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Performance assessment should be everyday work

Through discussions, supervisors should try to improve their teams on a daily basis

ADITYA NARAYAN MISHRA

Across the world, organisations believe performance appraisal promotes competitiveness, objectivity, transparency and fairness.

In the 1990s and the following decade, organisations invested considerable energy in this process, starting from designing the system to training people to use it and implementing it.

Each year, this internal process in an organisation consumes a huge amount of time of the top leadership, the supervisors and the HR team.

As a result, the appraisal process results in a huge cost to the organisation.



ILLUSTRATION: MINE BALANTRAPU

ment of targets. So, employees aggressively push for a low target to maximise their salary hike and bonus. How counter-productive it is for the organisation when the negotiation of the target is not around the possibilities of achieving an ambitious goal but on an individual's earnings! The annual appraisal process cannot achieve this. The HR fraternity and business leaders are trying to find a way by which the goal-setting process is not rigged, and is rather anchored in clearly-set goals.

Salary hikes

Typically, performance appraisal processes end with salary hikes, bonuses, promotions, new roles and goals for

Due to the costly nature of the appraisal process and the entry of millennials, who are keen on having quick feedback, leaders have started evaluating its return on investment.

A couple of years ago, large organisations in technology and consulting domains started revamping the process.

Continuous process

Today's employee looks for a fair assessment of the performance output and is open to suggestions for change in his working style and behaviours.

The need for course corrections should be communicated at the appropriate time so the process of change is set in motion early. The annual appraisal process creates the setting for a discussion, but one cannot wait for the particular event to offer feedback.

Rather, feedback has to be a part of day-to-day work. Organisations must reset the expectations of their workforce to seek feedback and discuss possible changes in behaviour every now and then. Hence, the new normal on perform-

ance appraisal makes it an integral part of day-to-day conversation with the boss.

A typical performance appraisal discussion is a hurriedly-convened meeting by the boss. She/ he normally comes ill-prepared for the discussion, offers a few generic inputs to the employee, ticks off a task on the to-do list, finds no time to record the discussions meaningfully and the employee has no means to know what gets recorded in his or her career records.

I wonder if this helps the employee in his or her development or the organisation in improving its performance levels.

Organisations do well in moving away from the half-yearly or yearly ritual of holding this process all over and spending a huge amount of energy.

Rather, make it a day-to-day practice where the discussion is not limited to the tasks but the process, the behaviours and possible development opportunities. Employees and their supervisors have to learn this new way of engagement.

A record of goals

One of the most wasteful activities in a performance appraisal is 're-certifying' the goals of the review period. And, of course, many a time, the goals are not set in time and hence, there is confusion. Sometimes, the goals are revised along the way due to several factors. Who keeps the records and dips into the past to determine the correct figures?

With the advent of technology, digitisation of work processes is on the rise. Hence, measuring the actuals and keeping a record of the goals is getting easier with each passing day. Organisations have to wake up to this possibility. The discussions have to achieve what they are meant to - recognise the achievements, make the employee feel proud and agree on the opportunities to improve further.

Goal-setting process

In their eagerness to be transparent and objective, organisations prescribe performance scores, salary hikes and bonuses linked to achieve-

the next review period. Since many of these are centred on the appraisee's personal gains, they hinder an objective discussion about performance.

The employee's mind is fixated on knowing the performance score, salary hike and bonus.

From the days when the appraisal process starts to the time when the final results are announced, employees are quite busy having 'water-cooler conversations'. The organisation loses momentum.

New practice

To sum up, the new practice is to link salary hikes, bonuses and promotions with the assessment of the individual's performance against targets, benchmarks and potential. And the appraisal discussion is not a customary annual conversation; it's part of day-to-day work where good work is recognised and opportunities for improvement identified and worked upon.

Let there not be a specific event called annual appraisal discussion.

