

# EFFECTIVE PERFORMANCE APPRAISAL

by

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# What is Performance Appraisal

Performance appraisal is a systematic process of assessment of an individual performance against defined parameters

Assessment should not be confined to past performance alone. Potential of the employee for future performance must also be assessed

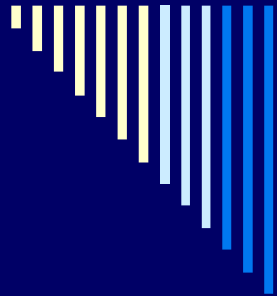
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# Purpose

- ❑ ASSESSING ACHIEVEMENT OF PRE-DEFINED OBJECTIVES
  - ❑ CLEAR UNDERSTANDING OF KRA'S
  - ❑ HONEST AND ACCURATE EVALUATIONS
  - ❑ REWARDING PERFORMANCE
  - ❑ DETERMINING NEEDS FOR STAFF DEVELOPMENT
  - ❑ REGULAR COACHING
  - ❑ CAREER GROWTH
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# Characteristics of Performance Management

- ❑ PERFORMANCE IMPROVEMENT PROCESS.
- ❑ TWO-WAY, PARTICIPATORY PROCESS. BASED ON JOINT PROBLEM SOLVING APPROACH
- ❑ QUANTIFIED MEASUREMENT
- ❑ QUALITATIVE PERFORMANCE INDICATORS
- ❑ SPECIAL EMPHASIS ON HOW RESULTS ARE OBTAINED WITH SPECIAL CONCERN FOR HRM AND TEAM WORK AS WELL AS THE RESULTS THEMSELVES.
- ❑ THE EMPHASIS MUST BE ON FUTURE-ORIENTATION AND COACHING, NOT REVIEWS OF PAST MISTAKES OR SHORT-TERM RESULTS



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# Question for Assessment

- Are the employee's aware if their assessment parameters/indicators
  - Are the employee meeting the criteria for effective performance
  - What action needs to be taken e.g. training, further work experience, counseling, change of job, inefficiency or disciplinary procedures
  - What does the evidence of assessment show in terms of potential for promotion and advancement
  - What should be terms of rewards that are to merited
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# Appraisal Process

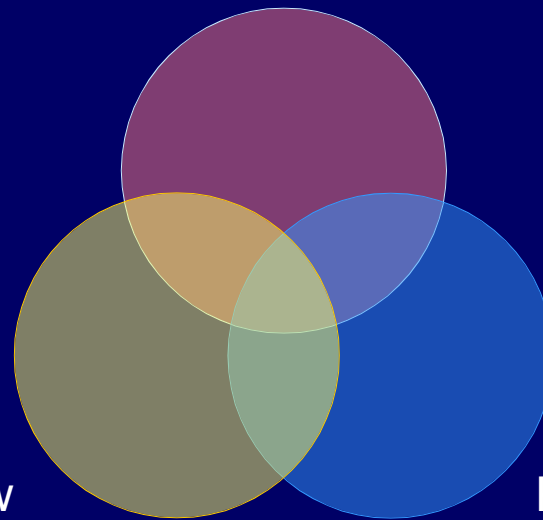


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# PA - three types of review

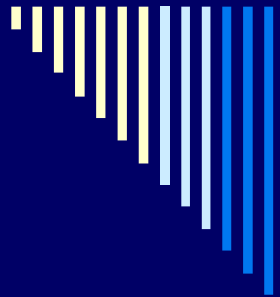
Performance Review



Attitude Review

Potential Review

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# Performance Appraisal (Line Manager)

## Manager & Staff:

- Define & agree job requirements
- Maintain data/records/evidence
- Periodically discuss Performance Appraisal
  1. Prepare for performance by arranging meetings and agenda i.e. objectives, job description, methods etc
  2. Actual performance
  3. Action for future
- Hold discussions, agree action plan & record discussion





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# Potential Review/Career development ( HR Manager)

HR Managers and individuals:

- ❑ Review work history to date
  - ❑ Assess potential in light of past performance and opportunities available
  - ❑ Summarize discussion
  - ❑ Potential may be assessed through assessment center
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# Reward Review (Line Manger)

## Manager to be Prepared by:

- Collecting information e.g. rewards for similar work
- Studying work records
- Comparing individual performances of work
- Consulting HR dept

## Managing reward & review by:

- Explaining purpose
  - Ascertaining expectations and feelings
  - Ascertain that individuals understand reasoning and accept
  - Be prepared to revise decision if necessary
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# Theory X Performance Appraisal

- ❑ Managers are the sole judge of work performance
  - ❑ No Training to Appraisers
  - ❑ Assessment are based on numerical rating of abstract qualities i.e. energy, drive, initiative, reliability, intelligence, loyalty, integrity
  - ❑ No provision of Feed back or discussion
  - ❑ The purpose to identify good or bad performer
  - ❑ No attention for developmental needs of Employees
  - ❑ Based on Narrative report
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# Theory Y Performance Appraisal

- ❑ To identify and remedy problems in the job itself
  - ❑ To identify strengths and weaknesses in performance a basis for future action
  - ❑ To identify needs for training, development, further work experience and suitability for advancement
  - ❑ To develop constructive Manager/Subordinate relationship
  - ❑ To develop individuals capacity for self assessment and self awareness for seeking ways to solve their own problem and to find ways for self improvement
  - ❑ More open to discussion/Feed back
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# Key requirement for PA

- ❑ Provide Criterion
  - ❑ Define the purpose of appraisal
  - ❑ Conduct Appraisal Interview/Meeting with Manager
  - ❑ Appraisal must be based on data/facts/evidence
  - ❑ Spell out reason of disagreements, if any
  - ❑ Create an informal & relax environment for the meeting
  - ❑ Feed back should be summarized, recorded and above all followed up for action plan
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# Key Elements

- ❑ Basic details such as name, designation, qualification
  - ❑ Key result areas/critical assignment handled
  - ❑ Major achievement/contribution
  - ❑ Strengths/weaknesses of an appraisee
  - ❑ Training program/professional courses attended
  - ❑ Performance parameter/indicators
  - ❑ Training requirement for the next year
  - ❑ Overall comments/assessments
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# Key Assessment Parameters

- Job knowledge
  - Work performance/quality of work
  - Inter-personal relationship
  - Personality
  - Commitment/dependability
  - Planning and organization
  - Leadership and motivation
  - Communication
  - Analytical skills/problem solving and decision making
  - Creativity and initiative
  - learning aptitude
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# Barriers to Appraisal

- ❑ Central tendency
  - ❑ Halo effect
  - ❑ Judgmental
  - ❑ Severity
  - ❑ Leniency approach
  - ❑ Horn effect
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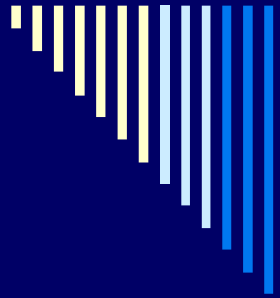




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# Giving Performance Feed back

- ❑ Create the right setting.
  - ❑ Utilize self-feedback.
  - ❑ Describe the behavior, not judge the person
  - ❑ Feedback should be constructive, not negative
  - ❑ Should be factual, specific and accurate.
  - ❑ Should be about behavior that can be changed, not about situations beyond control
  - ❑ Should be prompt, but given in private.
  - ❑ Way of giving feedback determines whether it is accepted and acted upon.
  - ❑ Communicate expectations clearly.
  - ❑ Include the positives
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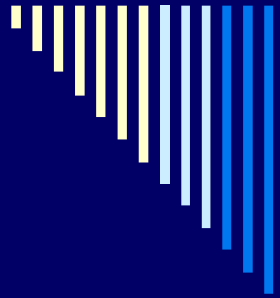


## Bottom Line

**Don't just evaluate, help overcome poor performance.**

**Stop appraising and start coaching and developing.**

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Thank you very Much

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