

5. PURPOSES OF PERFORMANCE APPRAISAL

Joseph M. T* Dr. B. L. Gupta**

Abstract

This paper is based on views of 150 respondents and 10 experts on management of educational institutions. The performance appraisal and development system has emerged as human resources building and institution building system for educational institutions. The purposes, outcomes, criteria for interpreting the outcomes, impact of performance appraisal system and inputs to be given to new cycle are explained in this paper.

1. INTRODUCTION

Most of the institutions have not designed and implemented performance appraisal system holistically, scientifically and systematically. They practice it casually, fragmented and adhoc manner. The well designed performance appraisal system assures the performance on faculty and staff members individually and collectively.

2. PURPOSES

The purposes of performance appraisal are stated at institution level, individual level and self development level.

2.1 Purposes of performance appraisal at institution level

The purposes of performance appraisal are broad and deep for achieving excellence at institution level. The purposes at institution level are related to planning, training, functioning, performance, rewards and documentation. The details are stated below:

Planning: The performance appraisal should promote participative and integrated planning

for development of the institution. It should promote realistic planning incorporating the competence, capability and resources of the institution. It should lead to crafting the role of the faculty members to implement institution plans. It should help institution management to obtain commitment of faculty members for performing their changing role. It should be used for setting individual and team objectives.

Training: The performance appraisal should lead to systematic identifying and analyzing training needs of faculty members at institution level. The training plans are prepared on the basis of identified training needs. The varieties of training plans are implemented to satisfy the training needs. The faculty members are provided collective learning opportunities about the academic and non academic business of the institution. The institution management provides constructive feedback for learning and improving the performance of teachers. The institution introduces programmes such as coaching, guidance, counseling and volunteerism for faculty members' development. The faculty members should be deployed and redeployed for challenging roles. The institution should introduce a concept of

*Research Scholar, M. P. Bhoj (Open) University.

** Professor, NITTTR, Bhopal.

self evaluation. It allocates funds for training of teachers. The impact of training programmes is evaluated on the overall performance of the institution.

Functioning: The performance appraisal should lead to identification of existing and potential problems and strategies to solve them. It should facilitate the process of empowerment of individuals and teams. It should remove performance obstacles such as; inadequate resources, cultural problems, non cooperative attitude etc. It should promote the culture of sharing resources, information and experiences. It should facilitate the process of job enrichment and granting autonomy to work to faculty members. It should help in resolving disputes related to performance on the basis of records and evidences. It should improve work related relationship among the faculty members and ensure effective communication in the institution.

Performance of the institution: It should prepare the institution to meet the changing needs of the students and stakeholders. It should increase effectiveness and efficiency of faculty members for enhancing quality of services of the institution. It should facilitate the process of introducing change and innovations and enhancing corporate reputation of the institution. It should help in sustaining the performance of the institution.

Rewards: It should be the base for deciding various rewards, harnessing the untapped potential of faculty members for developmental, research and innovation, recognition of merit, distinguishing the performance of individuals and deciding promotions.

Documentation: It should result in systematic documentation of roles, responsibilities, accountability, goals and achievements, succession planning, profile and performance. The documents should be shared for various purposes leading to performance improvement.

2.2 Purposes of performance appraisal at individual level

The purposes of performance appraisal at individual level are broad and deep for achieving excellence at individual level. The institution should state the purpose of performance appraisal at individual level. The purpose of performance appraisal at individual faculty member level are related to planning, functioning, and performance. The details are stated below:

Planning: The performance appraisal should lead to exploring new opportunities for development, time and career planning, identification of self potential and training needs, setting performance improvement objectives, identification of strengths and weakness, and estimation of resources requirement to perform the role effectively and efficiently.

Functioning: It should promote sharing of experiences, collaborative learning, improving relationship with students and stakeholders, self-improvement, sharing of resources, clarifying the roles and responsibility, learning on the job, seeking cooperation from superiors, peers and subordinates, receiving constructive and positive feedback for improvement which is otherwise not available.

