

A study of Strategic Performance Management System

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A Performance Management System (PMS) is a strategic process used by organizations to plan, monitor, and evaluate employee performance. It aligns individual goals with organizational objectives, fostering a culture of accountability, growth, and continuous improvement.

I. WHY IS PMS NEEDED?

PMS stands for Performance Management System. It's a process used to plan, monitor, and evaluate employee performance to align with organizational goals.

1. **Improve Employee Performance:** PMS helps employees understand expectations, improving performance and productivity.
2. **Increasing Efficiency:** Clear goals and expectations boost employee efficiency and effectiveness.
3. **Employee Development:** PMS identifies strengths and weaknesses, informing development plans and growth opportunities.
4. **Achieving Organizational Goals:** PMS aligns employee goals with organizational objectives, driving business success and growth.
5. **Enhanced Employee Engagement:** Regular feedback and coaching foster a culture of engagement and motivation.

A well-implemented PMS helps organizations maximize employee potential, drive business success, and foster a Performance Management System (PMS) is a process used by organizations to plan, monitor, and evaluate employee performance. Here's a breakdown:

II. HOW TO IMPLEMENT A GOOD PMS

1. **Align with organizational goals:** Ensure PMS aligns with organizational objectives.
2. **Communicate clearly:** Clearly communicate expectations and goals to employees.
3. **Train managers:** Train managers to effectively use PMS and provide feedback

4. **Use technology:** Utilize technology to streamline PMS processes.

5. **Continuously evaluate and improve:** Regularly evaluate and refine PMS to ensure effectiveness.

III. EVALUATING A PMS

1. **Set metrics:** Establish metrics to measure PMS effectiveness.
2. **Conduct regular audits:** Regularly audit PMS to ensure compliance and effectiveness.
3. **Gather feedback:** Collect feedback from employees and managers.
4. **Analyse data:** Analyse data to identify trends and areas for improvement.
5. **Make adjustments:** Make adjustments to PMS based on findings.

IV. BENEFITS OF A GOOD PMS

1. **Improved employee performance:** Aligns employee performance with organizational goals.
2. **Increased productivity:** Enhances productivity and efficiency.
3. **Better decision-making:** Provides data-driven insights for informed decisions.
4. **Enhanced employee engagement:** Fosters employee engagement and motivation.
5. **Improved talent development:** Identifies areas for development and growth.

By implementing a well-designed PMS, organizations can improve employee performance, productivity, and engagement, ultimately driving business success.

Goal setting is the process of establishing clear, specific, measurable, achievable, relevant, and time-bound (SMART) objectives that align with organizational goals. It involves:

V. KEY ELEMENTS OF GOAL SETTING

1. Specific: Clearly define what needs to be achieved.
2. Measurable: Establish metrics to track progress.
3. Achievable: Ensure goals are realistic and attainable.
4. Relevant: Align goals with organizational objectives.
5. Time-bound: Set deadlines for achieving goals.

Benefits of Goal Setting:

1. Clarity and focus: Goals provide direction and purpose.
2. Increased motivation: Goals motivate employees to work towards achieving them.
3. Improved performance: Goals drive performance and productivity.
4. Better decision-making: Goals inform decision-making and prioritization.

Effective goal setting enables employees to understand expectations, prioritize tasks, and work towards achieving organizational objectives.

Setting goals from a management perspective involves establishing clear, strategic objectives that align with the organizations' overall vision and mission. Here's a step-by-step approach:

Management Perspective Goal Setting:

1. Align with organizational vision: Ensure goals align with the company's overall strategy and objectives.
2. Identify key performance indicators (KPIs): Determine metrics to measure progress and success.
3. Set SMART goals: Establish specific, measurable, achievable, relevant, and time-bound goals.
4. Cascade goals: Communicate and deploy goals throughout the organization, ensuring alignment and understanding.
5. Monitor and adjust: Regularly track progress, provide feedback, and adjust goals as needed.

Key Considerations:

1. Involve stakeholders: Engage employees, teams, and departments in goal-setting processes.
2. Prioritize goals: Focus on high-impact, strategic objectives.
3. Ensure accountability: Assign ownership and responsibilities for achieving goals.
4. Provide resources: Allocate necessary resources and support to achieve goals.

By following this approach, managers can set effective goals that drive business success and employee performance.

Purpose-Vision, Mission, and Values are foundational elements that define an organization's purpose, direction, and culture.

Vision: Provides direction, inspiration, and motivation for the organization's future.

Example- Vision: "To be the leading provider of innovative solutions in the industry."

