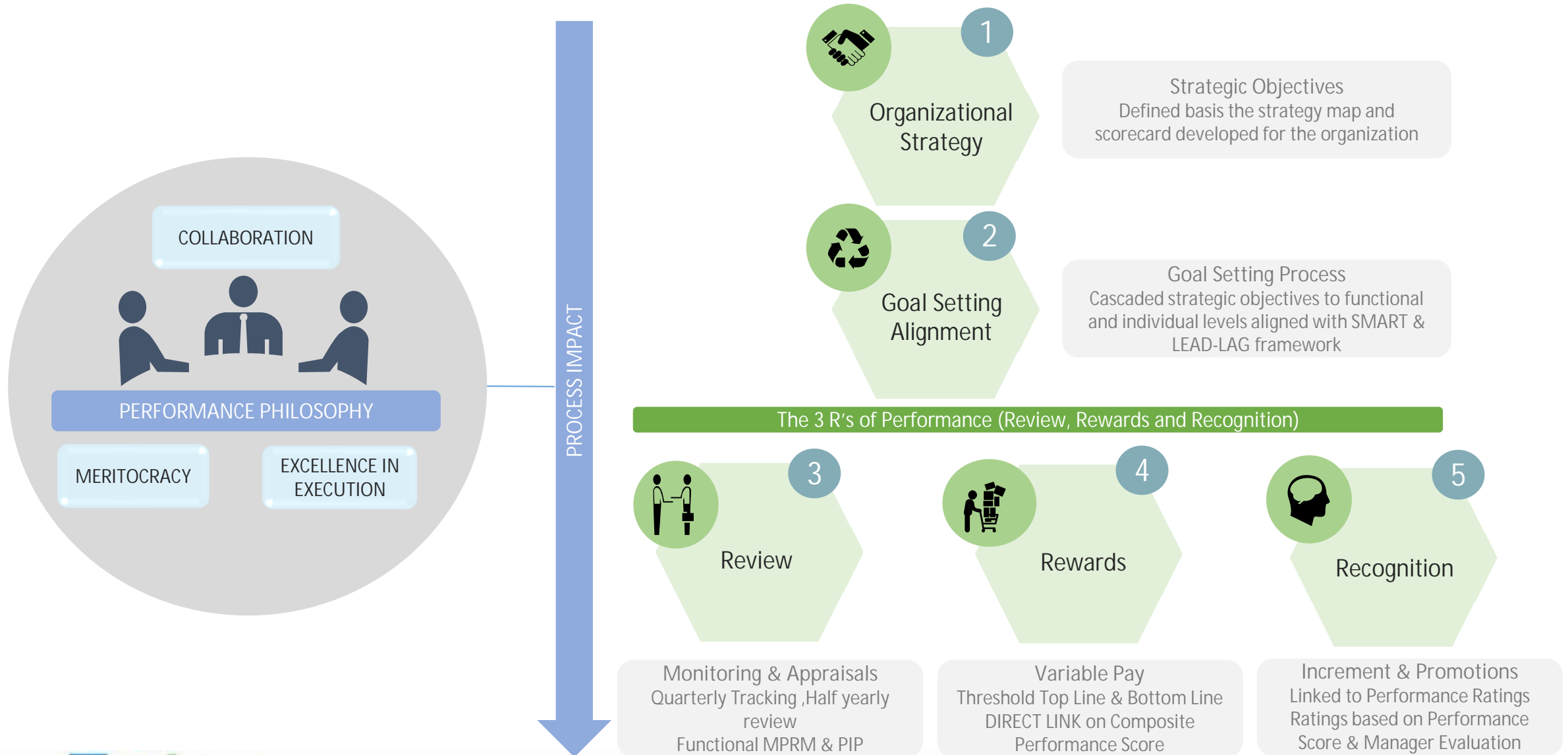# PEAK – The Wellness Way

Performance Evaluation Assessment and Key results
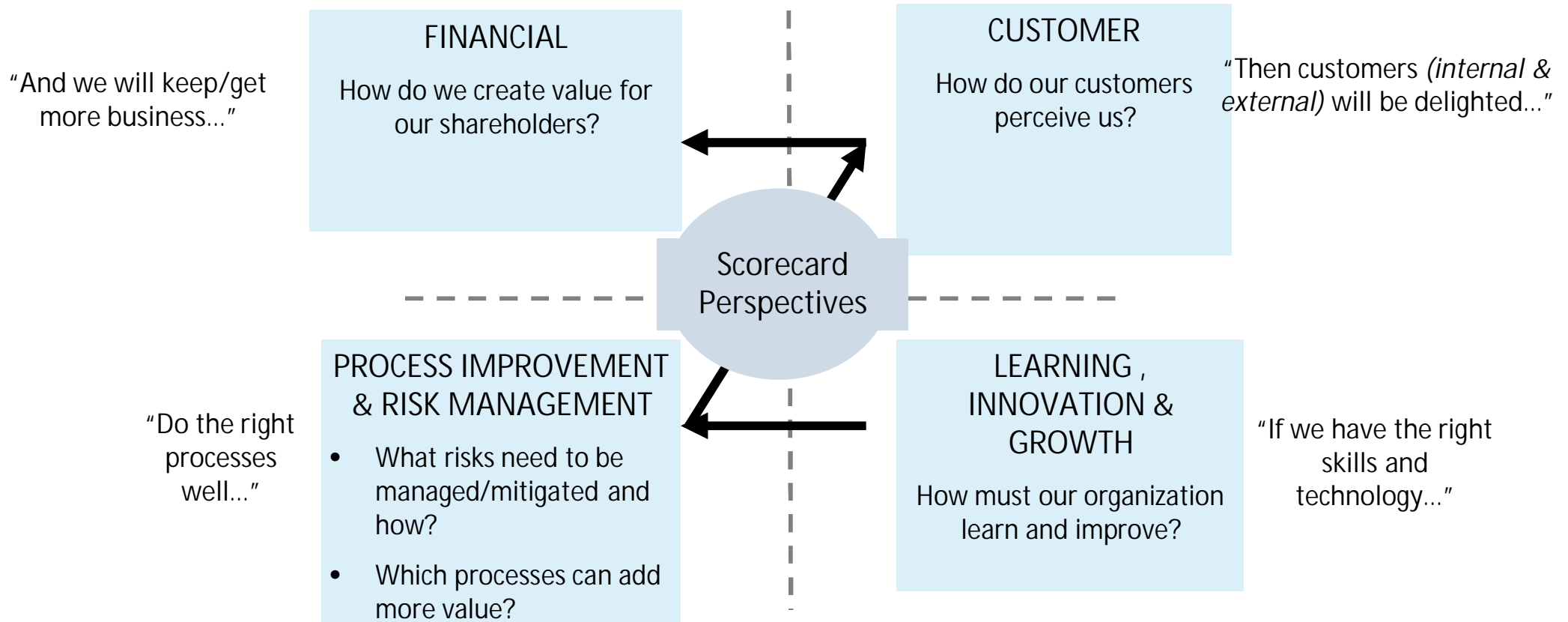
PERFORMANCE MANAGEMENT FRAMEWORK

COLLABORATION

PERFORMANCE PHILOSOPHY

MERITOCRACY

EXCELLENCE IN EXECUTION

PROCESS IMPACT

1 Organizational Strategy

Strategic Objectives
Defined basis the strategy map and scorecard developed for the organization

2 Goal Setting Alignment

Goal Setting Process
Cascaded strategic objectives to functional and individual levels aligned with SMART & LEAD-LAG framework

The 3 R's of Performance (Review, Rewards and Recognition)

3 Review

4 Rewards

5 Recognition

Monitoring & Appraisals
Quarterly Tracking ,Half yearly review
Functional MPRM & PIP

Variable Pay
Threshold Top Line & Bottom Line
DIRECT LINK on Composite Performance Score

Increment & Promotions
Linked to Performance Ratings
Ratings based on Performance Score & Manager Evaluation

