

Executive Summary

Totalamber (Pvt) Ltd is a group of companies incorporated in United Kingdoms. The parent company incorporated a branch office in Sri Lanka as Totalamber Asia Pacific (Pvt) Ltd (TOAP). The project has focused on Global Support department of TOAP because the department was suffering from high labour turnover and customer complaints. During the initial investigation the author identified that the poor performance management caused the issues in the department.

As the Human Resource Manager of the company, the author has introduced a performance management system (PMS) to overcome the issues related to employee performances. The PMS facilitate to evaluate employee goal achievement and competency level continuously. Further, it helps to identify employees' development needs and to identify top performers. First, the author has documented the performance evaluation process and competency framework and informed the employees. Accordingly, the computerized PMS was deployed after providing a sufficient training for the employees in order to manage PMS component in the HRIS.

360 degree evaluation was initiated in the first week of March, 2015 as the first run of the new PMS. Meantime, the author has developed Job Descriptions for each and every employee in the Global Support department. The salary increments and promotions were decided based on the results of the new PMS developed by the author. Additionally, the author has identified training needs and talent pool after analyzing the performance evaluation results.

The author completed most of activities within the projected time frame. Further, there were cost savings in the project since there were personnel cost savings with optimum use of man hours. However the author couldn't complete some targets due to various constraints in terms of time and resources. It is difficult to identify the return on investment (ROI) in short-run as these PMS provides no tangible value addition to the organization. But, in the long-run the ROI can be qualitatively assessed. The TOAP is pleased about the progress with the new PMS and is looking forward to expand to other departments as well.