

Performance Appraisal – an Overview

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Purpose of Appraisal

1. Purpose of any Appraisal is to review the job performance and competency level of the individual employee (Appraisee).
2. Review happens at the end of every quarter or annually.
3. If the establishment wishes to have a annual appraisal, they may choose either Calendar year or Financial year
4. If the establishment choose to have Annual Review, there can be a mid-year assessment
5. Employer can decide on including those employees who joins in between the appraisal period
6. This must be acceptable to both Appraisee and Appraiser.
7. If the Appraisee is not in agreement with the review, he can request for on-skip level assessment (i.e. Appraiser's Manager).
8. Review does not automatically qualifies an employee for (1) Monetary enhancement or (2) Promotion or (3) a change in the level
9. The essential purpose of Appraisal is to Assess and Review and decide the ratings for the individuals
10. Employer can have 3 or 5 types of rating structures

3 ratings model:

- | | |
|--------------|---|
| 1. Low | Complies with basic rules pertaining to the work organization. Executes as allocated tasks within given deadlines |
| 2. Good | Accepts regulatory framework
Actively supports changes in the work environment
Adapts to cultural diversity within the company
Shows empathy and understanding for diverging interests |
| 3. Excellent | Performance in assigned tasks equals/exceeds set standards
Keeps mistakes to a strict minimum
Adapts his behavior (presence) to the needs of his environment
Accepts criticism |

5 ratings model:

- | | |
|--------|---|
| 1. Low | Unable to perform basic duty pertaining to work organization. Stumbling to learn and perform. |
|--------|---|

- | | |
|---------------|---|
| 2. Average | Complies with basic rules pertaining to the work organization. Executes as allocated tasks within given deadlines |
| 3. Good | Accepts regulatory framework
Actively supports changes in the work environment
Adapts to cultural diversity within the company
Shows empathy and understanding for diverging interests |
| 4. Excellent | Performance in assigned tasks equals/exceeds set standards
Keeps mistakes to a strict minimum
Adapts his behavior (presence) to the needs of his environment
Accepts criticism |
| 5. Role Model | Extra ordinary performer
Sets new ways to perform
Create followers, Shows leadership qualities
Developed successors |

Assessment evaluation

Sl.No.	Attributes for evaluation
1	Punctuality
2	Adaptiveness
3	Reliability
4	Time Management
5	Self-organization
6	Reporting
7	Scheduling
8	Work Organization
9	Quality Assurance
10	Effectiveness
11	Cross functional understanding
12	Efficiency

Assessment process:

1. Goal setting – during start of the Quarter / Year
 - a. Team goal setting by Reporting Manager
 - b. Employee to state Individual goals
2. Review – Manager to send assessment report based on set goal
3. Both Appraisee and Appraiser to personally discuss and conclude on the assessment
4. Both agree on the ratings.
5. Based on the rating – following can be determined
 - Development Plan
 - Career perspective
 - Development actions needed
 - Processes Training

Appraisal Checklist

1. Both Appraisee and Appraiser discuss each goal for this employee.
2. Determine areas of agreement and disagreement
3. Collate positive traits of the Appraisee
 - a. Accomplishments during the period
 - b. Positive skills
 - c. Potential to get enhanced training
4. Collate areas of improvement of the Appraisee
 - a. Requirement of training to perform the expected job
 - b. Areas of deficiencies
5. Appraiser to be a Listener and communicate only specific message of Organization
6. Appraiser need to understand the challenges of the employee
7. Appraiser should be honest and rate at par with Management's expectation
8. Appraiser to chalk out Development plan
9. Sympathetic rating to be avoided
10. Any weaknesses of Appraisee should not be inappropriate rated
11. Set objectives for next review
12. Set date for next review and greet the Appraisee

Appraisal should not reflect

1. Recent effects
2. Central tendency (rating all employees in a scale)
3. Personal prejudice
4. Favoritism
5. Shall not compare one employee with other (only to check individual performance)

Anandan S

Feature Writer, Skill Enhancer & Webinar Specialist