Zydus Wellness

nourish • nurture • energise

SCORECARD: CONCEPT

Scorecard is a balanced & comprehensive framework that uses Financial and Non-Financial measures to provide a well-rounded perspective on past performances as well as an indication of future performance
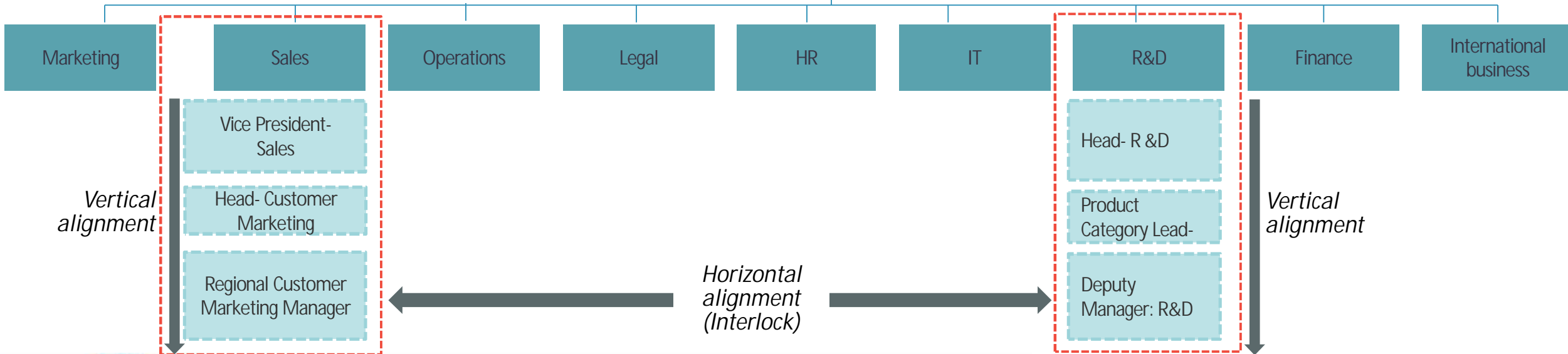

"And we will keep/get more business..."

FINANCIAL

How do we create value for our shareholders?

CUSTOMER

How do our customers perceive us?

"Then customers *(internal & external)* will be delighted..."

Scorecard Perspectives

"Do the right processes well..."

PROCESS IMPROVEMENT & RISK MANAGEMENT

- What risks need to be managed/mitigated and how?

- Which processes can add more value?

LEARNING , INNOVATION & GROWTH

How must our organization learn and improve?

"If we have the right skills and technology..."

GOAL SETTING PROCESS: OVERVIEW

Overview of Goals & Metrics Cascade		
What	**Why**	**Types**
The process of aligning Functional/ Departmental and Individual goals with Organizational goals	Cascading of goals and metrics ensures that all efforts within an Organizational are focused towards a common purpose	• Vertical cascading refers to intra-functional alignment of goals & metrics • Horizontal cascading (Interlock) refers to inter-functional alignment of goals & metrics

Zydus Wellness

Marketing	Sales	Operations	Legal	HR	IT	R&D	Finance	International business

Sales
- Vice President- Sales
- Head- Customer Marketing
- Regional Customer Marketing Manager

Vertical alignment

R&D
- Head- R &D
- Product Category Lead-
- Deputy Manager: R&D

Vertical alignment

Horizontal alignment (Interlock)

PEAK CALENDER

Zydus Wellness

KPI Setting
Complete Goal Setting in PEAK for CY along with approval from Reporting Manager
15 Jan – 15 Feb

Quarterly Connect
(Optional)
Target Vs Actual Data Submission for KPI's
Apr & Oct

Half Year Review
Complete Half Yearly Self Assessment for KPIs and Competencies along with Manager and Reviewer assessment
1 July – 31 July

Final Year Review
Complete Final Yearly Self Assessment for KPIs and Dynamic Section along with Manager and Reviewer assessment
1 Jan – 15 Feb

KPIs & Competency - Understanding

KPI/GOAL

Employee ID	Employee Name	Calendar Name	KPI Name	KPI Description	Weightage (10 to 40)	Balanced score card	Target (cannot be '0' or blank)	Target type	Measures direction type	Measurement Formula
123456	<<Enter Name>>	PEAK - 2022	<<Enter Goal/KPI title>>	<<Enter KPI description>>	20	Process	100	Percentage	Upwards	<<Enter Formula for KPI Measurement>>
123456	<<Enter Name>>	PEAK - 2022	<<Enter Goal/KPI title>>	<<Enter KPI description>>	10	People	100	Mandays	Upwards	<<Enter Formula for KPI Measurement>>
123456	<<Enter Name>>	PEAK - 2022	<<Enter Goal/KPI title>>	<<Enter KPI description>>	30	Customer	100	Numbers	Downwards	<<Enter Formula for KPI Measurement>>
123456	<<Enter Name>>	PEAK - 2022	<<Enter Goal/KPI title>>	<<Enter KPI description>>	40	Financial	100	Amount (in lacs)	Upwards	<<Enter Formula for KPI Measurement>>