Mission: A statement that defines the organization's purpose, primary objectives, and scope of operations. It outlines what the organization does, who it serves, and how it operates.

Mission: Defines the organization's purpose, scope, and primary objectives.

- Mission: "To deliver exceptional products and services that exceeds customer expectations, while fostering a culture of innovation and teamwork."

Values: A set of core principles or beliefs that guide the organization's behaviour, decision-making, and culture. They define what the organization stands for and what it considers important.

Values: Guides behaviour, decision-making, and culture, ensuring everyone is working towards a common purpose.

Values: "Integrity, Customer Focus, Innovation, Teamwork, and Respect."

Steps to Drill down Goals:

1. Start with Vision: Align goals with the organization's aspirational statement.
2. Define Mission Objectives: Break down the mission into specific, measurable objectives.
3. Apply Core Values: Ensure goals reflect the organization's values and principles.
4. Set Strategic Goals: Establish high-level goals that support the mission and vision.
5. Cascade Goals: Deploy goals throughout the organization, ensuring alignment and understanding.
6. Set SMART Goals: Make goals specific, measurable, achievable, relevant, and time-bound.

Example- Vision: "To be the leading provider of innovative solutions."

- Mission: "To deliver exceptional products and services."
- Values: "Innovation, Customer Focus, Teamwork."

VI. GOALS (ANNUAL OBJECTIVES)

Critical Success Factors:

Example of CSFs for Annual Objectives:-

- Increase revenue by 15% within the next 12 months.
- Improve customer satisfaction ratings by 20% through enhanced customer support.
- Reduce Production cost by 30% through process optimization.
- Departmental Goal: "Marketing team will increase brand awareness through targeted campaigns."
- Individual Goal: "Launch a new product feature, ensuring customer satisfaction and feedback."
- Strategic Goal: "Develop and launch three new innovative products within the next year."

A core process refers to a series of interconnected activities or tasks that are essential to the operation and success of an organization. These processes are typically:

Value-adding: Contribute directly to the organization's goals and objectives.

Critical: Essential to the organization's functioning and success.

Cross-functional: Often involve multiple departments or teams.

Examples of core processes include:

1. New Product development
2. Customer service
3. Order fulfilment
4. Supply chain management
5. Financial management

Steps to Set KRAs:

1. Identify Goals: Start with established goals aligned with Vision, Mission, and Values.
2. Break down Goals: Divide goals into specific, measurable outcomes.
3. Define KRAs: Identify critical areas that drive goal achievement, such as:

- Supplier Relationship Management: Manage and nurture relationships with fabric suppliers.

- Fabric Quality Assurance: Ensure quality standards of sourced fabrics meet organizational requirements.

- Cost Management: Optimize sourcing costs without compromising fabric quality.

- Lead Time Management: Efficiently manage lead times for fabric sourcing.

- Sustainable Sourcing Practices: Implement and monitor sustainable and ethical sourcing practices.

4. Assign Weights: Allocate importance to each KRA.

5. Set Targets: Establish specific, measurable targets for each KRA.

Example KRAs and KPIs- Supplier Relationship Management:

- KPI: Supplier performance ratings based on delivery timelines.

- Target: 95% on-time delivery.

- Fabric Quality Assurance:

- KPI: Percentage of fabric batches passing quality checks.

- Target: 99% pass rate.

Best Practices:

1. Align KRAs with Goals: Ensure KRAs drive goal achievement.
2. Make KRAs Measurable: Use metrics and targets to track progress.
3. Assign Realistic Targets: Ensure targets are achievable and challenging.
4. Review and Adjust: Regularly review and adjust KRAs as needed ¹.

By setting KRAs from goal setting, textile garment industry professionals can focus on critical areas, track progress, and achieve desired outcomes.

KRA defines what needs to be done, whereas KPI measures how well it is done.

KPIs should always be SMART (Specific, Measurable, Achievable, Relevant, Time-bound).

Regular tracking and adjustments ensure success in Plant HR Head KRA/KPI.

Example:

Plant HR Head KRA/KPI:

1. Workforce Planning and Recruitment KRA-

KRA Description: Develop and implement workforce planning strategies to ensure the right talent is recruited and retained.

- KPI 1: Time-to-fill vacant positions
 - Measures: Average time taken to fill open positions
 - Target: Reduce time-to-fill to industry benchmark or internal target
- KPI 2: Employee turnover rate
 - Measures: Percentage of employees leaving the organization
 - Target: Reduce turnover rate to industry benchmark or internal target
- KPI 3: Recruitment cost per hire
 - Measures: Total cost of recruitment divided by number of hires
 - Target: Optimize recruitment costs without compromising quality
- KPI 4: Quality of hire
 - Measures: Performance and retention of new hires
 - Target: Improve quality of hire through effective recruitment strategies

These KPIs help the Plant HR Head evaluate the effectiveness of workforce planning and recruitment strategies, driving talent acquisition and retention goals.

