

Performance Metrics/ KPI's across career levels

Dimensions	Category	Sub Category	Source	Director	Senior Manager	Manager	Assistant Manager	Below Assistant Manager
Financial Excellence	Revenue Generation	Revenue against plan	SAP	Actual net service revenue against target	Actual net service revenue against target	Actual net service revenue against target	--	--
		Cross selling or bring in new account	Self reporting with details	Cross selling and new account translates into fees of at least \$50,000	Cross selling and new account translates into fees of at least \$50,000	Cross selling and new account translates into fees of at least \$50,000	--	--
Eminence Building	Marketing & Eminence	External eminence	Self Reporting with details	Demonstrated external and internal eminence through public speaking, give trainings, written articles, thought pieces, participation in Industry forums	--	--	--	--
Operational Excellence (Management Effectiveness)	Financials	Personal utilisation	SAP	48%	48%	48%	60%	60%
		Lock up	SAP	< 35%	< 35%	< 35%	--	--
		Outstanding AR	SAP	AR over 60 days/Total AR not more than 20%	AR over 60 days/Total AR not more than 20%	AR over 60 days/Total AR not more than 20%	--	--
	Time Entry and Utilization	Timesheet entry self	SAP	Timely submission of timesheets	Timely submission of timesheets	Timely submission of timesheets	Timely submission of timesheets	Timely submission of timesheets
Compliance	Compliance with all firm's requirements	GIMS assessment/Independence declaration/clean desk policy, confidentiality etc	Follow RRG guideline	Follow RRG guideline	Follow RRG guideline	Follow RRG guideline	Follow RRG guideline	
Talent Development	Learning and Development	Learning hours	Learning Management System	Timely completion of all e-learning and 100% attendance of all nominated trainings (unless due to valid reasons).	Timely completion of all e-learning and 100% attendance of all nominated trainings (unless due to valid reasons).	Timely completion of all e-learning and 100% attendance of all nominated trainings (unless due to valid reasons).	Timely completion of all e-learning and 100% attendance of all nominated trainings (unless due to valid reasons).	Timely completion of all e-learning and 100% attendance of all nominated trainings (unless due to valid reasons).
	Team Management	Manages team's utilisation rates	SAP	Ensure group staff meet utilisation rate of 60%	Ensure group staff meet utilisation rate of 60%	Ensure group staff meet utilisation rate of 60%	--	--
		Ensure all statutory filings made on time	Tracker	Ensure Statutory Filing Deadline are Met	Ensure Statutory Filing Deadline are Met	Ensure Statutory Filing Deadline are Met	--	--
	Firm Contribution	Ensure DPN is updated in a timely manner	DPN Matrix Dashboard	Timely update of DPN profile	Timely update of DPN profile	Timely update of DPN profile	Timely update of DPN profile	Timely update of DPN profile
		Engagement in firm talent initiatives	Self Reporting with Details and Feedback from talent team	Participating in at least 5 function/firm's talent events e.g. recruitment drive	Participating in at least 5 function/firm's talent events e.g. recruitment drive	Participating in at least 5 function/firm's talent events e.g. recruitment drive	Participating in at least 4 function/firm's talent events e.g. recruitment drive	Participating in at least 4 function/firm's talent events e.g. recruitment drive
RPM Assessment	Qualitative inputs	Performance Snapshot results	IRPM	All qualitative assessment to be completed through RPM	All qualitative assessment to be completed through RPM	All qualitative assessment to be completed through RPM	All qualitative assessment to be completed through RPM	All qualitative assessment to be completed through RPM