

Application Form – Excellence in Managing Employees' Performance

The “**Excellence in Managing Employees' Performance**” award recognizes organizations that excel in performance management, prioritizing employee development alongside evaluation. Winning entries will showcase innovative approaches that leverage data, communication, and technology to strategically enhance human capital. Submissions should demonstrate measurable contributions to talent development and organizational success, fostering a culture of continuous learning and high performance.

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Some guidelines before you begin

1. You **must** use this document to complete your application.
2. Type your submission descriptions in the **appropriate sections** of this form.
3. All sections are mandatory
 - a. If any fields are not applicable, do not leave them blank. Please **enter** N/A and also share a short **rationale** on why that may not apply to your organization in the same field box.
 - b. Note that if the COE or the internal jury, deem the information as mandatory or necessary for evaluation, your application may not move to the next phase.
4. When providing information for section 2: please write **in 3rd person**.
5. Make sure you **focus** on challenges, details and outcomes.
6. **Read** the definition and parameter for each evaluation criteria. The definition is the key to what your response must include.
7. Make sure your response includes the following for each sub-parameter:
 - a. ***Perceived value through internal surveys and Voice of Customer (VOC) data from both employees and external stakeholders.***
 - b. ***The use of new, enhanced or improved methods, models and paradigms in the real work environment while tracking progress, and achieving milestones.***
 - c. ***The consequential outcome, measured as a positive trend in business process and/or technology system and/or task behavior or discretionary behavior.***
 - d. ***The consequential outcome, measured as a monetary benefit from an initiative/function/practice in comparison to its apparent costs.***
8. **Substantiate** your responses by signposting, images, charts, graphs and any other visuals that you may deem necessary. Please insert these within the context of your responses. You may include these under the appropriate section in the template provided (<https://www.dropbox.com/scl/fi/v5cq417528hm2q6nnbf8/Annexure-Template.pptx?rlkey=h77g756xuipeylt2a7g7tmkvs&st=u3kc844p&dl=0>) and submit this along with your application. Supporting documentation must be in the format provided in the template.
9. All references and signposting (to the supporting document) in the application form to images, charts, graphs and visuals may be rejected if **not clear** and **incorrectly** mapped to the context of the response. Please use the supporting document to consolidate these along with clear reference to these in your responses within the form.
10. If applicable, you may also provide supporting reports, videos, courses or other information as links in the template provided. Please provide proper **access** to all this information.

11. Make sure that the **access** for any such links is valid through the evaluation process. Failing to do so, may mean that your application may be deemed incomplete at any of the three phases of evaluation.
12. Winning entries and special mentions will be published by SHRM. Within your application, be sure to **mention** in the form <confidential> any information that should not be published or is confidential in context.
13. Use the file naming convention **<Award category name Name of the organization mmddyyyy>**
 - a. *Include the date in the mmddyyyy format without any spaces*
 - b. *The date **must** be the date of submission of the application and not the date you started filling the application form*
 - c. *This will be essential for any mid-process reference, so please make **note** of this date.*

Note: You may choose to attach information in the template provided. It is recommended to limit it to 20 pages/slides for any given Award category. No excel formats or hyperlinks will be accepted.

Additionally, applicants may also submit a video of up to 7 min to support their application. This video needs to talk specifically about the intervention/ practice been showcased and should not be generic.

Section 1 | Generic Organization Information

All questions are mandatory, unless stated otherwise; your questionnaire may not be considered complete if these questions are left blank.

1. Company Name	
2. Date of incorporation	
3. Details of award SPOC	
<i>Name:</i>	
<i>Designation:</i>	
<i>Contact number:</i>	
<i>Email ID:</i>	
4. Nature of Business	
5. Type of Entity	
6. Nature of ownership in India	
7. In case of other, please specify	
8. Revenues as of FY 2023-24	

HR Metrics

Metrics	Units	FY 2021-22	FY 2022-23	FY2023-24
Revenue Growth	%			
Profit Growth	%			
Total Employee Headcount – FTE/ Permanent Employees	Nos.			
Total Contractual Employee Headcount	Nos.			
Total HR Employee Strength	Nos.			
HR to Employee Ratio	%			
Gender Diversity Ratio [females to males]	%			
Average Employee Age	Years/Months			
Voluntary Attrition Rate (Annual)	%			
Employee Engagement Scores	On a scale of 1 to 10			

Category Metrics

Metrics	How this is measured (formula)	FY 2021-22	FY 2022-23	FY2023-24
	NA			
Voluntary turnover post-performance appraisal				
Frequency of performance discussions (by org level)				
No. of employee grievances post-performance appraisal				
eNPS or other feedback score on Performance Management				
Percentage of promotions (by org level)				
Since when is the performance management process in place				
When was it last changed/transformed/evolved?				

