



Customer insight

Consistent performance management across the region leads to considerable time savings and more involved and engaged employees





More involved and **engaged** employees

The HR team in each TÜV Rheinland Group Asia country stored employee data on Excel spreadsheets. Each team operated in isolation from the others, so there was no alignment of job titles and descriptions across the region. This made it difficult for staff to move into a similar role in another country or to understand the career development path within their functional area.

Performance management was carried out using a manual, paper-based process. For managers, especially those with large teams, objective setting and staff appraisals were daunting, time-consuming tasks. Employees were involved only when their performance was being evaluated - there was no mechanism for them to contribute to their own objectives or rate their own performance.

"Everything to do with performance management took place exclusively at the individual level," explains TÜV Rheinland Group Asia's Director of Human Resources. "There was no way of aggregating and analysing data, which meant that country heads and corporate HR had no visibility of overall staff performance."

Setting the scene

TÜV Rheinland Group Asia is part of the TÜV Rheinland Group, a global technical service group that tests and documents the safety and quality of products, systems and services. These range from food, consumer and electrical goods to medical devices, vehicles and solar modules.

TÜV Rheinland Group Asia has more than 60 offices and testing laboratories in 14 countries throughout the Asia-Pacific region (including Japan, Australia, China, Hong Kong and Taiwan), India, the Middle East and Africa. The majority of its 2,800+ employees are certification staff, auditors and testing engineers; the rest have support roles.

Inspiring solutions

TÜV Rheinland Group Asia is using Lumesse* Talent Management to store employee talent profiles and handle performance management. The solution has been rolled out to most countries in the region and is being phased in at other locations. Further capabilities offered by the solution are being evaluated and piloted by corporate HR at the regional head office in Japan. These include Lumesse Learning Management and Lumesse Skills & Competency Management.

"The solution rollout has gone very smoothly and we benefit from excellent support from a consistent team of Lumesse experts. They've really made an effort to get to know our business and understand our needs," says the Director, Human Resources.

As a first step, profiles for all employees were created in the solution's centralised database. The next step was to start using the solution for performance management. To ensure understanding and buy-in across such a diverse region, the Director, Human Resources introduced the solution to managers in all locations and provided them with initial training.

Fantastic outcomes

Lumesse Talent Management has significantly improved the efficiency of performance management at TÜV Rheinland Group Asia. "Online processes, structured workflows and automation make cumbersome paper trails a thing of the past," the Director, Human Resources points out. "We now have an appraisal process that is much faster and easier to follow, significantly improving our ability to manage and evaluate performance." The Director, Human Resources cites the example of the Shanghai office in China, the biggest single office in the region with around 500 staff.

* Formerly StepStone Solutions

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TÜV Rheinland Group Asia

“The HR team refer to the Lumesse Talent Management Solution as their ‘saviour’ because of the time and effort it’s cut from the performance management process,” he reports.

The solution is also helping to raise the standard of performance management across the region. The Director, Human Resources can now coach managers on setting effective goals for their teams and evaluating performance in a consistent way. The solution makes it easy for him to share best practice from previous years and from other managers. In addition, individual and team objectives that carry over from the previous year can simply be copied – a feature that was specially configured for the company by Lumesse.

Because performance management is now an interactive, workflow-based process, employees are more involved in setting their own objectives and rating their performance. Not only does this improve their engagement and motivation, it also helps prepare them for the performance management task when they are promoted into management roles. “We’re finding the interim evaluation feature very useful,” says the Director, Human Resources.

“It lets us check in good time that each employee’s performance is on track and adjust their objectives if necessary. For example, if a client project changes radically, the goals and targets of the team involved may need changing. This is easy to do using Self-Service.”

Country heads can now review employees’ performance without having to request files or documents from HR. The solution also gives them an overview of performance throughout their country, information that was unavailable when processes were based on paper, so that they can analyse performance data and review key performance indicators.

Having a single source of employee data for the entire region gives the Director, Human Resources the information he needs to rationalise job titles and descriptions across the countries. This will help staff understand what opportunities are available to them in different countries and, more importantly, enable the company to set out career development paths for each functional area. The Director, Human Resources introduced the solution to manage skills and competencies, saying: “Harmonised job titles and comprehensive employee profiles

will help us to understand exactly what skills exist across the region, so that we can more easily identify and fill any gaps.”



In brief

Solution: Talent Management

- Performance Management
- Skills & Competency Management
- Learning Management

Industry: Diversified

Country: Asia-Pacific

Employees: 2,800

Manual processes made performance management very time consuming and there was no ability to review or analyse performance at an aggregated level. Country specific maintenance of employee data also meant there was no alignment of job titles and descriptions across the region, making career development paths unclear.

Lumesse Talent Management provides a centralised, accessible database of comprehensive employee profiles. Automation and structured workflows accelerate and standardise the performance management process.

Performance management is now more efficient and consistent across the region, saving considerable time and effort. Employees are more involved and engaged in the whole process. Managers are able to assess that team and individual performance is on track. A single source of employee data enables corporate HR to harmonise job titles and descriptions and establish career development paths for each functional area.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

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