2. Employee Relations and Engagement KRA-

KRA Description: Foster a positive work environment through effective employee relations and engagement initiatives.

- KPI 1: Employee satisfaction survey scores
 - Measures: Overall satisfaction with work environment, benefits, and opportunities
 - Target: Achieve high satisfaction scores (e.g., 80% or higher)
- KPI 2: Employee engagement levels
 - Measures: Level of emotional investment and commitment to the organization
 - Target: Increase engagement levels (e.g., 75% or higher)

- KPI 3: Resolution time for employee grievances
 - Measures: Time taken to resolve employee concerns and issues
 - Target: Reduce resolution time (e.g., within 3-5 working days)

- KPI 4: Participation in company events and activities
 - Measures: Employee participation rates in company-organized events
 - Target: Increase participation rates (e.g., 60% or higher)

These KPIs help the Plant HR Head evaluate the effectiveness of employee relations and engagement initiatives, driving a positive work environment and employee satisfaction.

3. Performance Management KRA-

KRA Description: Implement performance management systems to drive employee productivity and development.

- KPI 1: Goal achievement rates
 - Measures: Percentage of employees achieving performance goals
 - Target: Increase goal achievement rates (e.g., 80% or higher)
- KPI 2: Performance review completion timeliness
 - Measures: Timeliness of performance reviews and feedback
 - Target: Complete reviews within agreed-upon timelines (e.g., 90% within deadline)
- KPI 3: Training and development participation rates
 - Measures: Employee participation in training and development programs
 - Target: Increase participation rates (e.g., 70% or higher)
- KPI 4: Performance improvement plan effectiveness
 - Measures: Success of performance improvement plans in addressing underperformance
 - Target: Improve performance of underperforming employees (e.g., 75% show improvement)

4. Training and Development KRA-

KRA Description: Identify training needs and facilitate learning opportunities to enhance employee skills and competencies.

- KPI 1: Training hours per employee
 - Measures: Average training hours per employee
 - Target: Increase training hours (e.g., 20 hours per employee per year)
- KPI 2: Skill improvement rates post-training
 - Measures: Improvement in skills and competencies after training
 - Target: Achieve significant skill improvement (e.g., 80% show improvement)
- KPI 3: Employee certifications attained
 - Measures: Number of certifications achieved by employees
 - Target: Increase certifications (e.g., 20% increase)
- KPI 4: Training cost per employee
 - Measures: Cost of training per employee
 - Target: Optimize training costs (e.g., reduce cost per employee by 10%)

5. Compensation and Benefits Management KRA-
KRA Description: Design and administer competitive compensation and benefits packages to attract and retain top talent.

- KPI 1: Salary competitiveness analysis results
 - Measures: Comparison of salaries with industry benchmarks
 - Target: Achieve competitive salary positioning (e.g., 50th percentile or higher)
- KPI 2: Benefits utilization rates
 - Measures: Employee usage of benefits
 - Target: Increase benefits utilization (e.g., 80% or higher)
- KPI 3: Compensation cost as a percentage of revenue
 - Measures: Compensation costs relative to revenue
 - Target: Optimize compensation costs (e.g., 20% of revenue or less)
- KPI 4: Employee satisfaction with benefits package
 - Measures: Employee satisfaction with benefits
 - Target: Achieve high satisfaction scores (e.g., 80% or higher)

6. HR Policy Development and Compliance KRA-
KRA Description: Establish HR policies and ensure compliance with labour laws and regulations.

- KPI 1: Policy implementation completion rate
 - Measures: Timeliness of policy implementation
 - Target: Achieve high completion rate (e.g., 90% or higher)
- KPI 2: Compliance audit results
 - Measures: Results of compliance audits
 - Target: Achieve satisfactory audit results (e.g., 95% compliance)
- KPI 3: Number of policy violations reported
 - Measures: Number of policy violations
 - Target: Reduce policy violations (e.g., 10% reduction)
- KPI 4: Legal cases filed against the organization
 - Measures: Number of legal cases related to HR policies
 - Target: Minimize legal cases (e.g., zero cases)

7. Diversity and Inclusion Initiatives KRA-
KRA Description: Promote diversity and inclusion within the workplace to create a culture of respect and equality.