Performance: It should help in improving self-confidence, increasing job satisfaction, undertaking self-evaluation and knowing desired and undesired behaviour.

The students have suggested the purposes of the performance appraisal such as quality and methodology should be relevant, the speed of completing the curriculum, overall development of the students, to enhance the confidence of the faculty members, development of the faculty members, to increase the interest and confidence in teaching and to do their job more effectively.

2.3 Purpose of self appraisal

The purposes of self appraisal are broad

and deep for improving the performance of the self without any external intervention. In a long run the performance appraisal system should empower the individual faculty members to self appraise the performance and improve. The purposes of self appraisal are to explore the potential and capabilities, to identify the self development needs, to empower the faculty members to manage their own performance without the supervision of the principal, to make the role clear, to support each other in improving the appraisal system, to develop appraisal competencies, to project correct picture of her/his accomplishments to the appraisers, to develop a sense of satisfaction and to review the progress of implementation of plan.

The experts suggested that the main purpose of performance appraisal is to inculcate the habit of performing professionally for the development of the students. The purpose for individuals should be, to identify, develop and use the potential and talent for the development of the self in order to serve the institution. The ultimate purpose should be self satisfaction through performance. It should compel mediocre to perform better and compel the poor performers to leave the job. It should improve the performance of the institution in all the areas of functioning of the institution.

3. OUTCOMES OF PERFORMANCE APPRAISAL

The performance appraisal system should focus on achieving excellence at every level. The outcomes of performance appraisal related to faculty members development are faculty members are able to prepare students for competition, develop expertise in content, concern for development of the students, role clarity, able to create joyful learning, learning without stress and tension, more discipline, concerned for development of self, able to harness full potential of students for learning, enrichment of teaching learning process and better planning of resources and time.

The outcomes of performance appraisal

related to institution development are better result, enhanced corporate reputation, more application for seeking jobs as a faculty member, credit for innovations, better performance of students in various competitive examinations and long queue for admission.

The experts suggested that the outcome of performance appraisal for institution is to achieve excellence in terms of students' development.

4. INTERPRETING THE OUTCOMES OF PERFORMANCE APPRAISAL

The outcomes of the performance appraisal system should be interpreted in terms of performance of the students, faculty members and institution as a whole. The outcomes of the performance appraisal should be interpreted on criteria such as use of new methods of teaching learning, contribution for building healthy atmosphere in institution, contribution for creating joyful learning, level of harnessing full potential of students for learning, faculty members subject expertise and their consistent performance, good result of the students in the respective subject taught, role clarity, contribution for enhancing discipline, contribution for preparing student for competition, better performance of the students in different activities, promoting self discipline among students and faculty members. The outcome should be interpreted against well defined criteria such as rank in competitive examination, excellent performance in competition, better placement, admission in institutions of higher learning, games and quiz, behavior of the students to be followed by junior students etc.

5. CONTRIBUTION OF PERFORMANCE APPRAISAL SYSTEM

The performance system should be designed with a purpose. The institutions should consider the purposes and outcomes stated in this study for designing the performance appraisal system for their

respective institution. The contributions should be tangible in terms of students' performance, institution performance and faculty members' performance.

The performance appraisal system should contribute for sharing of resources and experiences, development up to full potential, better time management, positive attitude for academic and non-academic activities, better resources utilization, no discipline problem, use of latest contents and methodology in teaching learning process, liked by colleagues to work in a team, liked by all students, and better placement.

The performance appraisal system should contribute for increased effectiveness, healthy climate for academic and non academic activities, prevention of problems, better result of students, continuous improvement in performance, no conflict, no wastage, increased efficiency, better performance of students in higher education, more creativity and innovations, effective use of resources, enhanced corporate image of the institution, more demand for admission, and setting benchmarks for performance.

