Redesigning of Key Result Areas (KRAs)at Extinct Fire Engineers Pvt. Ltd., Mumbai

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Abstract

Key Result Areas (KRAs) refer to general areas of outcomes for which a role, or a combination of roles, is responsible. These are the areas within the organization where an individual/group, is responsible for the results. As Extinct Fire was undergoing the organizational restructuring process, there was a strong need for redesigning Job Descriptions and the KRAs. Researcher was engaged in redesigning the KRAs various levels at length. The data was collected internally from variousdepartments by scanning old KRA documents; which were discussed with department wise individual team membersand approved by respective Head of the Department and sanctioned by Managing Director. The Standard Operating Procedureswere made after the collection of the information by meeting and discussion held with departmental head. New KRAs were finalized; entire redesigning process was carried out under the guidance of head HR. The Redesigning of KRAs was carried out in 13 Departments: Enterprise Resource Planning (ERP) Department, Maintenance Contract (AMC) Department, Information and Technology Department, Design Department, Purchase Department, Planning & MIS Department, Human Resource Department, Marketing Department, Accounts & Finance Department, Projects Department, Estimation Department, Contracts Department, and for total 263 (Departments + Site Staff) positions KRA Redesigning was carried out. This paper presents the working of few selected departments.

Keywords: *: Key Result Areas, Performance Management, Skill Assessment, Performance Appraisal, Organizational Development*

Introduction

KRAs refer to the general metrics which an organization fixes for a specific role. The individual performance is measured on the basis of KRAs which have an impact on the bottom line of everybusiness. Organizations use this system to assess the performance of an individual/ team/ functions/ organization as a whole. KRAs are also termed as Key Performance Indicators (KPIs).Lord Kelvin (1824-1907)has defined KRAs as "When you can measure what you are speaking about and measure it in numbers, you knowsomething

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about it, when you cannot express it in numbers,your knowledge is of meager and unsatisfactory kind; it maybe the beginning of knowledge but you have scarcely, in yourthoughts advanced to the stage of science" [1]. In other words the Key Result Areas (KRAs) or Key PerformanceIndicators (KPIs) are the targets or goals set by anindividual or the department in his/her or its operational(day-to-day) or strategic (long-term) plans [2].A Key Result Area should be specific, essential, and measurable and under the person's control.KRAs allow gathering knowledge and exploring the best way to achieve organization goals.KRAs create a results-driven culture that unites the organizational team toward its strategic goals. They unify culture and goals because they create a vertical link from the leader to all departments and promote the company's long-term vision.Restructuring KRAs is tough and requires intense planning. Moreover, it is never easy and fun because critical decisions need to be made and it is not a daily occurrence. Identifying what changes is required; is only the first step. The bigger challenge for managers and executives is actually the communication of the vision and the detailed planning aspects of the changes as well as to maintaining alignment and support throughout the transition phase. As Extinct Fire was undergoing the organizational restructuring process, there was a strong need for redesigning Job Descriptions and the KRAs.

Literature Review

Mohammed Badawy, A.A. Abd El-Aziz, Amira M. Idress , Hesham Hefny , Shrouk Hossam in their paper titled as "A Survey on Exploring Key Performance Indicators" , published in Future Computing and Informatics Journal(Science Direct) reveals that Key Performance Indicators (KPIs) allows gathering knowledge and exploring the best way to achieve organization goals. The authors have demonstrated different approaches for exploring KPIs in different directions including manual, selection, or prediction approaches. As there are different ideas, however, authors noticed that the prediction approach is still a vital field for research as most of the research is based on a determined point.[3]Amishi Arora, Sukhbir Kaurin their article titled as"Performance Assessment Model for Management Educators Based on KRA/KPI", published in International Conference on Technology and Business Management presents a prototype for performance analysis based on KPIsas an experiment and used it as a case study.A KPI construct questionnaire Survey was conducted by authors. The validity of the research tool was confirmed by content validitywherein all the stakeholders were invited to review the questionnaire content. By the Delphi technique, the not so important parameters were removed and only relevant parameters/ criteria were accepted for the questionnaire. Next, the KPIs were ranked on the basis of their importance. The parameters which emerged as a result of the survey were broadly grouped under the input – process-output model[4]. Om Prakash Kansal, Sonu Goelin their article titled as 'Results-Based Management - Developing one's Key Results Areas(KRAs)", published in Indian journal of Public Health, talks that public health experts fail to evaluate themselves against their personal andprofessional goals. Authors are of the opinion that the Key Result Areas (KRAs) or Key Performance Indicators (KPIs) help us in setting our operational(day-to-day) and/or strategic (long-term) goals followed by grading ourselves at different times of our careers. Theseshall help in assessing our

strengths and weaknesses. The weakest KRA should set the maximum extent to whichone should use his/her skills and abilities to have the greatest impact on his/her career[5].