Section 2 | Qualitative Analysis

This segment captures the depth and breadth of the organization's practice. The evaluation criteria are a three-by-three matrix, each unique to the award category. The three pillars of evaluation are Innovation, Sustainability and Impact. Each evaluation criteria clearly defines the expectation. Please go through the definition for each and then share your response in the space provided. Please be sure to include, metrics, success stories, or stakeholder VOCs or anything else to substantiate your responses.

INNOVATION

This criterion recognizes HR practices that creatively revolutionize and pioneer new approaches, technologies and methodologies to enhance organizational effectiveness, employee engagement, or talent management. Entries must showcase inventive solutions that push the boundaries of traditional HR practices, driving positive change and fostering a culture of creativity within the workplace.

1. Promoting culture-oriented behaviour

The organization showcases practices that promote culture and takes into account 360-degree feedback in assessing an employee on culture

The organization demonstrates the use relevance and personalization in assessing culture behaviours at different levels within org structure

Based on the definition provided, use this space to share your response.

2. Linkage to compensation and rewards

The organization **showcases** a well-defined framework to link tangible benefits to employees that go beyond expectation, to boost employee morale.

The organization **demonstrates** best practices in governing, collating feedback and improvising this framework from time to time.

Based on the definition provided, use this space to share your response.

3. Developmental plans

The organization **showcases** a robust framework of developmental plans, for employees while focusing on holistic development and career growth

The organization **integrates** this framework with other talent development initiatives as a result creating value in employee turnover

Based on the definition provided, use this space to share your response.

SUSTAINABILITY

*This criterion recognizes HR practices that drive **operational excellence** in a way that minimizes the negative impacts on the environment and supports well-being of employees and communities at large. Entries must showcase future forward paradigms in **business sustainability** that foster long-term profitability and resilience.*

1. Goal alignment and clarity of performance criteria

*The organization clearly **integrates** employee performance goals with organization business goals.*

*The organization **showcases** a clear communication workflow to help employees articulate how their everyday work impacts the organization's achievements*

*The organization also **integrates** key principles of its performance management process to ensure objectivity, standardization and equity in the evaluation.*

Based on the definition provided, use this space to share your response.

2. Manager effectiveness and feedback check-ins

*The organization **demonstrates** clearly established workflows for timely and continuous manager feedback and check-ins*

*The organization **showcases** clear value - tangible and intangible - on account of these check-ins*

*The organization also **demonstrates** the use of a well-defined governance framework to ensure transformation through on-going feedback*

Based on the definition provided, use this space to share your response.

3. Consistency of performance ratings

*The organization **showcases** a clear paradigm in performance definitions in a global/cross-regional context*

*The organization **demonstrates** strong governance capabilities to ensure consistency in performance ratings across functions/teams.*

Based on the definition provided, use this space to share your response.

IMPACT

This criteria honours HR practices that deliver measurable and substantial results in advancing organizational objectives, employee engagement and turnover larger community impact. Entries must showcase tangible outcomes such as enhanced operational efficiency, improved employee satisfaction, positive community impact, or any other measurable metric as an outcome of the transformative influence.

1. Evaluation impact

*The organization has **defined** a workflow to ensure all steps along the process are closed in a timely and efficient manner. As a result, there is **value added** to employee engagement, empowerment and satisfaction. The organization also **demonstrates** a structured framework to address any grievances with the performance management process.*

Based on the definition provided, use this space to share your response.

2. Developmental impact

The organization **showcases** a robust framework that integrates its performance and talent development pillars. As a result, the organization, **realises** long-term benefits on employee retention and growth and organizational success.

Based on the definition provided, use this space to share your response.

3. Social capital impact

The organization **showcases** a strong framework and associated use-cases of fostering psychological safety, trust and strong work-social bonds thereby positively impacting employee performance.
The organization also **showcases** a strong framework and associated use-cases of breaking silos, improving cross-functional collaboration leading to improved productivity and employee performance.

Based on the definition provided, use this space to share your response.



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