

## APPLICATION FORM – EXCELLENCE IN PERFORMANCE AND TOTAL REWARDS

### Introduction to Category

Excellence in Performance and Rewards requires organizations to demonstrate outstanding success in enhancing employee performance and implementing innovative reward systems. Such organizations should have gone beyond traditional methods to develop creative and effective performance management and reward strategies, fostering a culture of high performance and employee satisfaction.

***This award, therefore, seeks to recognize organizations, which have successfully designed and implemented such “excellent” practice(s) or system(s). This could be a single/multiple innovative practice(s) or system(s) that the organization has implemented across any area in Performance and Rewards and has been running successfully in the organization for some time.***

The entry can include details of a single practice or an entire system. For example:

*HR Practice:* An organization may submit details of how they have reinvented their 'Performance Review' process by incorporating continuous feedback and real-time performance tracking, resulting in more accurate assessments and improved employee performance.

OR

*HR System:* An organization may submit details of how they revamped their 'Employee Rewards Program' to offer a flexible and personalized approach, incorporating non-monetary rewards, recognition platforms, and wellness benefits, thus enhancing employee satisfaction and retention.

Within the gamut of this award, will be practices or systems under any discipline of Performance and Rewards. The following are indicative disciplines that the practice/system could fall under:

- Performance Appraisal Systems
- Continuous Feedback Mechanisms
- Incentive and Bonus Programs
- Recognition Programs
- Non-Monetary Rewards
- Total Rewards Strategy

## APPLICATION FORM

**As a reminder, please specify if you are applying as the local entity/subsidiary/independent firm in the given geography. And ensure that the practice/system has been in operation in the entity applying for the award for minimum two years.**

Details of SPOC (Single Point of Contact): This could be the CHRO or relevant Functional Head.

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Email: \_\_\_\_\_

Contact Number: \_\_\_\_\_

### **Section A - Participant Information**

All questions are mandatory. Your questionnaire may not be considered complete if these questions are left blank.

1. Company/Entity Name Applying for the Award (please share full registered name):
2. Please share abbreviation of the Company/Entity Name (this is for publishing/printing on certificates and additional collateral, if you are a winner of the SHRM STAR Awards 2024):
3. Upload a hi resolution jpeg file of your company logo (this is for our records and publishing on the website, if you are a winner of the SHRM STAR Awards 2024):
4. Date of Incorporation of Company/Entity:
5. Parent Company Name (if applicable):

- 6.
7. Parent Company Headquarters (if applicable):
8. Regions of Operation (if applicable):
  1. GCC (Gulf Countries Corporation)
  2. Levant
  3. North Africa
  4. Europe
  5. Americas
  6. Asia-Pacific
  7. Others (please specify)
9. Nature of Business/Industry Type:
  1. Healthcare
  2. Pharmaceuticals
  3. Manufacturing
  4. Services
  5. Hospitality
  6. IT/ITeS
  7. Consulting
  8. Education
  9. Automotive
  10. Military
  11. Real Estate
  12. Others
10. Nature of Ownership:
  1. Corporate
  2. Partnership
  3. Trust
  4. Government

- 5. Semi-Government
- 6. Foreign Owned Multinational

11. Revenues (as of Financial Year 2022)

- 1. < \$ 5mm
- 2. > \$5mm < \$20mm
- 3. > \$20mm < 50mm
- 4. > \$50mn

12. Structure of the HR function

- 1. Centralized versus decentralized
- 2. Outsourced/In-House HRIS
- 3. Extent of automation

13. HR Metrics:

Metrics	Unit	FY 2021-22	FY 2022-23	FY 2023-24
Revenue Growth	%			
Profit Growth	%			
Total Employee Headcount (Full Time Equivalent/ Permanent Employees)	Nos.			
Total Contractual Employee Headcount	Nos.			
Total HR Employee Strength (FTE)	Nos.			
HR to Employee Ratio	%			
Diversity Ratio [females, males, differently abled]	%			
Average Employee Age	Years			
Voluntary Attrition Rate (Annual)	%			
Employee Engagement Scores	On a scale of 1 to 10			

## **Section B – Quantitative and Qualitative Responses**

This section covers the quantitative and qualitative aspects of the initiatives under the concerned category. Providing all the information under this section will enhance your nomination and aid the jury in accurate evaluation of your application.

