Performance Appraisal & Potential Assessment

Professional Consultancy Services
Corporate Integration

Vision

Mission

Organisational Goals

Departmental Objectives

Outputs

Inputs

Prerequisite attributes

[Traits Aptitude Skills Knowledge]
Methods of Performance Appraisal

- Graphic Rating Scale
- Forced Distribution technique
- Forced Choice technique
- Critical Incident Method
- Method of Rank order
- Method of Paired Comparisons
- Management By Objectives
Pedigree of the PAPA System

- Method of Rank Order
- Forced Distribution technique
- Forced Choice technique
- Method of Paired Comparison
- Graphic Rating Scale
- Management By Objectives
- Critical Incident Method

PAPA SYSTEM
Objectives of Performance Appraisal System

1. To assess objectively the aspect of efforts [inputs] vis-à-vis results [outputs].

2. To assess areas of potential in contradistinction to areas of performance.

3. To have an inter-link between attributes, effort and results, when appraising / assessing a person.
The System

1. The system is an open one and allows a free interaction between the assessee and assessor.

2. The system calls for periodic review [quarterly] in addition to a final review using the structured format. The performance appraisal should be completed one month before the ensuing annual cycle commences.
The System

3. The system requires the process of self-appraisal to be gone through before the appraisal interview.

4. The system facilitates a process of counseling at the end of the review period.

5. The system provides for enumerating the training and the development requirements, as also the job rotation needs of an employee.
Performance Appraisal & Potential Assessment

OUTPUT
Key Result Area

INPUT[S]
Key Process Areas
- Quality
- Cost
- Delivery

PREREQUISITES
Key attributes:
- Trait[s]
- Aptitude
- Skill[s]
- Knowledge

External/Internal Intervening Factors
Performance Appraisal & Potential Assessment

OUTPUT
Key Result Area

INPUT[S]
Key Process Areas
- Quality
- Cost
- Delivery

PREREQUISITES
Key attributes:
- Trait[s]
- Aptitude
- Skill[s]
- Knowledge

External/ Internal Intervening Factors
Output-Input Comparison

Output
---------------------------------
To recruit 20 sales engineers in the financial year 2003-04

<table>
<thead>
<tr>
<th>S. No</th>
<th>Inputs</th>
<th>Wt</th>
<th>Sc 1-10</th>
<th>Wt Sc</th>
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<tbody>
<tr>
<td>1.</td>
<td>Sourcing Applications</td>
<td>3</td>
<td>9</td>
<td>27</td>
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<td>2.</td>
<td>Selection Process</td>
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<td>8</td>
<td>32</td>
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<td>3.</td>
<td>Negotiation of Compensation</td>
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<td>4</td>
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<td>4.</td>
<td>Induction</td>
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<td>5</td>
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Sc  | 55  | 100  |

Output/Input Comparison
<table>
<thead>
<tr>
<th>Negative Factors</th>
<th>Low</th>
<th>Medium</th>
<th>High</th>
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<tr>
<td>Absence of resources [Resources can be… Financial/Personnel/ Facilities/Approvals, etc.]</td>
<td></td>
<td></td>
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<tr>
<td>Unforeseen circumstances [Beyond the control of the incumbent]</td>
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# Key Attributes

<table>
<thead>
<tr>
<th>Traits</th>
<th>Wt</th>
<th>Sc</th>
<th>Skills</th>
<th>Wt</th>
<th>Sc</th>
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<tbody>
<tr>
<td>1. People-orientation</td>
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<td>1. Judgmental</td>
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<td>7</td>
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<td>2. Confidence</td>
<td>9</td>
<td>7</td>
<td>2. Decision Making</td>
<td>9</td>
<td>7</td>
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<tr>
<td>3. Patience</td>
<td>9</td>
<td>6</td>
<td>3. Planning</td>
<td>8</td>
<td>6</td>
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<tr>
<td>4. Energy</td>
<td>8</td>
<td>8</td>
<td>4. Time Management</td>
<td>7</td>
<td>3</td>
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</table>

<table>
<thead>
<tr>
<th>Aptitude</th>
<th>Wt</th>
<th>Sc</th>
<th>Knowledge</th>
<th>Wt</th>
<th>Sc</th>
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</thead>
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<tr>
<td>1. Analytical</td>
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<td>1. Behavioural</td>
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<td>2. Verbal</td>
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<td>2. Administrative</td>
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<tr>
<td>3. Technical</td>
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<td>4. Investigative</td>
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<td>5. Clerical</td>
<td>4</td>
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</table>
Inputs - Key Attributes Comparison

- Traits
- Aptitude
- Skill
- Knowledge

Inputs
Systemic Linkages

Corporate Integration

Performance Appraisal & Potential Assessment

Recruitment & Selection

Training & Development