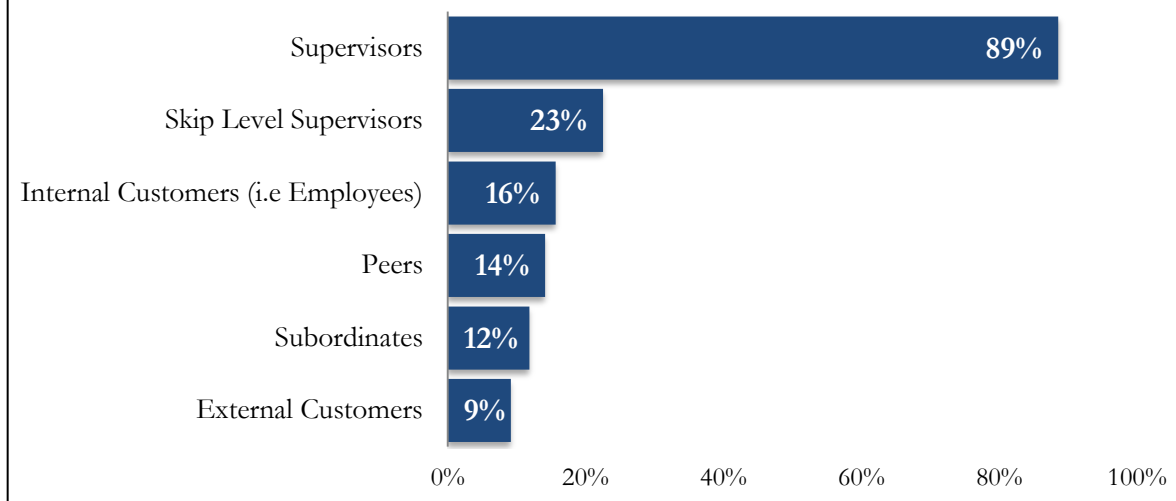
Fig. 16: Tools used for Feedback

- Paper Forms 20%
- HRMS Systems 67%
- Mobile Based Platform 13%

*n=262

Fig. 17: Stakeholders in Providing Feedback

Stakeholder	Percentage
Supervisors	89%
Skip Level Supervisors	23%
Internal Customers (i.e Employees)	16%
Peers	14%
Subordinates	12%
External Customers	9%

*n=262

Fig. 17 shows that **only 14%** of respondents received their feedback from their **Peers**, while just **12%** respondents received feedback from **Subordinates**. While 360^0 Feedback is one of the most discussed topics of performance management today, majority of the respondents are still not receiving feedback from their peers and subordinates.

SDF point of view

The primary purpose of feedback is to improve performance. Science says that feedback changes behaviors and leads to improvement in employee performance [6]. We believe that telling people clearly 'what' areas they need to improve enables learning. On the other hand, criticizing people does not enable learning, rather impairs it [10]. Current feedback processes are unidirectional (supervisor to subordinates). We believe that feedback should be more frequent and should incorporate views of supervisors, peers, customers and subordinates to understand different perspectives. It is proven that feedback will be beneficial only if there is a structured follow up process [1]. We suggest that the feedback process should be simple, quick and should add value to the organization.
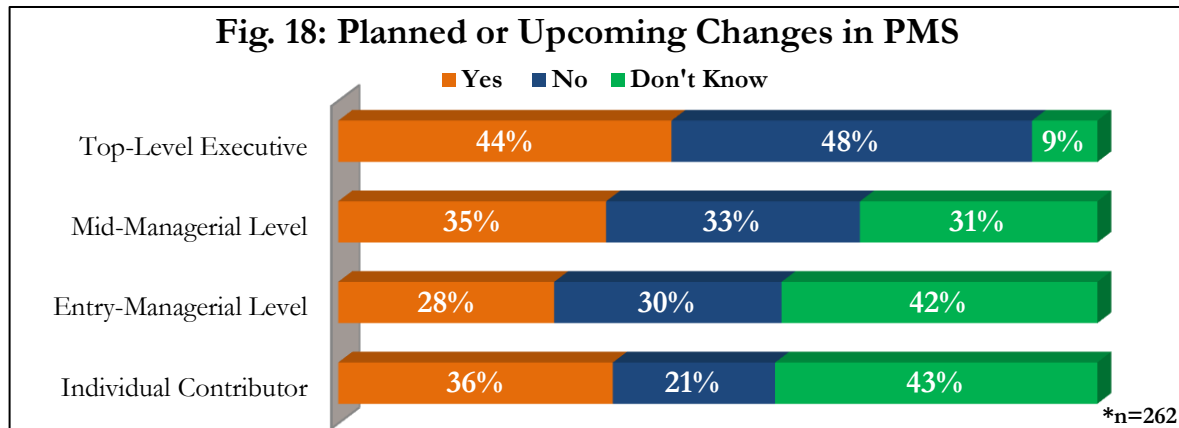
About Karma Notes