For the quantitative section, indicative options of metrics tracked for this award category are provided below. You may fill the details basis the metrics that are tracked in your organization.

For the qualitative section, space is available to capture details of the depth and breadth of your organization's practice. Please restrict your responses in this section to approximately 500 words per response.

Both the quantitative and qualitative aspects follow the three pillars of evaluation, which are Innovation, Impact and Sustainability. Each evaluation criteria is clearly defined. Please go through the definitions for each and share your responses accordingly.

## INNOVATION

*This criterion looks at:*

- *the innovativeness of the practice/system, its' uniqueness to the organization and difference from practices followed in the industry or parallel industries*
- *integration of the practice/system with the HR strategy and overall organization strategy*
- *variety of approaches/delivery modes/platforms used in the practice/system*
- *awareness generation and popularizing the system/process in the organization (including communication about the same)*

*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.*

Metrics	Unit	FY 2022-23	FY 2023-24	FY 2024-25
<p><b>Innovation Metrics:</b></p> <ul style="list-style-type: none"> <li>• Reward Program Participation [Number and percentage of employees participating in innovative reward programs; Variety and creativity of rewards offered (e.g., personalized rewards, experiential rewards)]</li> <li>• Performance Metrics Integration [Use of advanced analytics and technology in performance measurement (e.g., AI-driven performance reviews, real-time feedback systems); Implementation of innovative performance metrics beyond traditional KPIs (e.g., collaborative contributions, innovation scores)]</li> <li>• Recognition Initiatives [Number and types of innovative recognition initiatives (e.g., peer-to-peer recognition platforms, social recognition programs); Adoption rates and employee engagement with recognition initiatives]</li> <li>• Customized Reward Systems [Percentage of rewards tailored to individual employee preferences and needs; Employee satisfaction with the customization and personalization of rewards]</li> </ul>				
<p><b>Additional Considerations/Metrics:</b></p>				

## Open Ended Responses

What were the key issues/challenges faced for which an innovative initiative was required? [Key pointers - employee perception of the level of inclusion, workforce composition, perceptual differences in performance ratings based on different work groups etc.]

Describe the initiatives that emerged to address the above-mentioned issues/challenges and their key objectives? [Key pointers – meeting everyone's unique needs for reward systems, especially in a global environment)

## IMPACT

*This criteria looks at:*

- *comprehensive performance metrics to track success of the system/process*
- *parameters used to measure business and strategic impact of the practice/system (qualitative and quantitative data tracking the business impact of the program)*
- *parameters used to measure the satisfaction, usage, and value of the practice/system to the target employees and percentage of employees (from the targeted population) covered by the program (tracking the people impact of the program)*
- *recognition of the system/process in internal and external forums*

*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.*

Metrics	Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p><b>Impact Metrics:</b></p> <ul style="list-style-type: none"> <li>• Performance Improvement [Increase in performance scores following the implementation of new reward programs; Comparison of performance improvement rates between employees in the reward program and those not participating]</li> <li>• Employee Engagement [Employee engagement scores pre- and post-reward program implementation; Correlation between reward program participation and employee engagement levels]</li> <li>• Retention Rates [Retention rates of employees who actively participate in reward programs; Reduction in turnover rates attributed to reward program implementation]</li> <li>• Business Outcomes [Impact of performance and reward programs on key business outcomes (e.g., productivity, revenue growth, customer satisfaction); Performance of teams with high reward program participation versus those with low participation]</li> <li>• Employee Satisfaction [Survey results on employee satisfaction with performance reviews and reward systems; NPS for reward programs and recognition initiatives]</li> </ul>				

<b>Additional Considerations/Metrics:</b>				
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## Open Ended Responses

How did you assess the effectiveness of the initiatives undertaken and what were the results? [Key pointers –employee feedback, client feedback on quality of delivery, enhance productivity etc.]?