Study Objectives

1. To study the process and understand the importance of Redesigning Key Result Areas in Extinct Fire Engineers Pvt. Ltd, Mumbai that synchronizes the performance of the employees.

2. To improve communication across teams, define their ongoing responsibilities, and convey updated strategies across all employees, effectively aligning them.

3. To understand success factor brings together metrics like order fulfillment cycle time, delivery time and user engagement, inviting teams to synchronize their work.

4. To frame different Key result Areas for various department and coordinate for the same.

Key Result Areas: Process Identification at Extinct Fire Engineers Pvt. Ltd.

- KRA is part of Performance Management System which was also linked to Appraisal Process.

- It starts with a KRA format which includes KRA identified/ objective/completion date/review date/reviewed by /remarks.

- The KRAs are then forwarded to the concern HOD in the month of March, once the business plan is over and KRA is derived in accordance with the business objectives for different positions.

- The HR extendstheir support along with concerned HOD to identify the KRAs and they duly take signaturesfrom the concerned HOD and the subordinate for a reason that both have agreed upon.

- Once the KRA is derived a copy through mail is being forwarded to concernemployee and when the date of review comes, HR intervenes to understand the outcome of the performance review to put his/ her comment on the appraisal as per performance reviewed on the KRA.

- All the KRA's areintegrated with performance appraisal form.

Redesigning of Key Result Areas at Extinct Fire Engineers Pvt. Ltd., Mumbai

Department-ERP	
Designation: Senior ERP Executive	
Sr. No.	**Key Result Area**
1	**Collecting & Conversation of the Data**
	Identifying & Defining the problem in the current system.
	Interviewing and collecting data department wise.
2	**Meeting with the Departments**
	Undertaking the detailed analysis of the current systems including processes, information flows, and work organization.
	Logical process models - present system.
	Logical data models - present system

	Organization Charts (functional hierarchy diagrams)
	Require knowledge of multiple business areas including marketing, finance, projects, estimation, Administration, Human Resources, purchase and commercial department.
	Interaction with different departments in the company.
	Understanding their standards of operations.
3	**Designing the System**
	Requires knowledge of process engineering and re-engineering with respect understanding ERP software operations and standard practices.
	Should review the procedure
	Review software capabilities
	Identify manual processes
	Develop standard operating procedures
	Assessing the need for system and project
	Cost analysis for system implementation and designing.
4	**Testing**
	Testing the database
	Testing the system manual
	Entering the dummy data
	Final testing
	Entering the data as per the requirement
5	**Commissioning**
	Develop a final Go-Live Checklist.
	Evaluate the solution.
	Executives and departments heads are fully trained.
	Physical inventory process should be complete.
	Computing the period of functionality before its go live

6	**Vendor Interaction**
	Vendor is available for go-live day.
	Meeting for product and finalization of the system
	Testing the system on the vendors site
7	**Evaluation**
	Develop a structured evaluation plan which ties back to the goals and objectives that were set in the planning stage.
	A post-implementation audit should be performed after the system has been up and running for the first week for reconciliation purpose.
	Periodically review the system's performance to maximize ROI.
	Skill Assessment
	Communication and Interpersonal Skills
	Orientation ability
	Listening ability
	Decision making ability
	Understanding ability
	Convincing power
	Presentation ability
	Interpreting skills
	Customer Relations
	Presence of mind
	Personal Effectiveness Skills and Traits
	Problem solving
	Time management
	Organizations of Work
	Initiative
	Managerial Skill Set
	Documentation

	Proficiency in word
	Proficiency in excel & spreadsheet
	Effective and Proficiency Presentation Skills
	Proficiency in pivot table & formulas
	Awareness and understanding of I.T. Laws & Regulations
	Team player
	Co-worker Relations / Teamwork.
	Job/organizational commitment
	Leadership ability
	Email Etiquettes.
	Co-ordination skills
	Strong in Taking follow up
	Technical Skills
	ASP.NET
	C#
	C++
	SQL
	JAVA
	Oracle.
	Data Entry
	ERP Implantation process system
	ERP Designing process system