- KPI 1: Diversity hiring rates
 - Measures: Diversity of new hires
 - Target: Increase diversity hiring (e.g., 30% or higher)
- KPI 2: Inclusion survey scores
 - Measures: Employee perceptions of inclusion
 - Target: Achieve high inclusion scores (e.g., 80% or higher)
- KPI 3: Representation of underrepresented groups in leadership positions
 - Measures: Representation of underrepresented groups in leadership
 - Target: Increase representation (e.g., 20% or higher)
- KPI 4: Employee feedback on diversity initiatives
 - Measures: Employee feedback on diversity initiatives

- Target: Achieve positive feedback (e.g., 80% or higher)

8. Health and Safety Compliance KRA-

KRA Description: Ensure a safe and healthy work environment by implementing and monitoring health and safety standards.

- KPI 1: Accident/incident rates
 - Measures: Number of accidents/incidents
 - Target: Reduce accidents/incidents (e.g., 10% reduction)

- KPI 2: Safety training completion rates
 - Measures: Completion rates of safety training
 - Target: Achieve high completion rates (e.g., 90% or higher)

- KPI 3: Health and safety audit results
 - Measures: Results of health and safety audits
 - Target: Achieve satisfactory audit results (e.g., 95% compliance)

- KPI 4: Compliance with OSHA regulations
 - Measures: Compliance with OSHA regulations
 - Target: Achieve full compliance (e.g., 100%)

9. Succession Planning KRA-

KRA Description: Develop and implement succession plans to ensure continuity in key leadership positions.

- KPI 1: Succession plan implementation progress
 - Measures: Progress of succession plan implementation
 - Target: Achieve significant progress (e.g., 80% or higher)

- KPI 2: Leadership development program effectiveness
 - Measures: Effectiveness of leadership development programs

- Target: Achieve high effectiveness scores (e.g., 80% or higher)

- KPI 3: Time-to-fill critical leadership positions internally

- Measures: Time taken to fill leadership positions internally
 - Target: Reduce time-to-fill (e.g., 30 days or less)

- KPI 4: Employee readiness for promotion rates
 - Measures: Employee readiness for promotion
 - Target: Increase readiness rates (e.g., 70% or higher)

10. Employee Well-being Programs KRA-

KRA Description: Implement initiatives to support employee well-being and work-life balance.

- KPI 1: Participation rates in wellness programs
 - Measures: Employee participation in wellness programs
 - Target: Increase participation rates (e.g., 60% or higher)

- KPI 2: Employee utilization of work-life balance policies
 - Measures: Employee usage of work-life balance policies
 - Target: Increase utilization rates (e.g., 80% or higher)

- KPI 3: Employee stress levels before and after program implementation
 - Measures: Employee stress levels
 - Target: Reduce stress levels (e.g., 20% reduction)

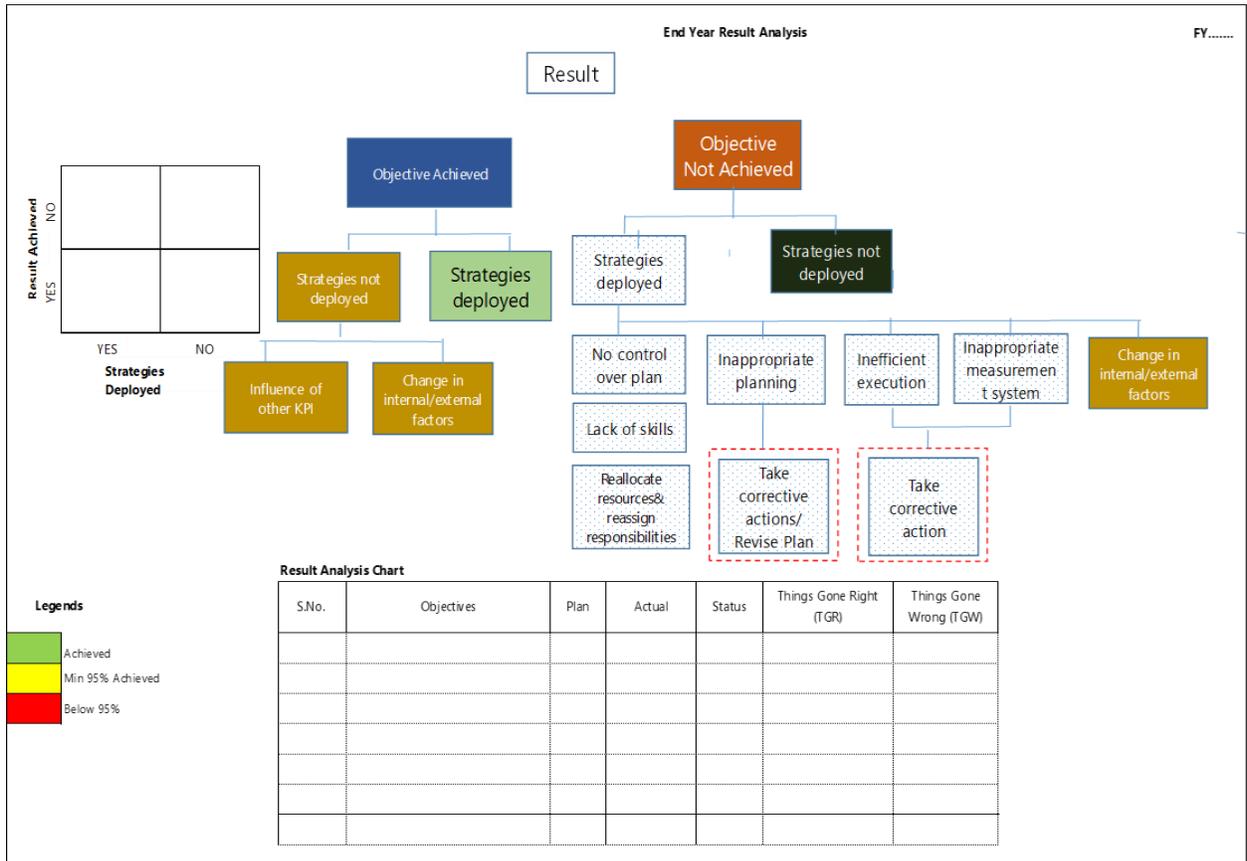
- KPI 4: Feedback on well-being initiatives from employees
 - Measures: Employee feedback on well-being initiatives
 - Target: Achieve positive feedback (e.g., 80% or higher)

