



## Case Study: Indian Banks' Association (IBA)

(Optimize Human Capital through implementation of Integrated Performance Management System)

### About the Company

Indian Banks' Association (IBA) is the premier service organization of the banking industry in India. It is a voluntary organization. IBA's vision is "To work proactively for the growth of a healthy, professional and forward looking banking and financial services industry in a manner consistent with public good." IBA employs close to 60 people and is the only association of its kind in India to serve as a platform for collaboration for all the member banks in India and work towards becoming the voice of banking industry in India.

### Business Challenges

IBA operates in a highly dynamic and changing business environment. IBA endeavors to achieve excellent service quality and customer care through its focused efforts to make each customer experience a delightful one. The first step to achieve this endeavor is to build staff capabilities to address customer challenges and in turn create a performance management system, which focuses on rewarding the staff for delivering impeccable customer service.

Critical success factors for IBA's growth revolve around the following parameters:

- Performance Management Model integrated to Staff reward system
- Staff Productivity
- Well defined roles
- Skilled/competent workforce
- Vibrant Culture

### Nihilent's Role

- Nihilent used its patented change management framework MC<sup>3</sup> to achieve all the above-mentioned success factors at IBA
- Corporate and Divisional Scorecards were created for accountability at strategic level and translate them into business results
- The performance management model was automated using Nihilent's LAMAT tool
- A Job Charter framework was designed to encapsulate all aspects of a position during its entire lifecycle
- Standardized charters for all jobs at IBA, from the Deputy CEO to the managers were created based on existing documents and interactions with various job experts



- An appropriate job level Competency Master Basket was designed in a context that is unique to the Banking Associations. This was derived from structured inputs including, job profiles and strategic performance objectives
- Nihilent's Competency Assessment tool (CAS), a module of LAMAT was implemented to logically arrive at personal development plans for all staff
- Nihilent suggested an IPMS model linked to staff reward system that considers both employees' performance level as well as skill gaps bridged
- Active involvement of all internal stakeholders was ensured to get a buy-in from all sections of IBA

### **Business Benefits Delivered**

- A dashboard for the senior management to monitor corporate and divisional performance and take necessary corrective actions immediately.
- A central repository of jobs and job profiles across IBA has been created with a clear definition of key functions and competencies along with required proficiency levels
- A clear foundation has been laid for every employee to define his or her competencies in line with job requirements
- Well defined personal development plans have been drawn for individuals through an objective approach
- The project has enabled IBA to have a transparent and scientific method for HR processes such as recruitment, training, career development and succession planning
- Workspace Skills Plan (WSP) has been created based on a scientific and structured process that promises quick return on investment on training and skills development