MANAGING EMPLOYEE PERFORMANCE ACROSS THE GLOBE

Employee performance management is one of the key focus areas for large organizations. And for intergovernmental organizations with a global geographical spread, the importance of a consistent and efficient performance management system can hardly be overstated. However, large organizations have traditionally struggled to put such a system in place, mainly due to the heterogeneity across geographies and the legacy systems' lack of broad-based flexibility needed to support such diversity.

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According to a study by Greyhound Research, a leading global analyst firm, performance management is a critical priority area for large organizations, with 82% in the study rating an efficient employee performance management as an essential prerequisite to the culture and overall performance of the organization. However, only 54% confirmed that they have been able to accomplish an efficient, consistent, and scalable system for enterprise-wide performance management.

This is not surprising. While large organizations recognize the need for a single, standard, and flexible performance management system, they also realize how hard it is to accomplish.

SETTING GOALS FOR A 100 COUNTRIES

An agency of an intergovernmental organization, an Infosys Public Services (IPS) client, had unique goal setting and assessment processes for every one of the more than 100 countries it had operations in. They wanted to integrate performance assessment for all their employees across these countries on a single platform. They also realized they would have to move this assessment process, hitherto done through diverse paper-and-spreadsheet-based methods, to a cloud-based system. This would enable them to set up unique performance assessment parameters for each country, with the required levels of data security. They also needed business reporting and collaboration capabilities on the platform.

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CUSTOMIZING FOR THE CLIENT

IPS deployed Oracle HCM (Human Capital Management) Cloud to accomplish the client's objectives. The solution replaced disparate processes used in different countries with one performance management system. The team customized the platform to meet specific requirements of the client – for instance, the ability to perform assessments at individual and regional levels. The client also needed reporting capabilities beyond the standard Oracle platform offering. The IPS team developed additional reporting capabilities in the platform using Oracle BI tools. The team also developed a dashboard for high-profile stakeholders, such as heads of country offices and regional heads, to enable them to view performance parameters by country, region, and other defined parameters.

Considering the scale and geographical diversity, IPS used Agile methodology to execute the project, allowing continuous roll-outs to address requirements for multiple geographies.

Infosys Public Services delivered a single, consistent, and flexible performance management system that was accessible over the cloud. The modernized system reduced the total cost of ownership and replaced the manual, paper-based processes, eliminating paperwork, and improving efficiency. More significantly, the system enabled the client to bring all the locations under the same review process, increasing overall accountability across the organization.

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MANAGING EMPLOYEE PERFORMANCE ACROSS THE GLOBE: THE FIVE TAKEAWAYS

1 **Create** a unified, single, and consistent performance management system across geographies and units, thereby improving overall accountability.

2 **Leverage** cloud for scalability and secure global access. Deploy a cloud-based solution for a consistent and standardized process across the organization.

3 **Implement** platform modernization with a phased transition approach across geographies by following Agile methodology.

4 **Customize** reporting for specific requirements. Handle divergent reporting requirements through custom development using Oracle tools.

5 **Build** a dashboard to enable stakeholders and management to monitor the performance parameters at a broader level.

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BIG LEARNING:

Creating a single, standardized performance management system across several geographies needs a thorough platform strategy. Standardizing performance management in a geographically distributed and federated structure can be dauntingly challenging, but large enterprises can leverage cloud and Agile methodology to accomplish this.

WE DID THIS FOR THEM. WE CAN DO IT FOR YOU.

Learn more about implementing an efficient performance management system by reaching out to us at
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