Company Logo		PERFORMANCE MANAGEMENT SYSTEM (PMS) 2025-26										Preparation month: Apr'25						
A. PERSONAL PROFILE OF THE APPRAISEE																		
EMPLOYEE NAME												Employee No.						
Current Level / Designation												Date Of Birth						
Qualification												Date Of Issuance / Level						
												Total Years of Exp.						
S.No	Key Result Areas	KRA Weightage	Review Frequency	UOM	From	Actuals (Current)	To/Plan	Plan (Reason for change or arise the numbers)	Managing Points (KPIs)	Units	Target	Accountability	Actuals (Achieve %)	Achieved-Tes/No	Followed Years	Not followed Years	Not achieved	Additional Means required (6 mths)
1	Recruitment and Selection: Manage end-to-end recruitment processes to attract and retain top talent.	20	Monthly	%	-		30	Reduce time to fill (TTF) and reduce headcount or budget usage.	1.1 Time to fill positions: Reduce average time to fill vacancies by 30% within 3 months.	75%	100%	Self / Hiring Manager						
			weekly	%	-		90	Reduce turnover rate to industry benchmark or internal target.	1.2 Quality of hires: Achieve a 90% satisfaction rate from hiring managers.	75%	100%	Self / Hiring Manager						
			weekly	%	-		80	Optimize recruitment costs without compromising quality.	1.3 Offer acceptance rate: Increase offer acceptance rate to 80% within 6 months.	100%	100%	Hiring Manager						
			weekly	%	-		100	Improve quality of hire through effective recruitment strategies.	1.4 Recruitment metrics tracking: Maintain accurate and up-to-date recruitment metrics including time-to-hire, source of hire, and candidate pipeline reports.	100	100%	Hiring Manager						
			Monthly	Ra			100	Reduce Cost per Hire through effective recruitment plan.	1.5 Reduce Cost per Hire	100	100%	Self						
2	Employee Relations and Engagement: Foster positive employee relations and create initiatives to enhance overall employee satisfaction and engagement.	20	Weekly	Yes	0		100	Achieve high satisfaction scores (e.g., 85% or higher).	2.1 Employee satisfaction surveys: To achieve employee satisfaction survey.	100	100%	Self						
			Weekly	%	5		4	Increase engagement levels (e.g., 75% or higher).	2.2 Employee turnover rate: Reduce current turnover rate by 15% within the next 12 months.	50 / 50	100%	AGM-HR						
			Weekly	%	80%		90%	Reduce conflict resolution (e.g., within 5 working days).	2.3 Number of employee grievances resolved: Resolve 95% of grievances within 14 days.	25/75	100%	Self/ HR Generalist						
			Fortnightly	%	-		20	Increase participation rates (e.g., 40% or higher).	2.4 Participation in company events: Increase participation rate by 20% within 6 months.	50 / 50	100%	AGM-HR						
3	Performance Management: Develop and implement performance evaluation processes to enhance employee productivity and engagement.	15	Yearly	%			100	Implement performance of underperforming employees (e.g., 30% show improvement).	3.1 Performance evaluation timelines: Ensure performance evaluations are completed within the timeline of the evaluation cycle deadline.	30 / 40 / 40	100%	Self/ AGM-HR						
			Yearly	%			100	Complete review with ratings of poor/ineffective (e.g., 5% within deadline).	3.2 Goal setting and alignment: Achieve 75% alignment between employee goals and organizational objectives, ensuring that employees understand expectations.	30 / 40 / 40	100%	Self/ AGM-HR						
			Yearly	%			100	Training and development participation rates.	3.3 Performance improvement plans: Develop and track performance improvement plans for Manager cadre, resulting in a 75% improvement in performance metrics.	30 / 40 / 40	100%	Self/ AGM-HR						
4	Talent Management and Succession Planning: Identify high-potential employees, develop their skills, and create succession plans for key roles. (Ensuring a pipeline of skilled employees for future leadership positions.)	10	Monthly	%			80	Increase training hours (e.g., 20h ours per employee per year).	4.1 Succession planning coverage.	100	100%	Self						
			Monthly	%			90	Achieve significant skill improvement (e.g., 80% show improvement).	4.2 Talent retention rate a month.	100	100%	Self						
			Monthly	%			80	Increase certification (e.g., 20% increase).	4.3 Success rate of internal promotion.	100	100%	Self						
			Monthly	%			80	Optimize training costs (e.g., reduce cost per employee by 20%).	4.4 Employee feedback on career.	100	100%	Self						
5	Workplace Health and Safety: Ensure a safe and healthy work environment by implementing and monitoring occupational health and safety programs. Prioritizing employee well-being and preventing workplace accidents.	10	Monthly	%			0	Reduce accidents/incidents (e.g., 10% reduction).	5.1 Number of workplace accidents/incidents.	100	100%	Safety Officer						
			Monthly	%			75	Achieve high completion rates (e.g., 85% or higher).	5.2 Safety training completion rates.	100%	100%	Safety Officer						
			Monthly	%			75	Achieve positive audit results (e.g., 95% compliance).	5.3 Health and safety audit results.	100%	100%	Safety Officer						
			Monthly	%			75	Achieve full compliance (e.g., 100%).	5.4 Employee adherence to safety protocols (spot checks).	100%	100%	Safety Officer / AGM-HR						
6	Diversity and Inclusion Initiatives: Promote diversity and inclusion within the workplace to create a culture of respect and equality.	25	Monthly	%	100		100	Increase diversity hiring (e.g., 20% or higher).	6.1 Diversity hiring rates.	100	100%	Hiring Manager						
			Monthly	%	100		100	Achieve high inclusion scores (e.g., 80% or higher).	6.2 Inclusion survey scores.	100	100%	AGM-HR						
			Monthly	%	100		100	Increase representation (e.g., 20% or higher).	6.3 Representation of underrepresented groups in leadership positions.	100	100%	AGM-HR						
			Weekly	%	80		84	Achieve positive feedback (e.g., 80% or higher).	6.4 Employee feedback on diversity initiatives.	100	100%	AGM-HR						
Total - B		100																
Signature Of the Employee -												Group Head (HR)						
Rev No/Date: 00/15.09.2025																		

