

Case Study - Crisp Performance Management System

Company Environment

Crisp & Associates provides specialist legal and consultancy services to the construction and engineering industries in New South Wales, Victoria and Queensland. Crisp has undergone significant change over the last few years, both in terms of internal structure and processes. To consolidate and align the new expectations of and for the team, the need to introduce a Performance Management system was identified.

With an overall objective to employ career orientated people, and a philosophy that empowering people to be successful will ensure the success of the firm, Crisp chose to introduce such a system in partnership with Future Platform.

Business Challenge

The long term goal for Crisp was to establish a performance based remuneration system. To achieve this goal, a focus on accountability was necessary to allow performance to be assessed against individual contribution to the firm. Before an effective Performance Management system could be introduced, Crisp engaged Future Platform to help develop objective and consistent Key Performance Indicators (KPIs) for their staff.

Once these KPIs were set, a focus on team and individual based performance reviews was adopted, to facilitate the implementation of the long term goal of the company. A tailored electronic system was used and involved a staff versus manager review process, incorporating organisational specific competencies and role specific competencies. This ensured the objective assessment of performance against the competencies and facilitated the development of future KPI's and training and development needs.

To ensure they employed and retained the desired staff, Crisp also introduced an on-line Probationary Review system in partnership with Future Platform. This followed the same review structure as the Performance Appraisal, and also allowed comments to be made regarding the setting of KPIs for the role, and identifying training and development needs. The subsequent report based on this review is used to help facilitate the Probationary period meeting between manager and employee.

Evolution in partnership with Future Platform

The formal Performance Review process is conducted on an annual basis. Future Platform is responsible for the preparation and on-line distribution, ongoing monitoring of completion rates throughout the live period and report generation and the accompanying distribution / presentation of results.

The Probationary Reviews are performed on an as-needed basis and tailored specifically for each new employee to ensure the appropriate KPI's / competencies are assessed. Similar to the Performance Review process, response monitoring is conducted during the live period and reminders sent where appropriate. Each report generated is accompanied with a short summary of the key points that need to be discussed in the probationary review sessions.

Business Benefits

As experts in performance management, Future Platform works with their clients to economically maintain their review process and to ensure that the valuable information generated from the process is utilised to enable individual and business development. Future Platform has built a strong understanding of Crisp's culture, history and goals, ensuring a productive fit between Future Platform and Crisp's needs in terms of consulting approach, technology and reporting.

The three main business benefits achieved as a result of introducing a Performance Management system are as follows:

1. Time Efficiency

By reducing administration time for managers, a more time efficient comparison of individuals and teams is possible. The process also creates a more effective method of recording review information. Outsourcing the review process and ongoing data tracking reduces administration and enables Management to focus on the

strategic issues of the business. Future Platform will also provide completion reports throughout the live period, enabling follow up and ensuring the process is finished in reasonable time frames.

2. Performance Improvement

Informing staff of the Performance Review process will clarify the competencies under review and relate performance to behaviour. Apart from identifying high performing individuals who are valuable to the organisation, the data will identify individuals who may represent resource inefficiencies and allow for the necessary steps to be taken. The resulting information of individual performance and development needs allows for the creation of set goals and improvement targets.

3. Data Capture

The electronic system enables individual and group level progress to be tracked year on year, providing invaluable benchmarking capabilities. Group comparative data across competencies, roles and departments allows for the identification of developmental requirements across the group or team. Finally, the results of the review process will highlight potential skill deficiencies. Areas of the business, which may be misaligned with the overall vision of the organisation, can also be identified.