Karma Notes is a product created by Salto Dee Fe Consulting in Partnership with The Talent Strategy Group, USA and Path InfoTech. This tool enables instant anytime feedback and feedforward and is also an answer to all the performance ratings and bell curve related questions and dilemmas faced by the organizations.

Karma Notes is currently being deployed at many leading organizations across sectors and is providing a differentiated experience to over 6000 plus employees across 14 countries.

Karma Notes has also been selected as the top 10 HR Start-Ups by NHRD in 2016 and was part of the HR Spotlight List published by People Matters in 2017.
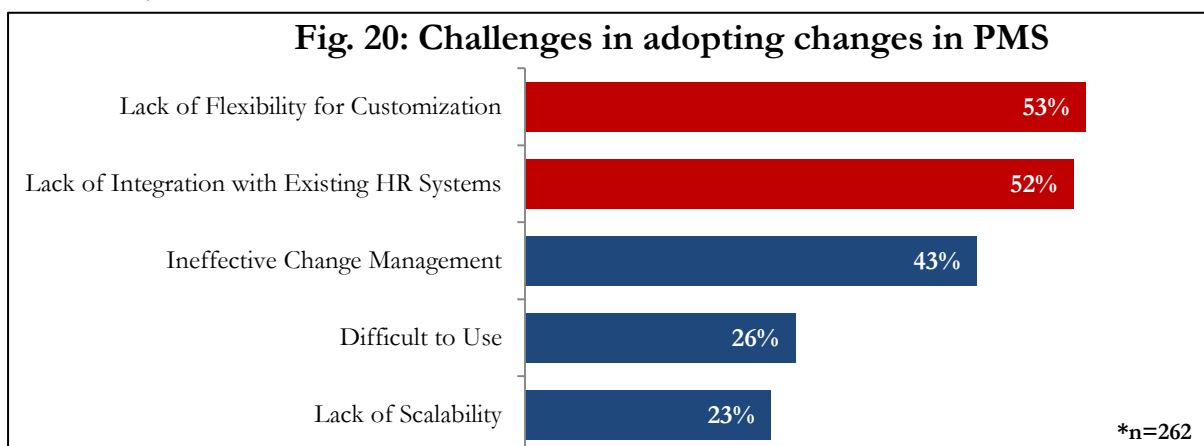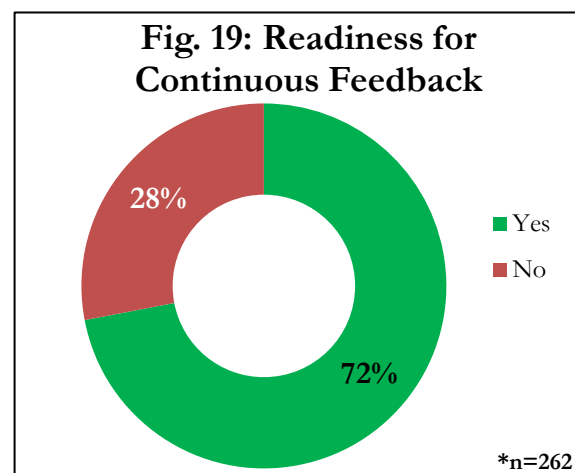
Changes in Performance Management System