C. COMPETENCIES: (Refer PPRD Guidelines for list of competencies)				
Competencies	Weightage out of 50	Review of exhibition of Competencies	Score	
			Appraiser	Appraisee
Functional expertise	10	1. Keeps abreast of development of functional area. 2. Applies functional knowledge to improve business results.		

		3.Shares functional knowledge with others especially the subordinates / direct reports		
Creativity & Innovation	10	1. Thinks out of box & comes out with new ideas. 2.Persevere to implement new ideas to improve processes and products		
Openness to learning	10	1. Proactively seeks opportunities to learn and relearn. 2.Proactively seeks feedback from all sources i.e. internal and external stakeholders		
Ownership & Drive for results	10	1. Self-starter does not need to be pushed. 2.Takes higher responsibilities and has a capability to deal with multiple tasks simultaneously		
Team work and Team building	5	Encourages team work at all levels		
Relationship building/Interpersonal skill	5	Displays respect and care for others		
Sub Total Scores (C):	50			
Total Scores (B + C) out of 150				
D.DEVELOPMENT PLANNING				
D.1 AREAS OF STRENGTHS TO BE LEVERAGED		D.2. DEVELOPMENT NEEDS		
1		1		
2		2		
3		3		
D.3. DEVELOPMENT & Growth: (Identify what the employee and manager will do to support the employee's Development- New Role/ on-going tasks/External or internal training opportunities)				
E.OVERALL PERFORMANCE SUMMARY: Comments on employee's overall contribution during this period (to be written by appraiser at the end of the year end performance review				
F: OVERALL SCORE AND RECOMMENDATION (By Appraiser) Outstanding (OS): 127 & above Very Good (VG): 104-126 Good (G): 75-103 Fair (F):60-74 Needs Improvement (NI) 73 & Below				
Overall Score	Promotion	Transfer	High Performing / High Potential	
Appraisers Signature				
Reviewer Comments: (If there is a change in or the Grade Recommendation made by the appraiser, the same needs to be documented here)				
Reviewer Signature				