Source: Primary Data

Department:Information Technology(IT)	
Designation: IT Executive	
Sr. No.	**Key Result Area**
1	**Operations and Support**
	Should perform regular security monitoring to identify any possible intrusions
	Maintain network facilities in individual machines such as drivers and settings of personal computers with Microsoft Office, Outlook configuration, Printers, etc.
	Maintain network servers such as file servers, VPN gateways, intrusion detection systems, Administer servers, desktop, computers, printers, routers, switches, firewalls, personal digital assistants, software deployment, security updates and patches.
2	**Data Management**
	Database maintenance through quality control checks and data updates
	Website Maintenance & Development
	Should Perform daily backup operations, ensuring all required file systems and system data are successfully backed up to the appropriate media, hard drive or disks are created, and media is recycled and sent off site as necessary.
	Create, change, and delete user accounts as per request.
	E-mail server and quarantine system management
	Web content filtering management
	Issuing/ blocking permission from server for user.
	Maintain daily tape backup and off-site tape storage
	Perform routine server monitoring and performance bench marking
3	**Maintenance**
	Maintain network and system security and efficiency.
	Investigate and troubleshoot problems reported by employees**.**
	Repair and recover from hardware or software failures.
	Monitor and remove virus, spyware, and other non-authorized software.
	Evaluate and modify system's performance.
	Identify user (employee) needs.
	Maintain integrity of the network, server deployment, and security.

	Ensure network connectivity throughout a company's LAN/WAN infrastructure is on par with technical considerations.
	Troubleshoot and resolve all problems encountered with hardware and software. Escalate requests to the appropriate party, as needed. Replace or repair defective parts and equipment.
	Troubleshoot and resolve hardware, connection, printer and software issues reported to the Service Desk
	Update network applications as required.
	Skill Assessment
1	**Communication and Interpersonal Skills**
	Orientation ability
	Listening ability
	Decision making ability
	Understanding ability
	Convincing power
	Presentation ability
	Interpreting skills
	Customer Relations
2	**Personal Effectiveness Skills And Traits**
	Problem solving
	Time management
	Organizations of Work
	Initiative
	Perseverance
	Personal integrity
	Adaptability
	Stress tolerance
	Self-Development

	Learning ability
	Target oriented
	Focused
	Punctual
	Analyzing and Forecasting ability
	Exceeding to work beyond work hours
	Willing to travel for business
3	**Managerial Skill Set**
	Documentation
	Proficiency in word
	Proficiency in excel & spreadsheet
	Effective and Proficiency Presentation Skills
	Proficiency in pivot table & formulas
	Email Etiquette s.
	Co-ordination skills
	Strong in Taking follow up
4	**Technical Skills**
	Skills in Hardware and software networking
	Good HTML writing skills are necessary, while experience with other web languages such as JavaScript or ASP or Red hat in Linux, etc. would be an advantage
	Knowledge or experience with XML and / or Batch scripting

Department: Human Resource	
Designation: Human Resources Manager	
Sr. No.	**Key Result Areas**
1	**Talent Acquisition**
	Gap analysis and Need Identification with regards to the vacant positions in the company within 2 days
	Vacancy updated in the market
	Hiring done according to the requirement of the company
	Follows correct source of Hiring
	Interview carried out as per the process
	Positions closed within the time frame
	Maintained Employee Database
	Recruitment Process Clear and Standard
2	**Talent Management**
	Nature of Employment maintained
	Temporary
	Permanent
	Probationary/ Trainee, etc.
	Inducted about the company
	Inducted about the department
	Provided JD and Salary Part.
3	**Recruitment & Selection**
	All round of interviews conducted
	Purpose of recruiting clear
	Source or means of recruitment - formal or informal
	Done directly by the company
	Done by the consultancy
	Employee Reference
	Attrition Rate
	Profit to the company
	Verification of candidature done
	Medical check of Candidate/ Background verification done
4	**HR Systems/ Processes**
	Policies prepared in align with the Laws & Regulations as per the industry.

	H.R. Policies prepared in align with current market practices
	Are the employees completely aware about the policies
	Have they been inducted about the same
	Has a strong system developed for implementation and following purpose of policies
	Implemented & followed
5	**Team Management**
	Reliable and Strong Team Player
	Good in assigning the work.
	He/ she excellent streamline the Activities &Responsibilities
6	**Documentation Process**
	Documentation purpose served
	of On Board candidates
	of Rejected candidates
	of Selected candidates
	of Terminated employees.
	All the documents maintained for the audit purpose
	All the Agreements and Contracts maintained
	Documentation maintained of all the employees
7	**Performance Evaluation**
	Rating Evaluation (Performance Review)
	Evaluation done on time
	Performance evaluated purely unbiased basis
	Parameters of evaluation clearly followed
	Results and the Process of evaluation observed
8	**HR Management**
	Ensuring Discipline in the company
	Ensuring Code Of Conduct followed in the company
	Ensuring the proper follow up of the hierarchy
	Maintaining Leave & Attendance records
9	**Compensation& Benefits**

