

Eagle Eye Securities: Key Performance Indicators for growth and progress

Introduction

Eagle Eye Securities is one of Ahmedabad's largest private forces offering a wide range of security services dealing with crime. With almost 300 employees serving in and around Ahmedabad and Gandhinagar they have quickly risen to fame for their professionalism. Their dedication to help others in providing security and safety to their clients in their private and working spaces has saved many residents from unwanted thefts and crimes.

Eagle Eye Securities built and implemented a new approach to strategic performance management system which started with the creation of their step-by-step plan. Historically, their performance management framework had focused primarily on regular meetings to scrutinize numeric data sets, with performance evaluated against targets.

There was a particular focus on judging success based on daily and weekly data, with longer term trends and contextual information considered less. Performance management was also focused heavily on collecting data about crime, with limited focus on, or understanding of other important areas of police business. This reflected the company's policing priorities and it reflected on their performances.

The MD of Eagle Eye Securities, wanted to create a performance framework that could not only help communicate to the various stakeholders what Eagle Eye Securities aims to achieve as an organisation, but also to reduce the measurement bureaucracy and collect less but more meaningful performance data.

Developing meaningful performance indicators

Following agreement on the key themes and strategic objectives and the development of the corporate 'Plan on a Page', and to provide more precision to KPI selection and identify the true information needs, they introduced the intermediary step of identifying relevant Key Performance Questions (KPQs).

To explain

KPQs articulate the questions an organisation needs to have answers to in order to understand how well it is delivering its strategy. The development of KPQs enable a focused discussion on what information the business leaders really require and serve as an important bridge between organisational goals and KPIs. KPQs are used to provide the context for KPIs and help to more effectively chose the right indicators.

Eagle Eye Securities identified the following KPQs for the objective ‘understanding the policing needs and responding to demand proactively’:

- To what extent are we profiling customers demand?
- To what extent are we responding to customers demand proactively?

These questions are in turn measured by the KPIs:

- Number and type of calls and incidents (trends) (for KPQ 1)
- Response time by type of incident (for KPQ 2)

As a further illustration, for the objective ‘strong leadership at all levels’ Eagle Eye Securities identified the following KPQs:

- To what extent have we got open and honest communication with our employees?
- To what extent do employees understand the company’s strategic direction and priorities to perform their very best in every situation?
- How to ensure that commitment is ensured every time?

The KPIs that will help provide answers to these questions include staff feedback ‘Strong Leadership’ – measured, among other metrics, via focus groups and brief interviews as well as the Absenteeism Factor (this is based on the theory that short, frequent, and unplanned absences are more disruptive than longer absences and measures appropriately).

As described by their MD, “KPQs provided a more methodical approach of asking questions to understand whether there was a problem and if so what does the problem look like in practice, rather than simply asking whether performance is red, amber or green,” he says.

KPQs provides clear alignment in understanding the nature of the problem at the grassroots levels. Eagle Eye Securities was relatively underdeveloped in the

way they measured their performance and using KPQ as a way to better understand what they should be looking at was extremely helpful.

Ideas and insights to look out for

Eagle Eye Securities has moved from an approach where they had lots of performance data on lots of different things but very few real strategic insights to one where they now have fewer indicators but ones that help them answer their most important questions. Using KPQs to identify the most strategic information needs and only then developing the right metrics is an approach every company should follow.

Questions:

- What is your understanding about Key Performance Indicators?
- Describe the key metrics associated with the above business outcome?
- What additional KPIs would you suggest to Eagle Eye Securities for better performance and growth of their organization?