It was observed that 43% of the employees at junior levels in the organizational hierarchy were not aware about the changes, or the planned changes in Performance Management System (PMS), while only 9% of the Top-Level Executives were unaware of these changes. One reason for this could be the delay in information trickling down the organizational structure. Another could be the absence of absolute transparency about the process. In our point of view, the information should flow down to the individual contributors as they are critical stakeholders in the organization.

Fig. 18: Planned or Upcoming Changes in PMS

■ Yes ■ No ■ Don't Know

	Yes	No	Don't Know
Top-Level Executive	44%	48%	9%
Mid-Managerial Level	35%	33%	31%
Entry-Managerial Level	28%	30%	42%
Individual Contributor	36%	21%	43%

*n=262

Adopting changes in PMS:

Our survey highlights the two most important challenges while adopting changes in a Performance Management System: 'Lack of flexibility for customization' and 'Lack of integration with existing systems'.

72% of the respondents said that they wanted a continuous feedback process in place. This shows that the organizations need to implement mechanism for continuous feedback. Our 2017 survey showed only 47% of the respondents were ready for continuous feedback [3].

Fig. 19: Readiness for Continuous Feedback

■ Yes ■ No

- Yes: 72%
- No: 28%

*n=262

Fig. 20: Challenges in adopting changes in PMS

|	
Lack of Flexibility for Customization	53%
Lack of Integration with Existing HR Systems	52%
Ineffective Change Management	43%
Difficult to Use	26%
Lack of Scalability	23%

*n=262

Impediments

The survey revealed that **only 52% of respondents were actually satisfied** with the Performance Management System of their organization.

Our **2017** Performance Management System Survey had found that **43%** respondents were **satisfied** with their current Performance Management System [3]. Although there has been an **improvement (9 percentage points)** in this year's survey we still feel that around half of the respondents are not satisfied with Performance Management System, thus the organizations must adopt changes in their existing processes and systems used for Performance Management.

Fig. 21: Satisfaction with Existing PMS

■ Yes
■ No

48%   52%

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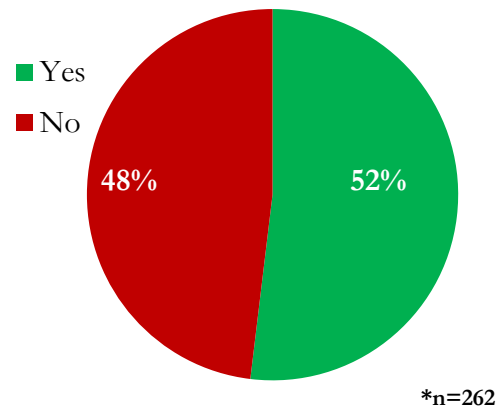
In order to ascertain key barriers in a good performance management system, we categorized the responses for major impediments into three categories (refer Fig. 22 a, b, c):

- Manager Related
- Employee Related
- Process Related

SDF point of view

Manager Related: 'Lack of focus on Performance related discussions' was suggested as a major area of improvement for managers. The role played by manager in development of employees should be clearly mentioned. We suggest that managers should actively participate in review discussion as this is one of be proven mechanisms for improving productivity [6].

Employee Related: According to our survey, around 24% of the employees felt that goals were not set appropriately. Specific and difficult goals consistently lead to higher levels of performance rather than just asking employees to 'do their best' [11]. We believe that goal setting should balance the employee's aspirations while driving the organizations business strategy.