S.No.	Sheet Name	Description	Things to take care
1	Goals	Include KPIs for all employees as per the given format	1. Weightage for each KPI should be between '10' to '40' 2. No target field (Column H) should be left "blank" or "0". Total weightage of all KPIs for an individual employee should be "100" 3. Please select the values as per the dropdown given for blue highlighted columns (Column F,G,I & J) 4. KPIs should be properly marked as Upwards or Downwards (Column J). For Downwards KPI, actuals greater than the target set would lead to "Under-acheivement" of that KPI 5. In case, any KPI is non-measurable, keep the Target as "100" and Target Type as "Percentage" and subsequently, fill in the Milestones related to that KPI in "Milestones" sheet
2	Milestones	Include Milestones for all KPIs wherein KPI cannot be mea	1. In case, any KPI is non-measurable, keep the Target as "100" and Target Type as "Percentage" in "Goals" sheet and fill in the Milestones related to that KPI 2. Multiple milestones to be included for each KPI as per applicability 3. Include target for each milestone. All milestone's targets put together shall lead to the achievement of KPI

Milestones-

Calendar Name	Employee ID	Employee Name	Goal Name	Milestone Target	Description	Completion Date (dd-MMM-yyyy)
PEAK - 2022	123456	<<Enter Name>>	<<Enter Goal/KPI title>>	<<Enter Target for this milestone>>	<<Enter Milestone details>>	<<20-AUG-2022>>
PEAK - 2022	123456	<<Enter Name>>	<<Enter Goal/KPI title>>	<<Enter Target for this milestone>>	<<Enter Milestone details>>	<<15-SEP-2022>>
PEAK - 2022	123456	<<Enter Name>>	<<Enter Goal/KPI title>>	<<Enter Target for this milestone>>	<<Enter Milestone details>>	<<30-NOV-2022>>
PEAK - 2022	123456	<<Enter Name>>	<<Enter Goal/KPI title>>	<<Enter Target for this milestone>>	<<Enter Milestone details>>	<<31-DEC-2022>>

