

Performance Development

From Grades to Value



Gali Shapira, Head of OD
Amdocs People, March 2019

Strengthen a **Culture of Excellence**
Building the **Foundation for our Future**

Setting the context

Start with a business need – what is the need the performance management practice try to answer?

Start with designing the process and its value and then look for a relevant platform

Identify a few critical goals – it probably won't answer everything, at least not at the beginning

Implementation approach should be treated as a journey and start with the most important things

Design Principles



High quality people centric process for the individual, **quantitative** for the organization

Content rich redefine excellent performance, balance “bottom line results” with desired behaviors

More relevant to DevOps environment (agile, on going, peers and multi assessors)

Frequent, simple and positive experience (simple and transparent, delivers actionable and visualized data, mobile accessible)

Co-create with Amdocs business leaders

4 months from conceptualization to go live

The new practice – highlights

Create value for the
individual and the
unit level

Raise the bar with new excellence standards

clear desired behaviors

add 3 actionable talent questions

focus on coaching capabilities

Gain visibility to our entire talent pool

not only high / low performers

no predefined percentages; add unit calibrations

team visual map

Managers own the process

and not team leads

Gain broad perspective

implement SF peer feedback module + promote

additional appraiser

Adjust performance cycle

more focus on self step

split between feedback and bonus conversations

The Performance Cycle



Sep – Nov Annual evaluation

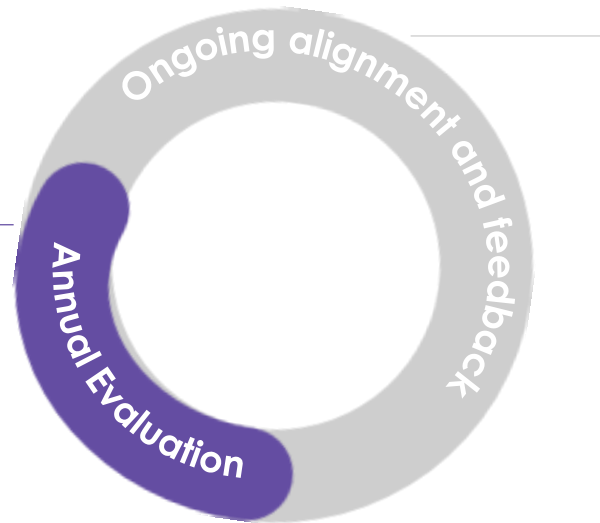
Provides boarder perspective on individual performance

Create a differentiated, quantifiable picture serving managerial decisions & actions on a unit level

September – self evaluation

October – manager's evaluation and unit calibration

November - Performance meetings



Dec – Aug Setting goals, managing ongoing alignment and feedback

Timely and driven by business and employee lifecycle events

Min every 6 months, more frequent for special populations

2018 a year of implementation



Gradual introduction:

global info sessions for managers and employees

At the beginning managers got familiar with the excellence standards as a “managerial exercise” without needing to communicate to employees

Continuous promotion of ongoing feedback; gamifications initiatives; introduction of new peer feedback module

First end year review achieved very high participation rates, positive experience and value for both employees and managers and higher usage of system and

2019 continuous improvement...

A photograph of a person's hand reaching out towards a bright sunset over a body of water. The hand is in the foreground, and the sun is low on the horizon, creating a lens flare effect. The background shows a calm body of water and a distant shoreline under a clear sky.

Continue to work with managers to create a culture of excellence with **no “bottom line” score** and **no quotas**

Continue to strengthen managers **feedback capabilities**

Strengthen the **excellence standards** as the desired behaviors

Revise **pay for performance** mindset and practice



Thank you