Process Related: 'Unclear and objective process' and 'Difficulty in measuring behavioral components' are most common process related issues. Employees want a fair evaluation process, coupled with frequent feedback and which involves honest two-way communication [12, pp. 66-67].
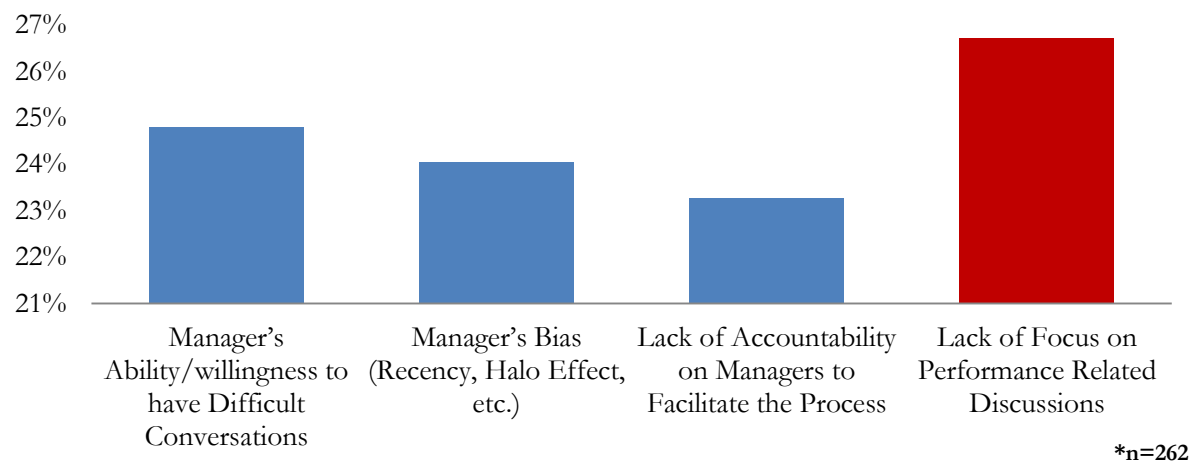
Fig. 22 (a): Manager Related
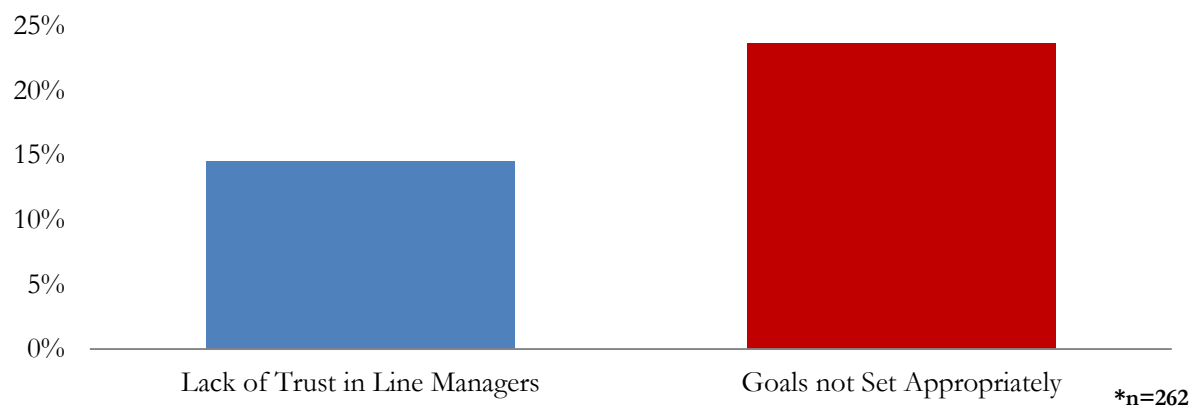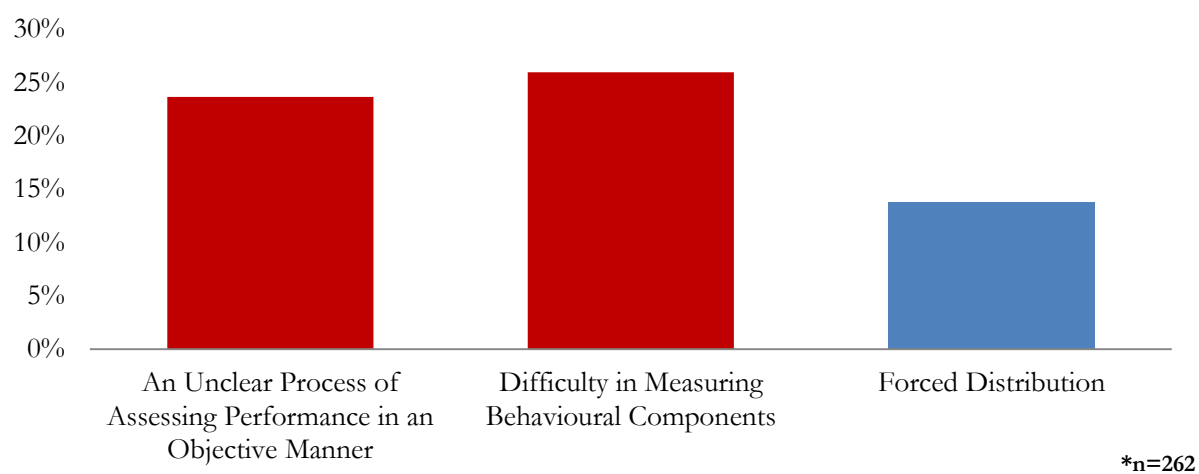
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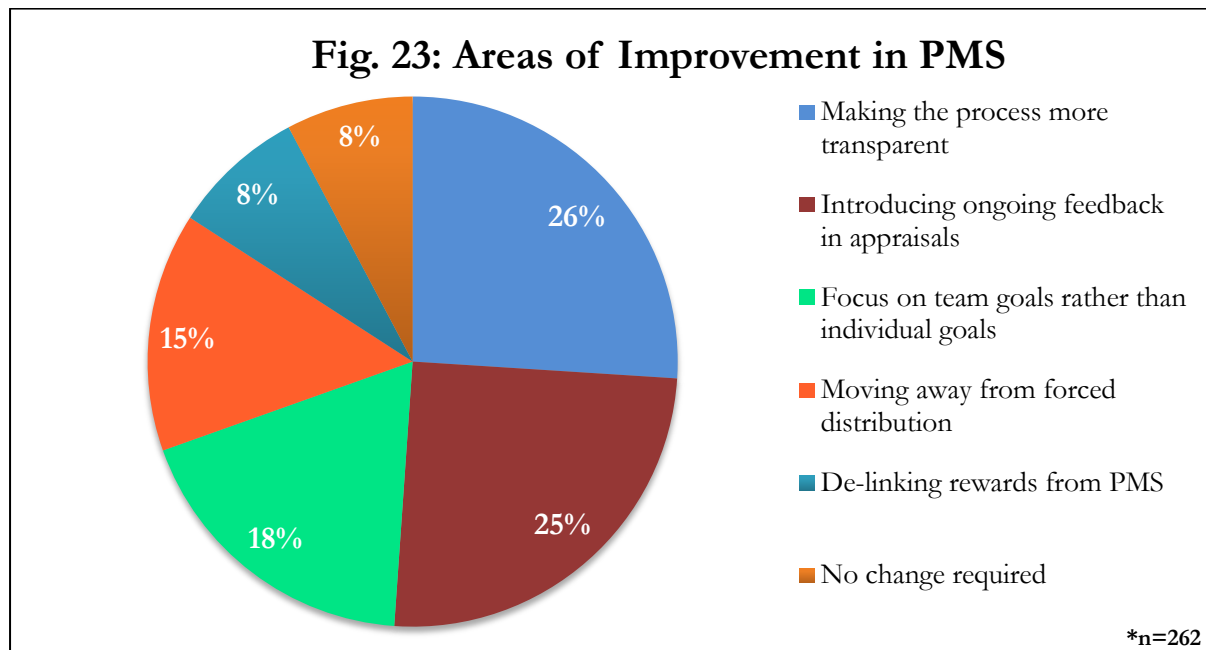Fig. 22 (b): Employee Related