## SUSTAINABILITY

*This criterion looks at:*

- *financial and people related investment made for the system/practice (can also include details of organizational culture and infrastructural changes made to incorporate the practice/system and leadership buy-in for the system/practice)*
  - *adequate balance between human touch (exceptions, personal connect) of the practice/system and its routine and consistency (through established norms, detailed guidelines)*
  - *continued improvement in the metrics/sustained reasons for design and implementation of the system/process*
- Entries must showcase future forward paradigms in business sustainability that foster long-term profitability and resilience.*

Metrics	Unit	FY 2021-22	FY 2022-23	FY 2023-24
<p><b>Sustainability Metrics:</b></p> <ul style="list-style-type: none"> <li>• Program Longevity and Consistency [Duration and consistency of performance and reward programs (years in operation); Stability of budget allocation for performance and reward programs over time]</li> <li>• Continuous Improvement [Number and frequency of updates made to performance and reward programs based on employee feedback and performance reviews; Mechanisms in place for continuous evaluation and improvement of reward systems]</li> <li>• Integration with Company Culture [Degree of alignment between reward programs and the company’s core values and culture; Employee perception of reward programs as part of the organizational culture]</li> <li>• Sustainable Practices: [Investment in rewards that promote long-term well-being and development of employees (e.g., health and wellness programs, educational opportunities)]</li> </ul>				
<p><b>Additional Considerations/Metrics:</b></p>				

## Open Ended Responses

What are the key factors that are required for the initiatives to sustain and grow over the next few years? [Key pointers – incorporating a continuous feedback loop to the business, financial and people investments, employee perception audits etc.]

Please use the space below to add any further details/information

*Note: You may choose to attach up-to five supporting collaterals for a particular award category. These collaterals will be accepted only in the form of PDF documents or MP4 video files. [Please note no excel formats, links hyperlinked in text will be accepted. In case of a video submission, this video needs to talk specifically about the intervention/ practice been showcased and should not be a generic one.]*

**GLOSSARY OF KEY TERMS USED/STANDARD UNDERSTANDIGN OF TERMINOLOGY**

<b>Terms</b>	<b>Descriptions</b>
FY (Fiscal Year)	Refers to the financial year followed in the region. 1 <sup>st</sup> April to 31 <sup>st</sup> March (Please clarify in case of exception)
Leadership Team	The top 2 tiers of your organization i.e. the Chairman/ MD/ CEO and Executive Board (or equivalent).
Senior Management	This includes first level reports of the Leadership Team
Middle Management	This includes senior managers with experience ranging between 8 to 16 years
Junior Management	This includes first level managers with experience ranging between 2 to 8 years
Staff	This includes Individual contributors with no people managerial responsibility (i.e., no one reporting to them)
Blue Collar	Skilled and unskilled workers
Full Time/ Permanent Employees	These are employees, who are on the payroll of the organization and work a normal week. These do not include seasonal staff, temporary staff, contractors, consultants, vendors etc.
Employee Growth Rate	Year on Year increase in the number of employees (Full time and Permanent employees only)
Average Employee Age Group	This refers to the average age group (range) within which most of the organization’s employees would fit.
Offer Drop %	Percentage of Employment Offers rejected
Employee Engagement Scores	We are referring to the Employee Engagement survey which is conducted every year in the organization. Calculated as number of respondents (employees who have responded to this area/shared this as a factor of engagement related to the organization) as a percentage of the total number of respondents.
Customer Satisfaction Scores	Customer Satisfaction Scores captured through a survey. This includes external customers only.