Daily Routine Management													Example		
KRA :Comply with all HR related Statutory compliances pertaining to all Units															
Major Measure: Prepare a statutory Matrix and adhere the same in time without delay															
													Update Freq: Monthly		
S. No	Activities	Budget	Plan Vs Actuals	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
1	Remittance of Contribution under EPF Act, 1952 before 15th of every month		Plan Actuals												
2	Remittance of contribution under ESI Act, 1948 before 21st of every month.		Plan Actuals												
3	Filing Annual Returns under Factories Act,1948 before 30th of January every		Plan Actuals												
4	Filing Half Yearly returns under Factories Act,1948 before 30th July		Plan Actuals												
5	Filing Half Yearly returns under Contract Labour (R&A) ,1970 before		Plan Actuals												
6	Filing Annual returns under Contract Labour (R&A) ,1970 before 15th		Plan Actuals												
7	Deduction and payment of Professional Tax to Panchayat / (before 31st March		Plan Actuals												
8	Renewal of Running License under Panchayat Act, 1994 before 15th		Plan Actuals												
9	Renewal of Factory License under Factories Act, 1948 before 31st		Plan Actuals												
10	Description of holidays under Tamilnadu Industrial Establishment		Plan Actuals												
11	Filing of Annual Returns under Maternity Benefit Act,1961 before 31st		Plan Actuals												
12	Filing of Quarterly Returns Employment Exchange Act 1959		Plan Actuals												
13	Filing of Contributions under The State Labour Welfare Fund Act.		Plan Actuals												
			Completed						Plan						
			Delay completion						In progress						



KRA AND KPI – second line

Workforce Planning and Recruitment KRA

1. Time-to-fill vacant positions:
 - Streamline recruitment process
 - Improve candidate sourcing
 - Enhance communication and feedback
 - Optimize recruitment technology
2. Employee turnover rate:
 - Implement retention strategies
 - Conduct exit interviews
 - Improve employee engagement
 - Offer competitive compensation and benefits
3. Recruitment cost per hire:
 - Optimize recruitment channels
 - Reduce agency fees
 - Improve recruitment process efficiency
 - Leverage employee referrals
4. Quality of hire:
 - Improve job descriptions
 - Enhance candidate screening
 - Increase interviewer training
 - Implement effective on boarding

Employee Relations and Engagement KRA

1. Employee satisfaction survey scores:
 - Conduct regular surveys
 - Address employee concerns
 - Improve communication
 - Recognize and reward employees
2. Employee engagement levels:
 - Foster open communication
 - Encourage teamwork
 - Provide growth opportunities
 - Recognize employee achievements
3. Resolution time for employee grievances:
 - Establish clear grievance procedures
 - Train managers on conflict resolution
 - Improve communication
 - Empower employees to speak up
4. Participation in company events and activities:
 - Promote events through various channels
 - Encourage employee involvement
 - Provide incentives for participation

- Make events inclusive and engaging

Performance Management KRA

1. Goal achievement rates:
 - Set clear and measurable goals
 - Provide regular feedback
 - Offer training and development opportunities
 - Recognize and reward achievements
2. Performance review completion timeliness:
 - Schedule regular reviews
 - Train managers on review process
 - Improve communication
 - Automate review reminders
3. Training and development participation rates:
 - Identify training needs
 - Offer relevant training programs
 - Promote training opportunities
 - Encourage employee participation
4. Performance improvement plan effectiveness:
 - Identify underperformance early
 - Develop targeted improvement plans
 - Provide coaching and support
 - Monitor progress regularly