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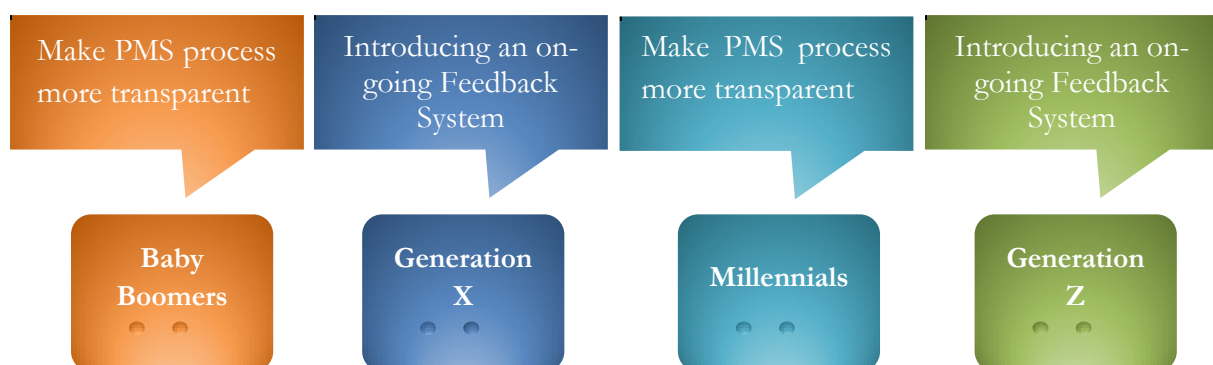
Fig. 22 (c): Process Related

