

A Web-based System for Setting Performance Objectives

F. Hoffmann-La Roche introduces the new Performance Management module from StepStone Solutions

A recent empirical study of F. Hoffmann-La Roche AG by the University of Dortmund explored the strategic advantages offered by a Web-based Performance Management system. One significant conclusion suggested that by introducing a Self Service system as part of the process, overall quality and time/cost factors were optimized. As part of the migration to StepStone ETWeb™ 10, Roche has decided to expand its Performance Management process.

As a central management process in the company, Performance Management actively involves employees and their supervisors throughout all critical business processes. In this way, performance measures can be evaluated across the organization to guarantee that targeted performance levels correspond to company requirements, thus ensuring continued competitiveness on a global scale. An effective software solution for this personnel-intensive process enables active participation of all employees and reduces the enormous administrative overhead that results from increasing employee head count.

The most important role of a Performance Management process is to focus an organization on added value through objective setting. The process itself has to be smooth and straightforward. A comprehensive Self Service solution involves everyone from human resources personnel to managers and employees in setting objectives that meet organizational requirements. Using an integrated workflow management system, participants at all levels can easily fulfill their roles in defining goals and goal ownership, creating performance plans, and conducting performance assessments.

To enhance and add value to their internal HR processes, global player F. Hoffmann-La Roche chose StepStone ETWeb™, the Web-based solution from StepStone, which includes a Self Service module. Christoph Thoma, Head of Corporate HR Planning and Controlling explained the goal of the project: "Maximizing the company's value is our central focus. At Roche, our people are our most important resource and therefore play the largest role in adding value at Roche. With the new system from StepStone, goals that add value can be easily defined and tracked, which ultimately supports the global management functions. In addition, every manager can simply and intuitively promote and develop the talent of future managers using Career and Succession Planning in StepStone ETWeb™. In utilizing StepStone ETWeb™ as a global solution for developing managers and shaping talent, Roche's overall value is maximized."

After first implementing StepStone ETWeb™ in 2003, Roche replaced their paper-based process and soon realized a savings of 34%, which came to over 130 Euros per employee performance plan. The time commitment required of both employees and HR personnel fell by a whopping 50%. The time required of managers also fell by 15%. As a result of these very positive results, the StepStone ETWeb™ implementation was more readily accepted throughout the company. The effect of this solution becomes more evident when one considers the savings F. Hoffmann-La Roche would achieve if they implemented it for their 64,000 employees - they would reach a return on investment in a short amount of time. In addition to the reduced expenses, the overall process duration was reduced by 78%.



F. Hoffmann-La Roche

F. Hoffmann-La Roche was founded in 1896 in Basel, Switzerland. The company quickly developed into a leading pharmaceutical company. Their cutting edge products and services encompass the prevention, diagnosis and treatment of diseases. Wellbeing and quality of life are increased thanks to the goods and services provided by F. Hoffmann-La Roche.

It is F. Hoffmann-La Roche's aim to produce a top-rate performance, both now and in the future. In order to achieve this, the organization needs committed personnel in all its fields of activities and in all its locations. The group, which has over 64,000 employees, sells its products in more than 150 countries.

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Christoph Thoma, Head of Corporate HR Planning & Controlling, F. Hoffmann-La Roche AG



The latest version of StepStone ETWeb™ offers greatly enhanced functionality and increased user-friendliness. Roche particularly values StepStone ETWeb's user-friendliness since the rollout has to run efficiently and on such a large scale. To better aid the rollout, the standard version of StepStone ETWeb™ offers integrated E-learning modules that interactively educate new and inexperienced users in performing basic system tasks.



Through StepStone ETWeb™, not only have internal HR processes been quantitatively enhanced, but the introduction of Self Service based Performance Management has helped improve information transparency, reflecting the company's commitment of projecting clear and strategic organizational goals that can be modified and measured as needed. The HR department at Roche now has a tool at their disposal that can help them actively control these processes and keep a handle on performance objectives companywide.

By investing more in efficient employee and manager involvement, Roche has achieved greater acceptance of the entire Performance Management process. As a result of the StepStone ETWeb™ implementation, the administrative overhead for HR personnel and employees will continue to fall, allowing all resources to focus more on moving the company forward.

StepStone Solutions

StepStone, a pioneer in the area of online e-Recruitment products and solutions, delivers a powerful complete suite to reinforce each element of the recruitment and retention process from the initial pre-hire attraction of candidates, through on-boarding to Total Talent Management of employees post-hire including HR Management, Performance Management, Compensation Management, Skills & Competency Management as well as Career & Succession Planning, Training & Development Management and Organisational Charting.

StepStone's fully web-based software solutions have been deployed by more than 800 companies such as Akzo Nobel, Audi, Bacardi, BASF, Bayer, Beiersdorf, Cable & Wireless, Carlsberg, DHL, Lufthansa, McDonald's, Novartis, SGS, Siemens, Smurfit Kappa Group, Swisscom IT Services, randstad, Swiss Re and Volkswagen. StepStone's worldwide offices in Europe, North and South America, Asia and Australia, its partners and distributors guarantee customer proximity.

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