❖ Milestones are not mandatory
❖ Milestones to be used only for 'Project based KPIs'
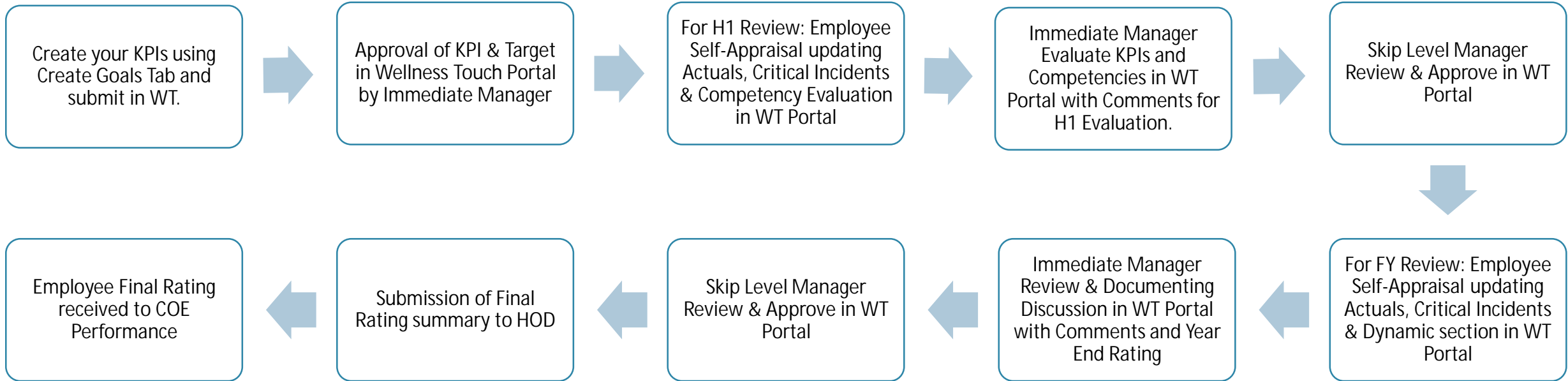
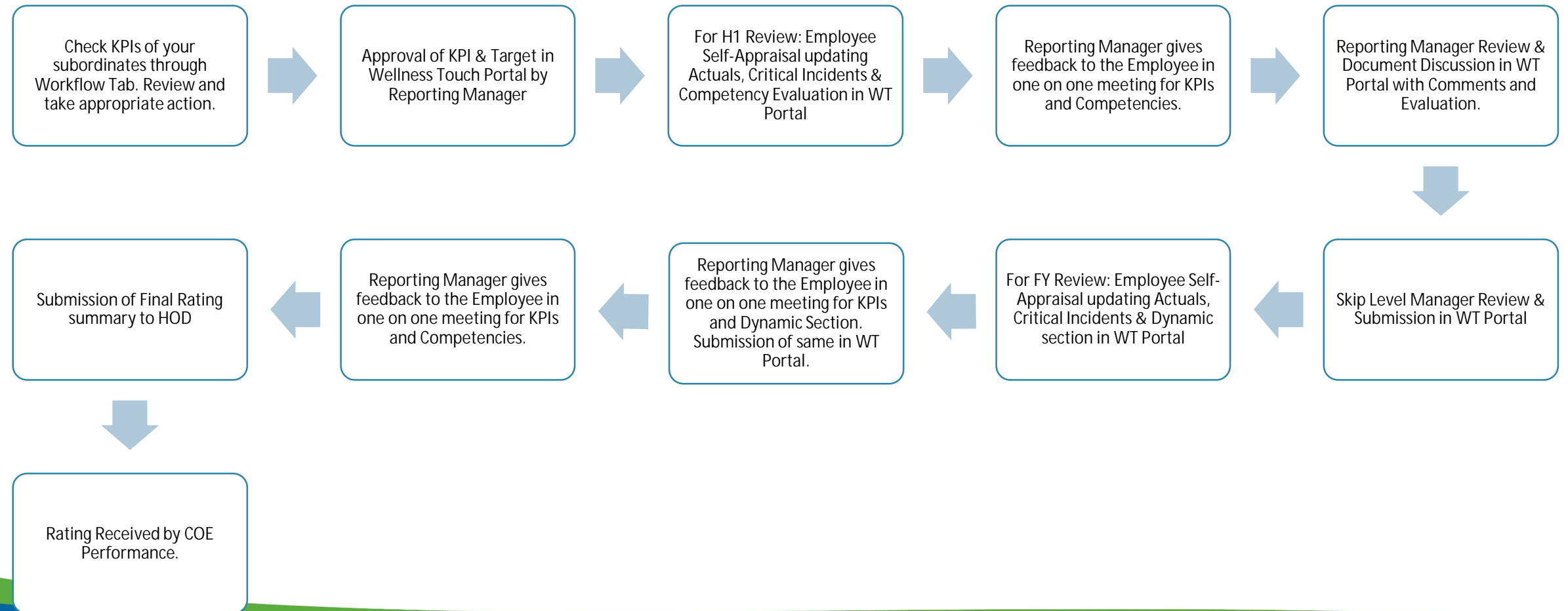# Competency

Competency Levels

Competency Name	Enablers	Level 1 Individual Contributors	Level 2 People Managers	Level 3 Manager of People Managers	Level 4 HOD
Business Orientation	1.Functional Know-how 2.Enterprise Mindset 3.Long-term thinking	Understands own role and its impact on the business	Understands the role of the team and its impact on the business	Puts organization first by understanding business impact	Uses business insight to inform strategic decisions
Delivering Excellence	1.Achievement Orientation 2.Taking Accountability 3.Quality of Output	Driven to achieve results and meet existing standards of excellence	Applies own standards for high performance on self and the team	Acts to enhance performance within the team	Sets challenging goals within the system and raises the bar
Entrepreneurial Decision Making	1.Risk Taking 2.Logical Thinking 3.Decisiveness	Acts independently in the current role	Analyses and acts quickly on opportunities in the short-term	Proactively identifies and acts on opportunities in the medium-term	Proactively identifies and acts on opportunities in the long-term
Working Across Boundaries	1.Impact and Influence 2.Understanding Others 3.Collaboration and Integration	Is a good team player	Is eager to work in a group setting	Respects and integrates multiple viewpoints	Promotes cross-boundary collaboration to achieve mutual goals
Building People Capability	1.Empowering Team/People 2.Providing Opportunities 3.Coaching and Mentoring	Recognizes and acts on own capability needs	Builds individual/team capability to enable them perform	Builds individual/team capability for the future	Drives development of existing organizational capability
Team Leadership	1.Providing Clarity 2.Holding People Accountable 3.Recognition	Demonstrates leadership potential	Keeps the team informed	Provides tactical direction to the team	Provides strategic direction to the team