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The Future Performance Management System

As we move towards changes in the Performance Management System, it is essential to understand the expectations of the leaders and the employees from the process.

We could see that only 8% of the respondents felt that their PMS did not require any changes in the Performance Management System. 'Making the process more transparent' and 'Introduction of Ongoing Feedback' are the two main areas which the respondents want to change in their PMS.

Fig. 23: Areas of Improvement in PMS

- Making the process more transparent — 26%
- Introducing ongoing feedback in appraisals — 25%
- Focus on team goals rather than individual goals — 18%
- Moving away from forced distribution — 15%
- De-linking rewards from PMS — 8%
- No change required — 8%

*n=262

The Generation Lens: What each generation wants from PMS?

Make PMS process more transparent	Introducing an on-going Feedback System	Make PMS process more transparent	Introducing an on-going Feedback System
Baby Boomers	**Generation X**	**Millennials**	**Generation Z**

As Performance Management Systems are a crucial part of an organization's journey, we believe that it is essential for organizations to leverage their potential benefits. Instead of looking at the Performance Management Systems as just a tool for performance appraisal, organizations should start to exploit the strategic benefits of Performance Management Systems. Organizations can look at accurate goal setting, frequency of reviews, and a feedback mechanism for ensuring the goals of the PMS are met.

The performance management process starts with setting appropriate goals. These goals should drive the organization's strategy and also balance an individual's career aspiration. It is proven that goals aligned with self-interest increases motivation to perform [4]. A recent study shows that agile organizations need to have team goals along with individual goals [5]. Employees should understand how goals are set and how they are being evaluated. Keeping the performance management process transparent ensures that employees feel that they are being fairly evaluated and they trust in the organization [1].

We know that introducing a continuous feedback has a positive impact on the performance of the employees [6]. As Fig. 21 shows, 72% of the respondents are ready to accept a continuous feedback system, whereas

only 19% of the organizations have a daily or weekly feedback mechanism (Fig. 14). In our opinion, organizations should plan on introducing a continuous feedback mechanism and making the performance management process more transparent. Also, the feedback should also focus on aspects like personality development and career planning for employees.

The advent of the gig economy will lead to a rise in alternative workforce. The future performance management systems should be able to incorporate this factor as around 41% [7] of the organizations around the world are giving importance to the alternative workforce. The emerging areas like Augmented Intelligence will disrupt the way our workforce will be working.

