



Performance evaluation keeps communication open and allows managers and employees to review what has been done in the recent past and set future goals.

## **A Critical Element of Performance Evaluation: Continuous Feedback**

Redseer is known for its employee-centric approach. Therefore, our assessment process is a critical element in determining areas of improvement and excellence for both the employer and employee.

A company needs to invest in employee experience right from the recruitment process to onboarding to orientation and tenure, such that an employee never feels shortchanged in his job.

There are four critical ingredients of a holistic employee experience:

- Clear philosophy (recruitment and retention)
- Supportive culture (feedback, engagement)
- Articulated accountability ( freedom to work and responsibility)
- Aligned measurement (matching of goals)

At Redseer, we have built and continue to build on this philosophy. Our efforts include:

### **Regular Feedback**

The feedback process is a significant mechanism for triggering personal growth and advancement in the firm.

- a) The process is fair and consistent. The methods are reliable and effective.
- b) Performance evaluation keeps communication open and allows managers and employees to review what has been done in the recent past and set future goals.

### **Recognition (We see you!)**

Outstanding performances and contributions are recognized and rewarded.

### **Skill Development (We help you grow)**

Upskilling and talent development are an integral part of employee growth in the organization.

### **Open Forum (We hear you)**

We believe in giving an opportunity to the employees to have a forum to discuss their pain points. Expectations met or not can be addressed. Goals set by the management, the hows of why they could meet or not meet the goals are addressed too.

## **Fair and Objective (We love being fair and square)**

The process must be rooted in objectivity and fairness - all stakeholders must be aware of their role and how they can help drive a strong assessment.

## **Cultural Integration**

There should be organization-wide integration of this “culture” and a consistent approach in management rather than an HR/Admin mandate.

# **Defining Standards**

## **The ‘Competency Framework’ approach**

1. A competency framework is used to define standards of performance excellence against which employees are evaluated within an organization.
  - Having a defined set of competencies for each role makes it easier for workers to know what is expected and work to achieve these objectives.
  - This helps employees achieve their maximum potential and benefits the business when personal performance is aligned with corporate goals and values.
  - It provides opportunities for feedback and discussions with reporting managers on team tasks and goals.
  - Provides a guide for understanding the skills to be developed at different levels
  - It takes an evolutionary approach to changes and sets the “bar” for performance.
  - Identifies skill and competency gaps more efficiently.
  - Helps identify areas of improvement and suggestions for more customized training and professional development.
  - This award is given to an employee as recognition for their exceptional contributions to a specific project or task. Open throughout the year.
2. “Emerging” ratings are not punitive: Junior Cohorts could be between Emerging and Satisfactory in the 1st year and expected to be between Mature and Outstanding in the subsequent year
3. Once an employee demonstrates “Outstanding” for several categories and begins to perform at the next level of competencies, the reviewer would consider if he/she is a promotion candidate

Process	Assessment method	Owner	Who	Documentation
<b>Pre-appraisal</b>	Discussion with employees on overall assessment based on development chats and project feedback	RM	RM + Team Members	-
<b>Appraisal Writing</b>	Filling out the performance review report based on the project feedback, development chats. Overall ratings to be given based on: <ul style="list-style-type: none"> <li>• Consistency</li> <li>• Strength of the sentiment</li> <li>• Clarity of the case presented using examples</li> </ul>	RM	RM + Team Members	Performance reports
<b>Moderation</b>	Final review of ratings and promotions	Staffing	Partners + Staffing+ Managers	Appraisal Sheet
<b>Delivery</b>	Sharing the performance reviews with the team, including career path	RM		
<b>Offers</b>	Rolling out offer letters	HRBP	HRBP	

## Continuous Feedback is essential to ensure efficient performance appraisal

Employees need to proactively drive their performance management process through the year and beyond. This is a typical engagement structure

#	Type of Feedback	What	Owner	Who	When	Documentation	Compliance
1	<b>Mid-Project Feedback (informal)</b>	1) Meeting with manager mid-way through the project to discuss (not limited to): <ul style="list-style-type: none"> <li>• Performance,, particularly against development needs</li> <li>• Identifying areas of improvement</li> <li>• Upward feedback on working styles, inclusion, value alignment</li> </ul>	Project Manager	Manager + team members	As required, ideally once in 15 days, 10-15 mins	-	
2	<b>End of Project Feedback (formal)</b>	<ul style="list-style-type: none"> <li>• Formal meeting with manager to discuss project performance by assigning ratings against the competency framework with clear examples substantiating the same</li> </ul>	Team members	Manager + team members	Within 1 week after closure of project	Project Feedback form	Mandatory, compliance reports will be published monthly
3	<b>Development Feedback (informal)</b>	Formal meeting with RM to discuss: <ul style="list-style-type: none"> <li>• Development areas and training needs based on the report given in the last appraisal cycle</li> <li>• Value Alignment</li> </ul>	Reporting Manager	RM + team members	Once in 45 days at least, 15-20 mins per person, bi-weekly check-ins for OKRs	-	-
4	<b>Performance Appraisal (formal)</b>	<ul style="list-style-type: none"> <li>• Overall Performance review of 6 months and progress against areas of development identified in the previous cycle</li> </ul>	BU Head	RM + team members	Once in 6 months, Oct and April	Performance Review report	Mandatory