



Performance Management Buyers Guide



Are you ready for a New Performance Management Technology Provider? Ask these questions first.

An organization's workforce is its DNA. But it is also the reason why performance management programs can be difficult to design and refine. There are often reasons during each of these three phases why you put off making a change, even when your current process isn't working.

- 1. Getting started:** You don't know up front exactly what you need, so it can be difficult to secure buy-in and set goals and objectives.
- 2. Implementing a program:** There is no tried-and-true process that is standard from one company to the next, because no two workforces are the same.
- 3. Ongoing maintenance:** Your programs have a big impact on company culture, so changing them must be managed carefully — and done so infrequently.

For all of these reasons, choosing a technology partner is critical to success. The right one should not only provide an easy-to-use platform, but also help with program design, ensure a smooth implementation process, collaborate with internal teams on change management initiatives, and offer ongoing support to refine the program over time.

To determine whether an HR technology provider is the right fit for your organization, we recommend asking questions that address the various components of performance management, as well as background on the provider's company and technology.

BUSINESS / SOLUTION FIT

- Performance Management philosophy
- Strategic value
- Company background
- Implementation and support

FEATURES AND TOOLS

- Goals
- Check-Ins
- Feedback
- Accessibility and reporting

INTEGRATIONS AND SUPPORT

- Integrations
- Business continuity and security



Business / Solution Fit

PHILOSOPHY

WHY IT MATTERS

Performance management has undergone a tremendous shift over the last decade. A modern approach requires a very different type of technology platform, one that facilitates a feedback-heavy, transparent, and continuous performance management strategy.

Your technology provider should see the value in your approach and help you uncover the best way to carry out your program. This starts at the very beginning, with having a shared understanding of how the program will impact your organization.

SAMPLE QUESTIONS

- ▶ What is your corporate philosophy regarding performance management?
- ▶ What do you see as the three most important characteristics of performance management?
- ▶ How does your own internal performance management program work?

RED FLAGS

- ▶ None of the vendor's referenceable clients seem to share your values or approach.

STRATEGIC VALUE

WHY IT MATTERS

To elevate your performance management program so that it becomes a competitive advantage, you need a vendor who will think strategically and offer you ideas to make your processes better over time. Part of this entails ensuring all customers learn from each other.

SAMPLE QUESTIONS

- ▶ How does your technology incorporate the latest research into its functionality?
- ▶ Does your account team regularly and proactively share other client best practices?
- ▶ In what ways do you enable your clients to interact and learn from each other?

RED FLAGS

- ▶ Your vendor just agrees with everything you say and doesn't offer any meaningful feedback.

Business / Solution Fit cont.

COMPANY BACKGROUND

WHY IT MATTERS

Because HR processes have such an impact on your employees and company culture, it's important to work with a business that you can trust and connect with on a higher level.

You should be looking for a partner, not just a technology provider, who you can count on to be with you for the long haul.

SAMPLE QUESTIONS

- ▶ What are your short- and long-term strategic objectives?
- ▶ What makes you stand apart from your competitors?
- ▶ How many clients do you have and what is their average tenure?

RED FLAGS

- ▶ If the vendor has clients with short tenures, it could mean that they don't have a great product or their technology is too new to be considered proven.

IMPLEMENTATION & SUPPORT

WHY IT MATTERS

Getting the right program for your company up and running is no small feat. It's critical that both you and your technology partner are on the same page from the get-go and know what to expect from each other every step of the way.

SAMPLE QUESTIONS

- ▶ How does your implementation process facilitate change management?
- ▶ How does your organization measure, monitor, and ensure client satisfaction?
- ▶ What type of reports and what level of communication can be provided?

RED FLAGS

- ▶ They overpromise support or don't set clear expectations.

Features & Tools

GOALS



WHY IT MATTERS

The importance of goals cannot be overstated. After all, they serve as a starting point for employee growth and a mile marker for performance.

Your technology system should enhance the goal process for employees, managers, and executives. It must be easy for employees to set and modify goals in real time, understand how their goals align to corporate objectives, and follow the progress of their peers' goals.

SAMPLE QUESTIONS

- ▶ How many steps does it take for an employee to set and modify a goal in real time?
- ▶ What visibility do employees have into corporate objectives, peer goals, and team goal progress?
- ▶ What is the process by which HR executives can track company, department, and individual goal progress over time?

RED FLAGS

- ▶ The goal process doesn't seem intuitive or transparent.

CHECK-INS



WHY IT MATTERS

Coaching is at the center of a modern performance management approach. In enabling a coaching-centric organization, the flexibility of your technology tool is key, as no two manager-employee relationships are alike.

SAMPLE QUESTIONS

- ▶ Describe the process for requesting a check-in.
- ▶ Can managers access past check-in notes in real time before performance reviews?
- ▶ Share some successful ways other customers have used check-ins to motivate employees and improve performance.

RED FLAGS

- ▶ The technology only seems to enable one dimensional check-ins that don't add value.

Features & Tools cont.

FEEDBACK



WHY IT MATTERS

A strong feedback culture promotes an environment of communication, collaboration, and innovation. But it's only valuable when employees and managers are actively engaged, and much of that depends on how easy and intuitive the technology platform is.

SAMPLE QUESTIONS

- ▶ Which types of feedback can your technology enable (peer to peer, 360, etc.)?
- ▶ Describe how your technology improves the value of feedback by guiding employees through the process.
- ▶ What type of reporting is available within the tool, as it relates to feedback conversations?

RED FLAG

- ▶ The technology enables feedback, but doesn't do much to improve the quality of it.

ACCESSIBILITY & REPORTING



WHY IT MATTERS

Really, the most important metric to track in your performance management program is user adoption. Investing in a new process is only valuable if people are using it. You should ensure the technology can give you what you need from a look-and-feel standpoint and everyday use all the way through reporting needs to keep both employees and executives happy.

SAMPLE QUESTIONS

- ▶ How can the administrator customize the system language to align to an organization's cultural language?
- ▶ Share an example of how a client has uniquely configured the technology to meet their team's unique needs.
- ▶ What reporting tools are available in your system?

RED FLAGS

- ▶ The technology isn't flexible enough to change as your workforce changes.

Integrations & Support

INTEGRATIONS

WHY IT MATTERS

In the world of performance management, nothing is more important than making it easy for employees and managers to connect in order to foster an environment of collaboration, growth, and productivity. And, for enterprise technology to be “easy” it must seamlessly fit into your employees’ daily lives.

SAMPLE QUESTIONS

- ▶ How many clicks does it take for an employee to request or send feedback?
- ▶ What tools does your technology integrate with?

RED FLAGS

- ▶ It’s not easy to visualize how your employees will interact within the system.

BUSINESS CONTINUITY & SECURITY

WHY IT MATTERS

In today’s world, nothing is guaranteed. All companies need to be prepared for any type of emergency, especially technology vendors responsible for your company’s important people data.

SAMPLE QUESTIONS

- ▶ What is your formal risk assessment process to identify and manage production expectations and product delivery?
- ▶ What are your company’s crisis communications plans?
- ▶ Are your business continuity and disaster recovery programs subject to regular audits to ensure compliance with industry leading practice?
- ▶ Which certifications do you have?

RED FLAGS

- ▶ You don’t feel 100% confident handing over your data.

Kazoo delivers a comprehensive Employee Experience platform.

See how you can put these ideas in place in your company.

[Get a demo](#)