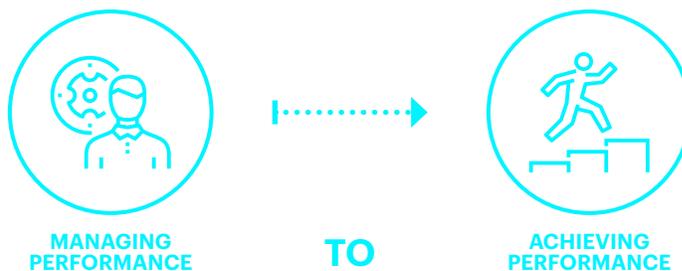# accenture

PERFORMANCE
ACHIEVEMENT

TIME TO REIMAGINE

Accenture had a long-standing performance management model that has driven an innovation-led business with an inspired culture. The model, however, was built when the company was primarily a consulting organization in a less global and digital environment. In order to continue building on its culture of innovation, while reflecting the differentiation of its businesses, the future work environment and the demographics of its workforce, Accenture set out to reimagine performance management for the company.

MANAGING PERFORMANCE **TO** ACHIEVING PERFORMANCE

A program was created in December 2014 to move from **"managing"** performance to **"achieving"** performance. A year of experimentation followed, with the new program implemented in 2016. For Accenture's internal IT organization, this new program presented the opportunity to develop a new, online performance tool on a digital platform and replace the existing performance management tool, yet leverage reusable components in the process.

INNOVATING AT SPEED AND SCALE

Accenture Human Resources began designing Performance Achievement, a new performance management approach. It was designed and developed in collaboration with Accenture's internal IT organization; Fjord, part of Accenture Interactive; and early adopter groups. HR and Fjord focused on applying human-centered design to the concepts, while internal IT partnered with HR in developing the functional and technical requirements.

Internal IT assessed the marketplace for packaged solutions, but with no product existing that would meet this project's unique requirements, IT turned to building a solution. Development had to be done quickly to meet the tight timeline of Human Resources. To support this objective, a core internal IT team started with three main tenants: **1) stay on the leading edge architecturally to align toward platform-as-a-service (PaaS) to allow for fast development and experimentation; 2) move toward use of microservices and 3) be cloud-first**.

| LEADING-EDGE ARCHITECTURE | MICROSERVICES | CLOUD | ACHIEVING RESULTS |

The team applied these tenants to the design and front-end custom development. For the back end, the team leveraged Accenture's experience with Amazon Web Services to use a PaaS offering that was a fit. "The beauty of this approach was in being able to move away from a traditionally structured database and instead move toward the use of unstructured databases," says Josh Siebert, senior manager, Accenture. "This architecture allowed our teams to be fast and agile, enabling us to meet the aggressive timeline set by leadership."

Internal IT proceeded to iteratively develop the enabling application with HR and Fjord as the Performance Achievement experience took shape component by component. "The development of the experience and the technology to make it come to life involved a lot of discussion, negotiation and collaboration on a daily basis," says Kush Jhawar, managing director, Accenture Internal IT. "Milestone dates were set in stone, and internal IT had to figure out how to deliver in very short time spans."

"The team's lead architect developed an application architecture that is on the forefront of the design curve," notes Siebert. "This leading-edge architecture supported microservices and the PaaS offering, which enabled us to maximize time spent in meaningful discussions about this program's focus—Accenture people." In addition to the application architecture team, teams spanned environment

delivery, infrastructure outsourcing, performance engineering, and security. An internal IT Cloud team helped support all the IT teams as members worked through cloud technologies that had previously not been used.

Development occurred release by release. The technical architecture work was ongoing by internal IT, and as one release was developed, solution architects in the HR space would be planning the next release. The development work by internal IT continued in parallel. Internal IT development teams in Chicago used an agile framework to develop the back end, holding daily scrums and moving from releases every few months to monthly. Internal IT also teamed with four HR rapid development cells consisting of three to four people located in Madrid and Buenos Aires that developed the front-end components and teamed continuously with operations teams in Mumbai.

A MIXED-MODEL SOLUTION

The technology powering Performance Achievement is a mixed-model solution developed with custom Microsoft .NET code. Key components include:

- Leading application architecture
- Parts of Amazon Web Services native technology platform-as-a-service, including Amazon DynamoDB, an all-PaaS database offering
- Interview-centric technologies
- Analytical data model
- Microservices on the back end that communicate with a front-end database
- Reuse of components from Accenture's existing performance management solution and parts of Accenture's re-usable architecture, such as single sign-on

The solution started as a pilot among early adopters, whose feedback fed into further development. Development continued in an agile manner, with the no-downtime releases deployed monthly. New features and changes were continually deployed into production. Performance Achievement was launched with three core elements in the tool and over the next nine months, the remaining elements were launched. A final step was introducing integration with a related application, Total Rewards, enabling talent discussion information to be sent in automated feeds to the Total Rewards teams for determining employee compensations. The technology solution was completed by October 2016, meeting the HR timeline. In addition, as according to plan, in November the team introduced the integration of Performance Achievement with the Human Capital Management module of Accenture's SAP ERP, integration that sends employee promotion data.

PUTTING PEOPLE FIRST

Tremendous teaming and collaboration led to the successful deployment of a successful service and Performance Achievement experience to a global population of approximately 401,000 Accenture employees. "This was a solution developed at speed using leading technologies," says Jhawar. "It was a learning experience along the way, but in the end, we created a solution that puts our employees first—and we did it at scale." The application now experiences on average more than **70,000 visits a day**. Over the course of the project, the teams deployed more than **12 major releases**, developed **20 microservices** and deployed more than **4,000 times** with **zero downtime**.

"Internal IT delivered on the organizational imperative—a people-at-the-center application that focuses on where we need to take our people rather than where they have been. A design aimed at elevating performance as we grow rather than measuring it in the past," says Nate Brown, Global Lead of Performance for Accenture. "Performance Achievement is now live, with very few exceptions, for all our people, and it is unleashing the strengths and potential of our greatest asset—our people—to achieve higher performance for themselves, their teams and most importantly our clients."

The Performance Achievement scope and journey continue as HR plans to enhance the experience to next focus on engaging teams and creating a flourishing organization. Accenture internal IT will continue to collaborate with HR on this journey, continuing to add and refine Performance Achievement elements in an agile manner as the program expands.

12	20	4K+
Major releases	Microservices	Deployments

0	70K+
Downtime	Average daily visits
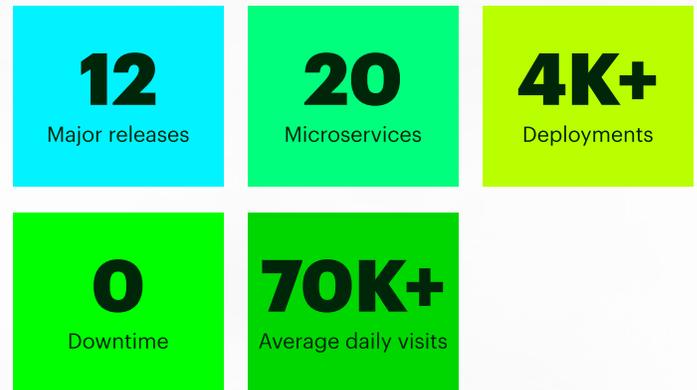
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KUSH JHAWAR
Managing Director, Accenture Internal IT

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