

12. PERFORMANCE APPRAISAL SYSTEM

12.1. OBJECTIVE

Appraisals offer all of us a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. Thus, the performance of the individual employee and as well as that of the organization is enhanced.

This policy defines our appraisal process through Performance Planning, Performance Development, Performance monitoring and Culture Binding.

12.2. ELIGIBILITY

This policy is applicable to all the employees of NICDC.

12.3. RATIONALE

Performance Appraisal, Employee Appraisal, Performance Review or Career Development discussion is a method by which job performance is evaluated.

The job performance depends on the quality, quantity, cost and time.

Performance Appraisal is a part of guiding and managing career development. Career Development records the obtaining, analysing, recording information about the relative worth of an employee.

12.4. PERFORMANCE PLANNING

Enables Managers/ Team Members to continuously develop role clarity, and consequently do the right things to avoid wastage of limited resources.

Develops a discipline of systematic planning and review of one's own Performance.

Such planning and review form the basis for subsequent development efforts.

12.5. PERFORMANCE DEVELOPMENT

Enables appraisees to gain more insight into their own competencies (strengths, weakness etc.) in relation to their job.

Helps identify development needs of the appraisee.

Increases mutuality between appraisee and the appraiser, thus strengthening relationships.

Is a mechanism of increased open communication with emphasis on clear expectations.

Helps employee prepare himself for performing additional responsibilities by continuously reinforcing the development of qualities required to handle higher level responsibilities.

12.6. PERFORMANCE MONITORING

Appraisal is a process that tries to ensure that every employee contributes at least to a desired level of performance by attaching Ratings for variations in performance levels.

12.7. CULTURE BINDING

Appraisal is an instrument for promoting self-appraisal, work assessment and motivation.

Appraisal helps employees to internalize norms, culture and values of the organisation.

Appraisal helps in creating a positive problem solving, teamwork and healthy culture in the organisation.

12.8. PERFORMANCE MANAGEMENT SYSTEM

Performance appraisal process shall have the following components:

- Identify performance expectations ('what' and the 'how' of performance)
- Planning commitment to performance expectation
- Tracking performance periodically to provide feedback towards achievement.
- Coaching and reinforcing to solve problems and build confidence
- Comparison of expectation to actual performance and evaluation and discussion of the same.

Appraisal Form is appended.

12.9. RATING SCALE

Our rating scale is of 10 points and has no decimals points.

9-10: OUTSTANDING — The individual has made contribution significantly exceeding requirements to the performance of the company. Is a self-starter, with a

high level of motivation and initiative, and consistently comes up with creative ideas. Has the ability to translate these ideas into practice successfully even in the face of adverse circumstances. Is able to guide and motivate sub-ordinates and get along with peers and superiors can be depended upon for performing with very little supervision, has quick, sound decision making ability.

7 - <9: VERY GOOD — The individual has made very good contribution over and above the requirements of the positions. Has initiative and comes up with new ideas mostly. He has commercial orientation, team spirit and customer focus. He is a good leader and leads from the front.

6 - <7: GOOD — The individual has made good contribution and over all comes up to the job requirements. He has initiated ideas occasionally. Manages people well and is a dependable performer. Needs a little supervision and has sound decision making ability.

5 - <6: AVERAGE — The individual needs clear-cut instructions and a fair amount of supervision once a task is entrusted. Low ability to think independently and creatively. Usually handles his routine jobs very well but is unable to add new dimensions to the task. However, a diligent person who delivers under constant guidance and work instructions.

<5: POOR — The individual needs constant supervision and follow up on a task entrusted to him either due to an attitudinal problem or a basic lack of comprehension. Lacks decision making ability. Falls below expectations.

12.10. ASSESSMENT OF POTENTIAL FOR NEXT GRADE

The Appraising Authority shall assess the Appraisee's potential to perform the duties of the next grade, taking account the overall assessment rating in one of the following three categories:

- A. Outstanding - Ready to be promoted
- B. Suitable for promotion in near future
- C. To be considered for next appraisal cycle

12.11. PEER REVIEW

12.11.1. POLICY

Peer review is the evaluation of work by one or more people of similar competence to the producers of the work. It constitutes a form of self-regulation by qualified members of a profession within the relevant field.

12.11.2. OBJECTIVE

Peer review method is employed to maintain standards of quality, improve performance and provide credibility.

12.11.3. RATIONALE

Co-workers often know more about their peer's strength and weakness than supervisors do, and letting employees review one another is a great way for management to share in that knowledge.

Peer review can also help foster team building and help improve issues such as skill improvement.

12.11.4. PEER REVIEW SYSTEM

This system aims at identification of improvement areas based on the following:

1. Work product- The quality and the quantity of output of work / results produced by the employee.
2. Dependability- Being where he/she should be and doing what he/she is supposed to do.
3. Cooperativeness- Extending willing cooperation to peers and superiors.
4. Guiding- Sensitive to genuine difficulties faced by the team / team mates and guiding them through with ideas and solutions.
5. Adaptability- Adjusting to change and circumstances.
6. Communication- Giving and receiving information
7. Decision making/problem solving-Thinking on the job
8. Service to clients/public
9. Use of IT, equipment and materials
10. Project planning and implementation
11. Work group management
12. Performance planning and review
13. Keeping cool even under pressure or in adverse circumstances