(Aditya Narayan Mishra is CEO at CJEL HR Services)

Six points to remember while going for an appraisal meeting

ARCHANA NIRWAN

If managed well, the appraisal discussion can be an incredibly positive meeting and not the stressful and dreaded one that it often is. A well-managed appraisal meeting needs preparation from both the manager and the employee and it can lead to employee engagement and alignment of goals, provide direction to careers and ultimately ensure career fulfilment. Here are a few tips for employees as they prepare for this crucial meeting:

Authentic self-appraisal

Be well aware of how much you have achieved against goals for the cycle. Be honest. Take accountability for your

accomplishments and misses alike. This approach will add to your credibility with your manager.

Know yourself

Take the initiative to assess your strengths and development areas and share them with your manager.

Seek feedback

Request and be receptive to feedback from both your management team and peers. Being defensive can sometimes be a default response to feedback; rise above it to get inputs on how you can achieve higher performance.

Goals for next review

Share your draft goals to seek

alignment with your manager. Set up a follow-up meeting to finalise the goals, measures and what success in these goals would look like.

Career conversation

Share your mid- and long-term career vision and goals with your manager. Solicit his/her inputs to build a development plan to support your current and future growth.

Development plan

Share your thoughts on what support you need for your development. You could take the 70:20:10 approach to development where 70% of development comes from on-the-job experiences, 20% through live projects and

stretch assignments and 10% through formal training. Draw up a plan and seek your manager's inputs and support.

Ultimately, it's your career. You have both the power and responsibility to manage your performance and ensure your ongoing development and success.

Make the most of the opportunity your performance appraisal offers to make your contributions known and to get meaningful feedback and direction that will help you grow. Proper preparation and positive participation are key.

(Archana Nirwan is Senior Director and Head of HR at Qualcomm India.)

Javadekar: Autonomy for top colleges, univs

Policy To Incentivise Innovation

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New Delhi: In a bid to incentivise excellence in higher education, the government plans to ensure top-ranked colleges and universities enjoy full autonomy in framing curriculum and hiring faculty, human resource development minister Prakash Javadekar has said.

In an exclusive conversation with TOI, Javadekar said higher education regulators UGC and AICTE had become "stumbling blocks", requiring reform, and said a major shift in policy is underway that is intended to incentivise research, innovation and quality learning. The specifics of how the plan for graded autonomy based on rankings will roll out have now been finalised. The decisions have been taken in line with reforms worked out for the Uni-

“We have decided autonomous colleges, barring the degree awarded in the name of the university, will decide every other aspect such as curriculum, conduct of examination, hire of professors or introduction of new courses. We want more autonomous colleges selected on merit based on NAAC rating and NIRF (National Institute of Ranking Framework) rankings

Prakash Javadekar | HRD MINISTER



versity Grants Commission and the All India Council for Technical Education.

"We are making a major shift by granting the best institutions, which have been consistently getting A grade or B+ grade in the National Assessment and Accreditation Council, with more freedom of action. Middle-level institutes will have 50% autonomy and the third level of institutes more regulation."

The minister said that the idea is to do away with governmental or university-level interventions that hurt functioning of good institutions. "They should be left to excel, to scale further heights and it will be a competition among the best institutes. It

will also be a challenge for the middle-level institutes to become good," he said.

According to Javadekar, a university will get 30 days to approve proposals of autonomous institutions affiliated to it. "We are reforming UGC and essentially it will be graded autonomy and funding will be in that direction: less interference and less regulation for good institutions."

Javadekar assured that education will not become more expensive. "This is not about education becoming expensive. It should be reasonable. However, autonomy is about giving them academic freedom. We don't want such institutions to get stuck (in red tapism)."

AIIMS doctors to get self-defence training

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New Delhi: Faced with increasing incidents of violence by patients and their relatives, resident doctors of AIIMS have decided to take steps to protect themselves. Starting May 15, the doctors will take self-defence classes from black belt champions in martial arts, including taekwondo.

Dr Vijay Kumar, president of AIIMS Resident Doctors' Association, told TOI that the administration had permitted them to hold daily training classes at the hospital. "Two black belt champions will impart self-defence skills to interested candidates daily



**DUCKING FOR
COVER**

In March, resident doctors of AIIMS wore helmets to work in a unique way to protest violence against their colleagues

from 6-7pm and 7-8 pm at AIIMS," Dr Kumar said.

"Prevention is better than cure," he said, adding

there was no point in protesting against lax security in the hospital or seeking justice once an attack had al-

ready taken place.