Experts suggested that it is a human resources development process so it should contribute for developing healthy academic culture and climate in the institution for the growth and development of the institution. The overall outcome of the performance appraisal should be continuously learning about improving the quality of services provided to students. It should be seen as opportunity for collective learning, systematizing, and professionally performing activity. The well designed performance appraisal system should contribute for faculty member's development, pro-activeness, problem prevention, quality assurance, timely completion of curriculum, healthy learning environment, motivated faculty members and students for achieving academic goals, role clarity, effective communication, value based education, and so on. Performance appraisal should be a tool to achieve following

objectives related to human performance such as

- Rapidly improve performance of individuals, teams and institution as a whole,
- Stating the expectations of students, faculty members, parents and principal,
- *Creating opportunities for need based systematic training, coaching, guidance, counseling, mentoring and feedback of faculty members,*
- Maintaining uniformity in plans of individuals and aligning the individual plans with institution plan,
- Creating opportunities for self motivation and peer motivation, improving the academic achievements of the institution,
- Empowering the faculty members for achieving excellence, deploying and redeploying the faculty members for challenging roles matching to their potential, allocating resources for teachers' development,
- Creating opportunities for mutual learning through experience sharing, recognizing the extra ordinary efforts of individual teachers,
- Continuously improving the performance of the institution,
- *Attracting the professional faculty members to seek job in the institution,*
- Documenting the innovative efforts made for *joyful learning,*
- Introducing participatory approaches in the institution,
- Obtaining the commitment of faculty members for achieving unachievable goals,
- *Introducing the concept of accountability, self motivation, self assessment, self learning,*

- Refining the policies of the institution based on the results of the performance appraisal system, reducing the conflicts through transparent processes,
- Ensuring effective communication about roles, responsibility, accountability and rewards,
- Improving utilization of resources of the institution,
- Creating opportunities for those who want to put extra ordinary efforts to achieve something concrete, worth and desired by the institution,
- Generating sufficient data and evidences on performance of the faculty members to use it for various purposes, and
- Recruiting right person for the right role.

6. IMPACT OF PERFORMANCE APPRAISAL SYSTEM

The impact of performance appraisal system should be evaluated on well defined parameters derived from the purposes and objectives. The parameters such as curriculum implementation, assessment of progress of learning, examination, co-curricular activities, realistic plans incorporating the competences capabilities and resources of the institution, class room teaching and learning process etc should be used for performance appraisal.

The experts suggested that the impact of the performance appraisal system should result in better performance of students in competitive examinations and higher education, overall personality development of students, joyful learning, confident students; self disciplined faculty members and good image of the institution in the society. The impact of the performance appraisal should be evaluated after every three years.

A team of experts formed for the purpose should evaluate the impact of performance

appraisal on the performance of the institution. The terms of reference for this team should be decided by the management of the institution. The team should also suggest the strategies to improve the current performance appraisal system and other human resources management interventions.

7. NEW CYCLE OF PERFORMANCE APPRAISAL

The results of impact evaluation study should go as inputs to next cycle of performance appraisal. The inputs such as different books, action oriented modules, different types of assignments, case studies, guidelines for organizing academic and co-curricular activities, improvement in examinations, learning resource should be given to new cycle.

The experts suggested that the results of performance appraisal should be analyzed at institution level and common strengths and weaknesses should be identified. The strengths should be taped for further improvement in the performance and weaknesses should be removed through appropriate interventions. The weaknesses should be removed through participative approaches. The personal interaction, discussions, meetings and creativity sessions should be used for improving the performance. The effective communication can also be ensured on various aspects of performance such as role clarity, responsibility, resources allocation, rewards, appraisal procedure, and so on. The common learning can be shared and used in future performance. More emphasis should be given on system improvement and empowerment of faculty members for achieving the individual goals and institution goals. The principal should take decisions such as refinement of policy, training, redeployment, incentives, resources allocation, computerization of record, use of information communication technology etc.

8. CONCLUSION

The performance appraisal system should be scientifically designed for higher level educational institutions with well defined purposes. The purposes of performance

appraisal should be broad to manage all human processes. The performance appraisal should produce outcomes in terms of development of students, teachers and institution.