Training and Development KRA

1. Training hours per employee:
 - Identify training needs
 - Develop training programs
 - Promote training opportunities
 - Encourage employee participation
2. Skill improvement rates post-training:
 - Evaluate training effectiveness
 - Provide post-training support
 - Encourage application of new skills
 - Recognize skill improvements
3. Employee certifications attained:
 - Identify certification opportunities
 - Provide training and support
 - Encourage employee participation
 - Recognize certification achievements
4. Training cost per employee:
 - Optimize training delivery methods
 - Leverage internal expertise

- Reduce external training costs
- Monitor training ROI

Compensation and Benefits Management KRA

1. Salary competitiveness analysis results:
 - Conduct regular market research
 - Adjust salaries accordingly
 - Communicate compensation decisions
 - Ensure fair and equitable pay
2. Benefits utilization rates:
 - Communicate benefits offerings
 - Simplify benefits enrolment
 - Offer flexible benefits options
 - Monitor benefits effectiveness
3. Compensation cost as a percentage of revenue:
 - Monitor compensation costs
 - Optimize benefits offerings
 - Improve compensation planning value
 - Ensure fair and equitable pay
4. Employee satisfaction with benefits package:
 - Conduct regular surveys
 - Address employee concerns
 - Improve benefits offerings
 - Communicate benefits value

HR Policy Development and Compliance KRA

1. Policy implementation completion rate:
 - Develop clear policies
 - Communicate policies effectively
 - Train employees on policies
 - Monitor policy adherence
2. Compliance audit results:
 - Conduct regular audits
 - Address compliance issues
 - Improve policy adherence
 - Ensure regulatory compliance
3. Number of policy violations reported:
 - Monitor policy adherence
 - Address policy violations
 - Improve policy communication
 - Provide policy training
4. Legal cases filed against the organization:
 - Monitor legal compliance

- Address legal issues promptly
- Improve policy adherence
- Ensure regulatory compliance

Diversity and Inclusion Initiatives KRA

1. Diversity hiring rates:
 - Develop diversity recruitment strategies
 - Improve job descriptions
 - Enhance candidate sourcing
 - Train hiring managers on diversity
2. Inclusion survey scores:
 - Conduct regular surveys
 - Address employee concerns
 - Improve communication
 - Foster inclusive culture
3. Representation of underrepresented groups in leadership positions:
 - Identify development opportunities
 - Provide leadership training
 - Encourage internal promotions
 - Improve succession planning
4. Employee feedback on diversity initiatives:
 - Conduct regular feedback sessions
 - Address employee concerns
 - Improve diversity initiatives
 - Communicate diversity progress

Health and Safety Compliance KRA

1. Accident/incident rates:
 - Monitor safety performance
 - Improve safety procedures
 - Provide safety training
 - Encourage safety reporting
2. Safety training completion rates:
 - Develop safety training programs
 - Communicate safety importance
 - Monitor training completion
 - Improve safety culture
3. Health and safety audit results:
 - Conduct regular audits
 - Address safety issues
 - Improve safety procedures
 - Ensure regulatory compliance

4. Compliance with OSHA regulations:

- Monitor regulatory requirements
- Improve safety procedures
- Provide safety training
- Ensure compliance

- Improve work-life balance

4. Feedback on well-being initiatives from employees:

- Conduct regular feedback sessions
- Address employee concerns
- Improve well-being initiatives
- Communicate progress

Succession Planning KRA

1. Succession plan implementation progress:

- Develop succession plans
- Communicate plans effectively
- Identify development opportunities
- Monitor progress regularly

2. Leadership development program effectiveness:

- Develop leadership programs
- Identify development opportunities
- Provide coaching and support
- Evaluate program effectiveness

3. Time-to-fill critical leadership positions internally:

- Improve succession planning
- Develop internal candidates
- Enhance leadership development
- Streamline recruitment process

4. Employee readiness for promotion rates:

- Identify development opportunities
- Provide training and development
- Encourage internal promotions
- Improve succession planning

Employee Well-being Programs KRA

1. Participation rates in wellness programs:

- Develop wellness programs
- Communicate program benefits
- Encourage employee participation
- Monitor program effectiveness

2. Employee utilization of work-life balance policies:

- Develop work-life balance policies
- Communicate policy benefits
- Encourage employee utilization
- Monitor policy effectiveness

3. Employee stress levels before and after program implementation:

- Monitor employee stress levels
- Develop stress-reduction programs
- Evaluate program effectiveness

VII. CONCLUSION

A robust Performance Management System serves as the backbone of talent management and organizational success. By linking individual goals with corporate strategy, providing continuous feedback, and fostering a development-oriented culture, organizations can drive performance excellence and retain high-potential employees. Regular evaluation and adaptation ensure that the PMS remains dynamic, effective, and aligned with business growth.