Their counterparts at Lok Nayak Hospital and Lady Hardinge Medical College have already undergone similar training. "We were taught by Delhi Police personnel on how to defend ourselves from aggressive attendants or evacuate safely in case of a dangerous situation," said Dr Yugal Karkhur, president of the RDA of Maulana Azad Medical College to which LNH is attached.

Delhi Police had held self-defence training at LNH at the request of the hospital's chief medical officer from April 5 to 17, Dr Karkhur said. Dr Pankaj Solanki, who heads the federation of RDA's of all Delhi hospitals,

said self-defence skills were needed by all doctors. "In the past one year, there have been four instances each of violence against doctors at AIIMS and Ambedkar hospital and three each at Lok Nayak, Guru Tegh Bahadur and Acharya Bhikshu," he said.

In March, the AIIMS RDA had launched a unique protest to display solidarity with the striking doctors of Maharashtra, who were agitating on the same issue, by wearing helmets at work. "Self-defence is only way to stay safe in this violent atmosphere. Increasing security or deploying marshals doesn't really help much," said Dr Vivek Chauksey of Lady Hardinge Medical College.

ನಗರದಲ್ಲಿ ಇಂದು

ದೇವರಾಜ ಅರಸು ವಿದ್ಯಾ ಸಂಸ್ಥೆ: ರಾಜ್ಯ
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ವಿಜಯಲಕ್ಷ್ಮಿ ಉಪಸ್ಥಿತರು.

ಆರ್.ಎಲ್.ಜಾಲಪ್ಪ
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ಕ್ರೀಡಾಕೂಟ ಮತ್ತು
ಸಾಂಸ್ಕೃತಿಕ ಸ್ಪರ್ಧೆ

ಕೋಲಾರ: ಶ್ರೀ ದೇವರಾಜ ಅರಸ್ ಶುಶ್ರುಷ ಶಾಲೆ ಮತ್ತು ಮಹಾವಿದ್ಯಾಲಯದಲ್ಲಿ ದಿನಾಂಕ 3ರ ಬುಧವಾರ ಮತ್ತು 4ರ ಗುರುವಾರ ದಂದು ರೀಜನಲ್ (ಬೆಂಗಳೂರು ಜೋನ್) ಮತ್ತು ರಾಜ್ಯ ಮಟ್ಟದ ಕ್ರೀಡಾಕೂಟ ಮತ್ತು ಸಾಂಸ್ಕೃತಿಕ ಸ್ಪರ್ಧೆಯನ್ನು ಶ್ರೀ ದೇವರಾಜ ಅರಸ್ ಮೆಡಿಕಲ್ ಕಾಲೇಜು ಒಳಾಂಗಣದ ಬೆಳ್ಳಿ ಜೂಬ್ಲಿ ಆಡಿಟೋರಿಯಂನಲ್ಲಿ ಬೆಳಿಗ್ಗೆ 9 ಗಂಟೆಗೆ ಆಯೋಜಿಸಲಾಗಿದೆ. ಸಂಸ್ಥೆಯ ಅಧ್ಯಕ್ಷ ಆರ್. ಎಲ್ ಜಾಲಪ್ಪ ಕಾರ್ಯಕ್ರಮವನ್ನು ಉದ್ಘಾಟಿಸುವರು. ಸಂಸ್ಥೆಯ ಕಾರ್ಯದರ್ಶಿ ಜಿ.ಹೆಚ್. ನಾಗರಾಜ್, ನಿರ್ದೇಶಕ ಹಾಗೂ ಟ್ರಸ್ಟಿ ಜಿ.ರಾಜೇಂದ್ರ, ಉಪಕುಲಪತಿ ಡಾ.ಸಿ.ವಿ.ರಘವೀರ್, ಡಾ.ವಿ.ಟಿ. ಎಸ್ ಗಿರಿ, ಪ್ರೊ.ಗಿರಿ ಜಾಂಬವಿ, ಡಾ.ಕೆ.ರಾಮು, ಡಾ.ವಿ. ಜಯಲಕ್ಷ್ಮಿ ಉಪಸ್ಥಿತರಿರುವರು.