	EFE Compensation & Benefits followed in the company
	Salary structure decided as per the designation
	Salaries paid to all the EFE Employees on time
10	**Training & Development**
	Training provided to all the employees
	Conducting Workshops
	Coaching, Mentoring & Controlling
	Enhancing the learning & development of the employees
11	**Employee Retention Measures**
	Retaining the talented employees
	Following the retention measures
	Improving retention measures
12	**HR Activities**
	Ensuring Smooth Operation of the company
	Providing other learning opportunities to employees
	Conducting Employee Engagement activities for the employees
	Maintaining Transparency and Friendly Environment
	Skill Assessment
1	**Communication and Interpersonal Skills**
	Orientation Ability
	Communication Skills
	Interpersonal Skills
	Listening Ability
	Analytical Skills
	Decision-Making Ability
	Understanding Ability
	Convincing Power
	Presentation Skills

	Interpreting Skills
	Presence of Mind
2	**Personal Effectiveness Skills and Traits**
	Problem Solving Capability
	Time Management
	Trustworthiness
	Initiative
	Motivational Skills
	Perseverance
	Personal Integrity
	Adaptability
	Stress Tolerance
	Self-Development
	Learning Ability
	Focused
	Punctual
	Analyzing and Forecasting Ability
	Exceeding to work beyond work hours
	Willing to travel for business
3	**Managerial Skill Sets**
	People Management Skills
	Team Player
	Awareness and Understanding of Laws & Regulations
	Relationship with Co-workers
	Employee Friendly Behavior
	Co-ordination Skills
	Leadership Ability
	Commitment & Dedication
	Organizational Commitment
	Team Management

	Proficiency in Word
	Proficiency in Excel and Spreadsheets
	Proficiency in Pivot Table & Formulas
	Effective and Proficiency in Presentation Skills
	Target Oriented

Source: Primary Data

Department: Marketing	
Designation: Marketing Manager	
Sr. No.	**Key Result Area**
1	**Market Tapping**
	Identifying target markets and upcoming projects of various companies
	Developing strategies to communicate with them and get the business for extinct fire engineers Pvt. Ltd. for improving and increasing profitability
	Developing the marketing strategy for the company in line with company objectives.
	Responsible for the marketing of company products and services to the right market whether B2B or B2C
2	**Generation of Quires**
	Doing site survey for generation of enquires
	Tapping clients and generating enquiries
	Manage and improve lead generation
	Filling vendor registration forms and sending to client to generate enquires
	Scheduling & Follow up with important clients for meeting
3	**Brand Management**
	Overall responsibility for brand management and corporate identity
	Maintain effective internal communications to ensure that all relevant company functions are kept informed of marketing objectives
4	**Team Handling**

	Supporting and managing a marketing team
	Preparing and managing marketing plans and budgets
	Producing reports and monitor results
	Presenting findings and suggestions to company directors or other senior managers
	Ensuring that monthly targets are met
	Being in close talk with clients/consultants/key persons in the market
	Overseeing the company"s marketing budget
5	**Close Sales Activities**
	Understanding the clients requirements
	Fulfilling clients requirements
	Using appropriate closing technique & getting orders for the company
	Skill Assessment
	Communication and Interpersonal Skills
	Orientation ability
	Listening ability
	Decision making ability
	Understanding ability
	Convincing power
	Presentation ability
	Interpreting skills
	Customer Relations
	Presence of mind
	Personal Effectiveness Skills And Traits
	Problem solving
	Time management
	Organizations of Work
	Initiative
	Perseverance

	Personal integrity
	Adaptability
	Stress tolerance
	Self-Development
	Learning ability
	Target oriented
	Focused
	Punctual
	Analyzing and Forecasting ability
	Exceeding to work beyond work hours
	Willing to travel for business
	Managerial Skill Set
	Documentation
	Proficiency in word
	Proficiency in excel & spreadsheet
	Effective and Proficiency Presentation Skills
	Proficiency in pivot table & formulas
	Team player
	Co-worker Relations / Teamwork.
	Job/organizational commitment
	Leadership ability
	Email Etiquette's
	Co-ordination skills
	Strong in Taking follow up
	Customer Relations
	Presence of mind
	Email Etiquette's
	Co-ordination skills
	Strong in Taking follow up

Source: Primary Data

Concluding Thoughts

This study provides a very comprehensive view of the topic. The topic involved the study of Key Result Areas which is an integral part of Performance Management; Performance on the other hand is instrumental in the development and fulfillment of the goals and objectives of the organization by measuring the performance of employees as an individual and the department as a whole. KRA based Performance Management System being quantitative in nature is more suited in appraising performance of employees thus facilitating proper reward as well as taking corrective measures as required. It is observed that the KRAs are set in alignment with the Department and organizational objectives thereby helping in the overall achievement in the organizational goals. As compared to the Self-Appraisal, KRAs clarifies individual and departmental responsibilities and goals, thus making it an effective way of appraising performance.

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