



PERFORMANCE APPRAISAL

Purpose

1. The primary purpose of Performance Appraisal is to evaluate and record the performance of all 'Staff' and make use of this data for the optimum utilisation of staff for achieving the organisational objectives. In addition, Appraisal reports are important documents as they form the basis for assessing the training and development needs of a staff and for determining their suitability for promotion, placements, courses, deputation, extension of service etc. Such assessments are of vital importance to the organisation as well as to the appraisee. It is therefore emphasised that these reports be completed with utmost care and attention and in an objective and unbiased manner.

Occasions for Raising the Appraisal Report

2. Appraisal Reports are to be generally raised for a calendar year (01 January to 31 December). In any case an Appraisal Report will be raised as on 31 December, if a staff has been on strength for the preceding six months. Appraisal Reports are to be raised on the following occasions:-
 - (a) **Annual.** Performance Appraisal Reports (PARs) are to be raised as on 31 December of every year provided the staff has spent at least six months of effective service.
 - (b) **Confirmation of Appointment.** Performance Appraisal Reports (PARs) are to be raised for staff on probation for confirmation of appointments.
 - (c) **Promotion Boards.** Performance Appraisal Reports (PARs) are to be raised for staff empanelled for promotion, if the Promotion Board assembles after Jun, else Annual Performance Reports are considered.
 - (d) **On Transfer out /Resigning/ Retirement of the Appraisee.** Performance Appraisal Reports are to be raised on transfer / resigning/ retirement of the appraisee is to be raised so as to issue service/experience certificate, relieving orders and releasing the payments due, if any.
 - (e) **On the availing long leave.** AR on availing long leave for study purpose, research, maternity etc is to be raised if the Appraisee has spent at least six months in the institution.





Procedure to fill Performance Appraisal Report Form

3. The appraisee will complete 'Self Assessment' part and submit to the Section in-charge/ HoD/Dean (as applicable) and sign all pages of the Appraisal Form. The Section in-charge/ HoD/Dean to verify the self assessment and endorse their remarks. Further the HoD has to make a numerical assessment on 'Professional' and 'Behavioural' aspect of the appraisee. Once assessed the details will be 'Confidential' and will be accessible to only concerned functionaries. Hence the assessors are to be more objective in awarding numbers and differentiating the staff in Professional and Behavioral aspects. It is mandatory that the appraisee to work under the assessor for a period not less than three months excluding long leave. Guide lines for assessment is issued separately.

Self Appraisal

4. Self-Appraisal in the form of work review has to be recorded by the appraisee in the prescribed format given in the PAR form. Appraisee has to give the details of jobs undertaken/subjects handled and the result attainment against the targets of the previous two semesters where the results are declared (for teaching staff). Just previous semester is not considered for this purpose as the results are normally not declared at the time of submitting the PAR. Appraisee to mention the various tasks allotted, including professional development/ research activities and achievement of the same during the period of report.

Assessment by Superior

5. Section in-charge/HoD/Dean to verify the self appraisal and record comments on each work done by the appraisee. Directives issued on Academic improvements, Administration and on miscellaneous activities must be kept in mind while making the comments on self appraisal. Also due importance be given to professional development/career progression activities and the remarks are mandatory. The grading in professional & behavioral attributes and pen picture must commensurate with the comments on the self appraisal. Pen picture of the appraisee is to be given covering his job performance on duties assigned, human relations and personal characteristics.
6. Superiors must exercise caution not to get prejudiced by other agencies/person during performance assessment. However expert opinion may be sought on specific cases where the appraiser is not directly monitoring the performance of the appraisee. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee with regard to his performance and potential, keeping in mind the distinction between facts and opinions.





7. Pen picture of the appraisee should bring out the following aspects:-

(a) Performance on primary as well as additional task should cover the quality of the work performed and special achievements and tasks that were not performed satisfactorily. Any seeming series drawbacks in the performance to be highlighted. Performance in additional task is to commence with the nature of the additional tasks assigned and the willingness to undertake the same. Suitability for teaching assignments and research aptitude be mentioned.

(b) Paragraph on human relations is to cover the inter-personal effectiveness and the management aspects. It should highlight the appraisee's style of leadership (authoritarian, democratic, laissez faire etc.) and the way the appraisee interacts and gets along with people at various levels, viz. seniors, colleagues, juniors and students.

(c) Paragraph on personal characteristics, is to provide a sketch of appraisee's character and personality. Mention such aspects of the appraisee as temperament, cheerfulness, courage (physical/moral), interest in hobbies/games/sports and participation in various curricular, co-curricular and extracurricular activities. Any rectifiable weaknesses noticed also to be mentioned.

8. Performance appraisal through confidential reports should be used as a tool for human resource development. Superiors should realize that the objective is to develop a faculty so that he/she realizes his/her true potential. It is not a fault-finding process but a developmental one. The Superiors should not shy away from reporting shortcomings in performance, attitude or overall personality of the staff reported upon.

Performance counselling

9. Performance counselling be conducted by the HoD/Dean at least once in a semester. During performance counselling, the strong as well as weak areas and suggestions for improvement be communicated to the appraisee. It would be obligatory on the part of superior (Assessor) to communicate the appraisee's strengths, weakness, shortcomings and directions improvements (if any) while filling the Performance Appraisal Reports. A record of the same be maintained in a counselling register.

