

Group-Wide Performance Management Helps Identify HR Potential

IT-supported personnel development and rating process at Deutsche Post World Net

StepStone ETWeb™ increases the efficiency and quality of personnel development

Deutsche Post World Net utilises their IT infrastructure to support their personnel rating and development process for a target group consisting of non-supervisory managers and experts. Based on StepStone ETWeb™ software created by StepStone, the Germany-based logistics group came up with a Performance Management solution that stands out thanks in part to a high number of Self Service functionalities. The Web-based software helped to significantly decrease administrative expenses in the HR department, while visibly increasing the quality of the performance management processes.

The focus of Deutsche Post World Net's "motiv8" personnel development and rating program is feedback pertaining to each individual's performance. The name "motiv8" reflects the eight competency areas in which employees are rated and which form the basis of the performance evaluation and thus the entire process. "Our 'motiv8' program plays a special role in keeping our Group integrated and it promotes a performance-oriented culture," says Dr. Karsten Rogas, Project Manager for HR Development, at Deutsche Post AG, explaining the objective. "From their respective supervisors, every employee receives performance feedback at least once a year. This feedback contains comments pertaining to performance and competencies as well as an appraisal of potential areas of improvement and an agreement regarding personal development opportunities. Established as a cyclical process, 'motiv8' is a way for employees to receive annual performance ratings and develop target agreements."

It quickly became apparent that "motiv8" represented a considerable administrative workload given that only forms were used without any IT support. Sending out the forms as well as preparing the panels and annual management conferences proved to be very time-consuming. In addition, process monitoring required a considerable effort because the corresponding data had to be manually compiled from the various forms and then reconciled.

For those reasons, Deutsche Post World Net launched "motiv8 web" in 2006 to begin a new chapter in personnel-related performance management. The software solution, which is based on StepStone ETWeb™, universally supports the rating and target agreement process. Supervisors and employees alike can access all relevant data and forms via the corporate Intranet. Data is entered via Self Services into the form templates and is distributed to raters, rated individuals and the personnel department in a set procedure. To make sure that personal meetings between employees and supervisors are not disregarded, the "motiv8 web" workflow specifically anticipates such a dialogue.

The "motiv8 web" software solution begins the Group's "motiv8" process every year. The HR department selects the participants and prepares personalised forms for each individual. The personnel department then notifies supervisors via e-mail that all documents are ready and asks them

Deutsche Post  World Net



Key Facts

- Deutsche Post World Net's "motiv8" personnel development and rating process is based on that of StepStone ETWeb™.
- The "motiv8 web" solution supports the Group's target agreement and rating process for non-supervisory managers and experts.
- 3,000 employees and 600 raters have access to the application using Self Services.
- Automatic transfer of master data from the SAP system.
- Various evaluation and monitoring capabilities provide a transparent overview of the current status.
- Self Service makes the program more user-friendly.
- IT-based support reduces administrative work for the HR department.
- Dual-language capability gives full functionality in German and English.

Modules used: HR Management, Skills & Competency Management, Performance Management, Career & Succession Planning and Organisational Charting.

StepStone ETWeb™ helps us to configure our Group-wide „motiv8“ rating and target agreement process in a more user-friendly manner, while also reducing our administrative expenses.

Dr. Karsten Rogas, HR Development Project Manager, Personnel Development department, Deutsche Post AG

to organise evaluation meetings. The supervisor and employee complete the forms using the software program and the HR department is notified as to the results after the evaluation meeting has been approved. Then, "motiv8 web" compiles the panels' preparatory paperwork and documentation and the results are then reviewed and provided to supervisors and employees for feedback meetings to establish qualification measures.



"With a few mouse-clicks on the PC, we gain better results faster than with the tedious forms we had to fill out by hand in the past," says Rogas pleased. "StepStone ETWeb™ helps us to configure our Group-wide 'motiv8' rating and target agreement process in a more user-friendly manner, while also reducing administrative costs. "The real-time monitoring of feedback has now made it possible to ensure a high level of process quality. Furthermore, at the push of a button, one can create evaluations to monitor who in a team is achieving their objectives. Reducing the number of manual interfaces has optimised our HR processes overall."

In addition to the excellent collaboration with the Group's works council and the IT department's data security staff, Rogas believes that another key success factor regarding IT implementation has been coordinating the process model before executing the project. Rogas greatly values the flexibility of StepStone ETWeb™ in that it allows the software solution to be easily aligned to the HR processes. He also praises the software's capability to automatically transfer personnel-related master data from the SAP software used in the Group.

A test run was conducted prior to launching "motiv8 web" in early 2006. Target group-specific communication measures and a functioning hotline made for a successful rollout in Germany. After the start phase was implemented at Deutsche Post AG and Forum Gelb GmbH, DP IT Solutions GmbH also tied in to "motiv8 web". Other subsidiaries of the group will follow and gradually process their ratings and target agreements using StepStone ETWeb™. "This development paired with the dual-language capability incorporated into the new release at the end of 2006 is a significant enhancement."

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Challenges...

- High administrative costs of the "motiv8" personal development and rating process due to a lack of IT support.
- Time-consuming preparation of the panels/management conferences.
- High cost of process monitoring.
- Inadequate database and lack of transparency.
- Manual processes.

...and Solutions

- Integrated IT support for the "motiv8" performance management process.
- Comprehensive Self Service functions for managers and employees.
- High level of process and information quality thanks to real-time monitoring, a standardised database and data input templates.
- Continuous reports, e.g. on a team's target achievement progress or status.

Deutsche Post World Net

Deutsche Post World Net is the world's leading logistics group. The bundled logistics expertise of its Deutsche Post, DHL and Postbank companies allow the Group to provide integrated services and tailored, customer-focused solutions pertaining to management as well as the transport of goods, information and payments through a global network combined with local expertise. Deutsche Post World Net is also a leading provider of Dialog Marketing services as well as efficient outsourcing and system solutions for the mail business. The Group posted sales of €60 billion in 2006 and employs 500,000 people in 220 countries and territories, making it one of the biggest employers worldwide.

StepStone Solutions

As part of the publicly owned StepStone Group, StepStone Solutions is the leading European provider of software based solutions and innovative technologies for effective HR. Together with StepStone Online, one of the market leaders for online job boards, StepStone Solutions is the only global provider to offer Total Talent Management: From vacancy advertising to E-Recruiting, HR Management, Skills and Competency Management, Performance Management, 360 Degree Feedback, through to Compensation Management, Learning Management and Succession Planning. Our clients, numbering more than 1,300, include Aral, Deloitte, The European Central Bank, Lufthansa, McDonald's, Carlsberg, Dannemann and Recaro Aircraft Seatings. StepStone is the only European provider to be rated as 'Leader' in the Gartner "Magic Quadrant for E-Recruitment Software".