

# Missed year's target? A good qtr may help

## Cos Shift From Annual Appraisal To Agile Goals, Recast Performance Metrics During Pandemic

Namrata.Singh  
@timesgroup.com

Mumbai: Companies are likely to junk strict annual targets this appraisal season and may favour a more dynamic approach, giving managers the freedom to revisit goals periodically as businesses and the economy recover from the impact of Covid.

Many companies had to adjust business targets to account for an unusual year. While performance appraisals will remain transparent and largely target-oriented, what's changed this year — other than the process going virtual — is that it has become more flexible and personal development-oriented.

At Marico, the annual performance management cycle has been restructured across all geographies to ensure members are able to map the right targets. "This has ensured a fair and transparent approach in aligning member contributions with desired organisation outcomes," said Marico CHRO Amit Prakash.

Bajaj Allianz General Insurance has 95% of the company on quarterly/monthly plans. CHRO Vikramjeet Singh said, "This has helped align business strategy with goals on a continuous basis. For employees, they get a very sharp sense of direction and feedback." While in 2020 targets were revisited mid-way due to the pandemic, this year they have been set as projected in most of the organisations across sectors, said HR society SHRM India associate director (advisory services) Dedeepya Ajith John. "However, some orga-

nisations have the provision to revisit goals from time to time, depending on how the business is moving. This is the shift from annual goals to that of agile goals," she said.

stretched goals, performance assessment and development planning, except that it would be a virtual connect for many of our people rather than in-person."

### FOCUS ON OUTCOME, NOT WORK HOURS

> With WFH mode here to stay, many cos' appraisals are now more outcome-focused, rather than looking at number of working hours

> At FMCG co Marico, targets and metrics were recalibrated and shared on a monthly and quarterly basis due to the changing economic scenario

> Bajaj Allianz General Insurance too formalised appraisals with quarterly

#### evaluations and incentives

> Professional services firm KPMG India has two focus points: Metrics and behaviour.

On behavioural aspects, employees summarise not just their contributions but also how they achieved their goals

> India Inc is also adopting digital mediums, AI and ML to provide high-frequency feedback to ensure the appraisal system is bias-free



According to Singh, the policy change at Bajaj Allianz General Insurance promotes a 'do more, earn more' philosophy and entails a metrics-oriented assessment of key performance indicators for individuals. "Managers are able to observe positive behaviour from employees, as the new structure empowers them and provides clarity of earning potential based on the level of performance," Singh added.

As challenges in the business environment grew, KPMG India came up with innovative ways of working responsibly and harmoniously with one another. KPMG India partner and head (people, performance & culture) Sunit Sinha said, "Like always, the review process allows the performance manager and the team member to discuss one's evaluation against base expectations and

Given that many organisations plan to have work-from-home this year as well, the major changes in the process are the evaluation parameters and appraisal outlook. "Additional competencies are being focused on, such as adaptability and flexibility, self-reliance, resilience, creativity, change management and versatility," said SHRM's John.

In 2021, teams are expected to be more agile and seamlessly working across time zones with different cultures. "This calls for organisations to resort to more frequent feedback discussions to get a sense of their achievements as well as hold transparent developmental conversations and to hear out the concerns/stress that the team members may be facing through the virtual mode of working," said John. What this means is further digitisation.