Interestingly, even though a majority of employees are willing to accept changes that can improve the performance management process, organizations are still shying away from actually implementing these changes.

As we move towards a future based on capturing greater synergies between people and processes, it's time we looked at the PMS from the lens of the employee. What does your employee look for?

We at Salto Dee Fe have helped our clients realign or, in cases, revamp their Performance Management Systems.

References

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[6]   A. N. Kluger and A. DeNisi, "The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory.," *Psychological bulletin, 119(2), 254.,* 1996.

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His second book with Harvard Business Review "8 Steps to High Performance" has been released in July 2018

Rajan Kalia, Co-Founder, Salto Dee Fe and Karma Notes

Rajan currently consults, advises, coaches, and innovates in Human Resources. He has invented Karma Notes, a one-minute feedback mobile application, and RF4, an employee retention tool.

Successful in working at the intersection of Strategy & HR, he is an expert at Large Scale Transformation, Organization Development, Talent Management, Leadership Selection, Skilling and Mentoring

International Facilitator, Coach & Moderator:

Rajan is a moderator for Harvard Business Publishing and a coach with DDI, India and Stanford Seed. Rajan helps organizations with Leadership alignment and multiplying performances of Leadership Teams.

Rajan & SDF have now served 100 clients globally & in India.

Our system implementation partners.

DOCKABL

Complete Talent Management solution incorporating performance management, ongoing feedback, succession planning, analytics & engagement.

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AI and behavioural science based tool to enhance employee productivity, three products in market focussing on:
- supplier-procurement performance
- self-improving sales teams
- sustain innovation culture

chapter vitamins A mobile experiential learning platform that has a proven track record of engaging several hundred thousand users, with curated content for consumption on the mobile and quick adoption.

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Digital sales & marketing platform.
- Digital Marketing Automation
- Integrated CRM
- Target Account Mktg.
- Personalized Micro-site & Mobile app for partners

About the Authors

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An alumnus of XLRI, Jamshedpur, Harshdeep has previously worked in the fields of Leadership Development and Talent Management for a major banking organization. During his tenure, he also worked on learning and development projects for the Bank. He has also previously worked on projects with a wide variety of organizations- from a global auto manufacturer, to homegrown startups and MSEs, to enable them to translate business strategy from a plan to actions.

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Anurag is a Post Graduate in HRM from IMI, New Delhi. His experience includes internship with Mercer Consulting, wherein he conducted annual compensation benchmarking survey in high-tech industry.

At SDF, he works in Talent Management practice, conducting research in areas like high potential, state of performance management, etc. Additionally, he is working in developing our product offerings.

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Vedant is pursuing his Post Graduation in Human Resources from SCMHRD, Pune. During his previous job at Cognizant Technology Solutions, Vedant has consulted a Fortune 500 client for 3 years. Vedant has helped us in conducting the research including rolling out the survey, data analysis, and report creation.

Typical Assignments undertaken:

TALENT MANAGEMENT

Assessment Centres | 'Certified Talent Manager' Programs |Performance Management System Design & Implementation | Competency Mapping | Compensation Benchmarking | 360 Degree Feedback | Talent Review etc.

ORG. TRANSFORMATION

Typical Assignments Undertaken
Co-create Vision, Mission & Core Values| Org. Restructuring| Design & Implement service excellence journey| BSC | Align Business & Sales Strategy Design |Communication for Organizational Transformation | Level & Job Equivalence | Organization Benchmarking & Cost Rationalization | HR Policies & Process Design | Incentive & Recognition | Comp. Restructuring etc.

LEADERSHIP DEVT.

'Engaging People & Building Talent' workshop| 'Strategy Articulation & Leadership Alignment' Workshop | Leadership Skills Training | Talent Management Certification | Executive Coaching | HR Business Leader Certification

PEOPLE DECISIONS

Executive Search | Recruitment Process & Assessment | Interview Skills Workshop | Success Profile