



## Godawari Power & Ispat Ltd. (2)

Udaan – Into the next orbit

GPIL is a flagship Company of Raipur-based Hira Group of Industries having dominant presence in the mild steel wire segment. Today, GPIL is an end-to-end manufacturer of mild steel wires including intermediate iron ore pellet, sponge iron, billet, Ferro alloy, captive power, wires rod, steel wire, Oxygen gas and fly ash bricks.

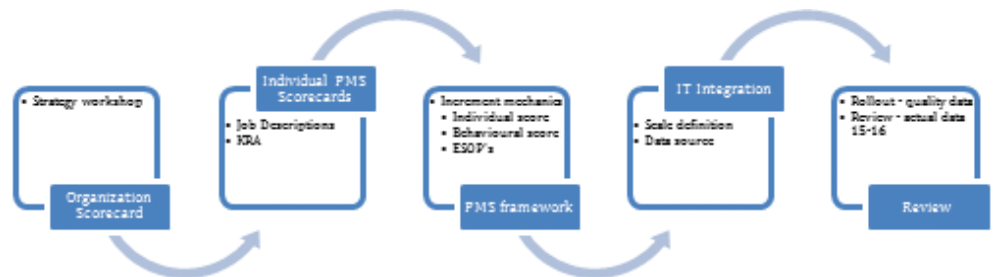
### PROJECT GENESIS

GPIL's management felt that their current Performance Management System (PMS) was too subjective and needed to be more closely aligned with their overall organi-sational scorecard. They wanted corporate kpi's to be reflected up and down the organisation's hierachy.

### PROJECT APPROACH

#### Organization Scorecard:

Renoir carried out a Strategy Map exercise, with an objective of alignment of Strategy of GPIL translated into a organization scorecard. This GPIL scorecard was further cascaded down into the scorecards of senior management – CXO's, HOD's & Section head's.



#### Individual PMS Scorecards:

The activities of the team members were captured through an online portal to un-derstand the Job Descriptions (JD) of unique position holders. Disconnects between the current JD's and the departmental scorecards were addressed by re-aligning the JD's. The revised roles and responsibilities were then translated into Key Results Areas (KRAs) which were further broken down into the relevant KPI's.

#### PMS Framework

A detailed Compensation and Benefits (Rewards and Recognition) framework was prepared and signed – off with the VP – HR for implementation by HR team of GPIL. Performance Grading Framework constituted the following:

- Performance score computation
- Performance evaluation system
- Performance based annual increment

“I wanted a fully SAP driven Performance Management System which is in place. There will be a natural resistance in its implementation, however, I will see to it that system is implemented successfully.”

**Executive director (ED), GPIL**

#### Key Results

Development of To-Be Job descriptions for 133 unique positions

Created an integrated GPIL organization scorecard

Designed and installed Scorecards for ~ 550 people

Rollout & Review of Scorecards of all HOD & Section Heads

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“A wonderful foundation is created in terms of PMS design, I will take it forward for implementing a best possible Performance Management System.”

Vice President –  
Human Resources

- Performance linked Incentives
- Performance linked Promotion and
- Performance linked Promotion Employee Stock Options
- Performance linked ESOPs

### IMPLEMENTATION

#### IT Integration:

A detailed Business Process document was prepared for the IT enablement of PMS and help GPIL's IT team to prepare Software Requirement Specifications (SRS). The scale definition for all the KPIs were developed along with unique codes for all KPIs.

#### Review

Subsequently the same was tested with quality data followed by a rollout of the PMS software to replicate the process for other departments.

The targets for the Business Plan were drilled down from HODs to 'Shift in Charge' level. To complete the PMS exercise, a review with actual data for the next financial year would be used.

### RESULTS:

- Development of To-Be Job descriptions for 133 unique positions
- Design GPIL organization scorecard
- Design and installation of Scorecards for ~ 550 people
- Integration of the scorecards with the PMS software
- Rollout & Review of Scorecards of all HOD & Section Heads



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