PEAK Process Flow

KPI Setting and Review Process Flow - Individual

| FY Target Updation in PEAK | Self Appraisal | Appraisal Discussion | Rating Submission | Rating & Increment Finalization | Letter Distribution |

| Create your KPIs using Create Goals Tab and submit in WT. | Approval of KPI & Target in Wellness Touch Portal by Immediate Manager | For H1 Review: Employee Self-Appraisal updating Actuals, Critical Incidents & Competency Evaluation in WT Portal | Immediate Manager Evaluate KPIs and Competencies in WT Portal with Comments for H1 Evaluation. | Skip Level Manager Review & Approve in WT Portal |

| Employee Final Rating received to COE Performance | Submission of Final Rating summary to HOD | Skip Level Manager Review & Approve in WT Portal | Immediate Manager Review & Documenting Discussion in WT Portal with Comments and Year End Rating | For FY Review: Employee Self-Appraisal updating Actuals, Critical Incidents & Dynamic section in WT Portal |

KPI Setting and Review Process Flow- People Manager

FY Target Updation in PEAK	Self Appraisal	Appraisal Discussion	Rating Submission	Rating & Increment Finalization	Letter Distribution

| Check KPIs of your subordinates through Workflow Tab. Review and take appropriate action. | → | Approval of KPI & Target in Wellness Touch Portal by Reporting Manager | → | For H1 Review: Employee Self-Appraisal updating Actuals, Critical Incidents & Competency Evaluation in WT Portal | → | Reporting Manager gives feedback to the Employee in one on one meeting for KPIs and Competencies. | → | Reporting Manager Review & Document Discussion in WT Portal with Comments and Evaluation. |

↓

| Submission of Final Rating summary to HOD | ← | Reporting Manager gives feedback to the Employee in one on one meeting for KPIs and Competencies. | ← | Reporting Manager gives feedback to the Employee in one on one meeting for KPIs and Dynamic Section. Submission of same in WT Portal. | ← | For FY Review: Employee Self-Appraisal updating Actuals, Critical Incidents & Dynamic section in WT Portal | ← | Skip Level Manager Review & Submission in WT Portal |

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Rating Received by COE Performance.

REVIEW

► Review process has been enhanced to support transparency in the process and further align the performance management philosophy Following are some of the interventions leveraged:

01 — Quarterly tracking of Key performance indicators through dynamic dashboard

02 — Proactive and systematic half yearly review and year end appraisals

03 — Functional MPRM

04 — Defined and system driven PIP system aligned with the Talent Management strategy of the Zydus Wellness

Breach of Companies Code Policies in Appraisals:

Breach of any of the Code Policies of the company (E.g. Code of Conduct, Information Security/Cybersecurity Policy, POSH, ABAC, etc.) :
Basis the level of non-compliance/ Breach of the policies, disciplinary actions such as warnings, dismissal, disqualification for bonus/promotion would be taken.

Actions for a productive Feedback Discussion

Feedback Discussion Using the SBI Model

During the Appraisal Discussion – It is important to deliver feedback that is clear and objective

SBI Model of Feedback

SITUATION

Anchor feedback in time, place and circumstances and helps feedback receiver remember and / or understand the context

BEHAVIOR

Observable actions which allow feedback receiver to know exactly what he or she did where the impact was felt

IMPACT

Feelings and thoughts the feedback giver had, and how the feedback giver or others behaved as a result of the behavior of the feedback receiver

Start with the situation to set the context of the feedback

Describe the behaviour [actions] that are we are giving feedback on

Articulate the impact of how those actions affected you personally

Thank You