

# 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

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graph TD; A[Graphic Rating Scale] --> D[PAPA SYSTEM]; B[Management By Objectives] --> D; C[Critical Incident Method] --> D; E[Method of Rank Order] --> D; F[Forced Distribution technique] --> D; G[Forced Choice technique] --> D; H[Method of Paired Comparison] --> D;
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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.

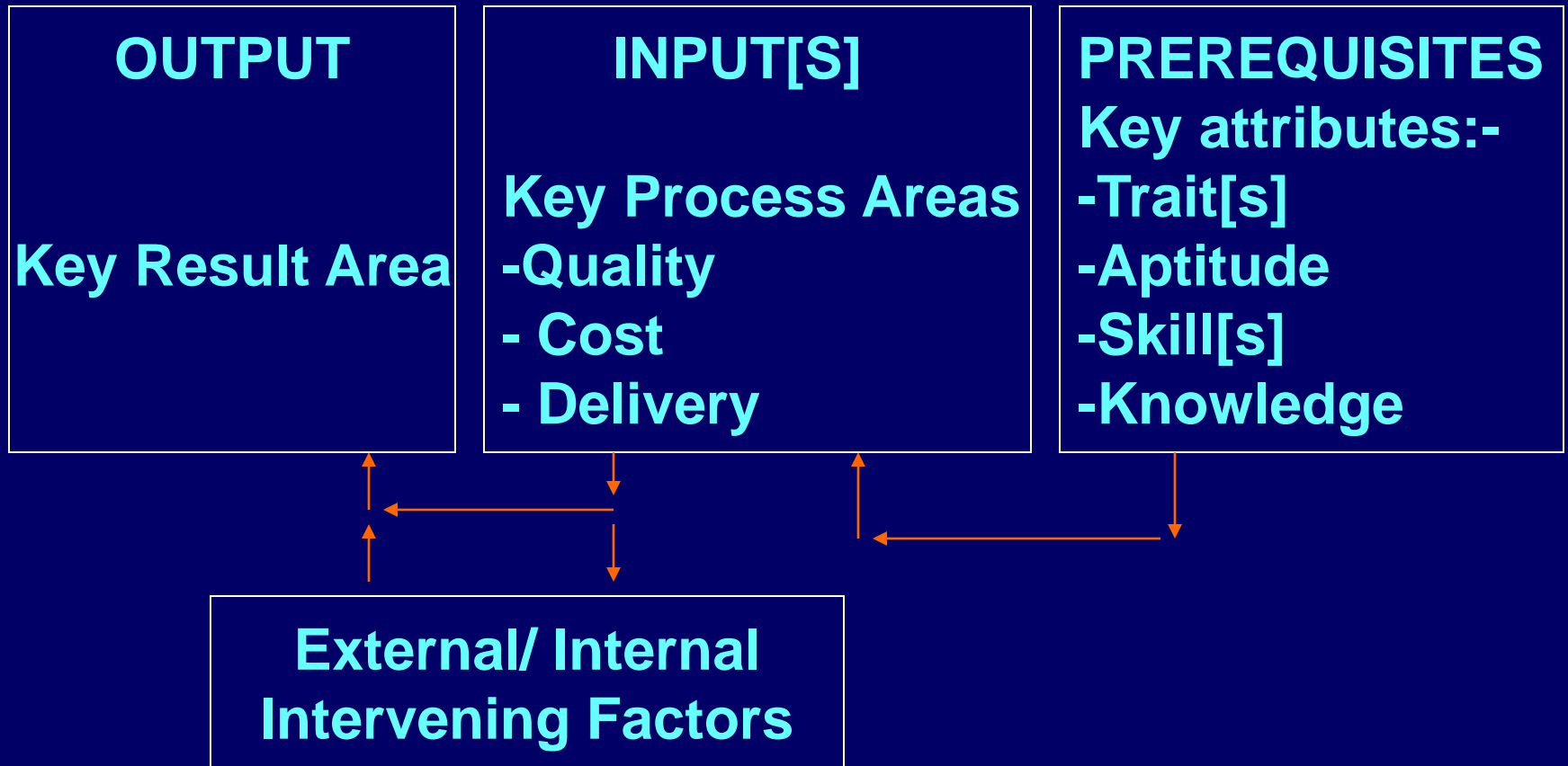
# The System

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

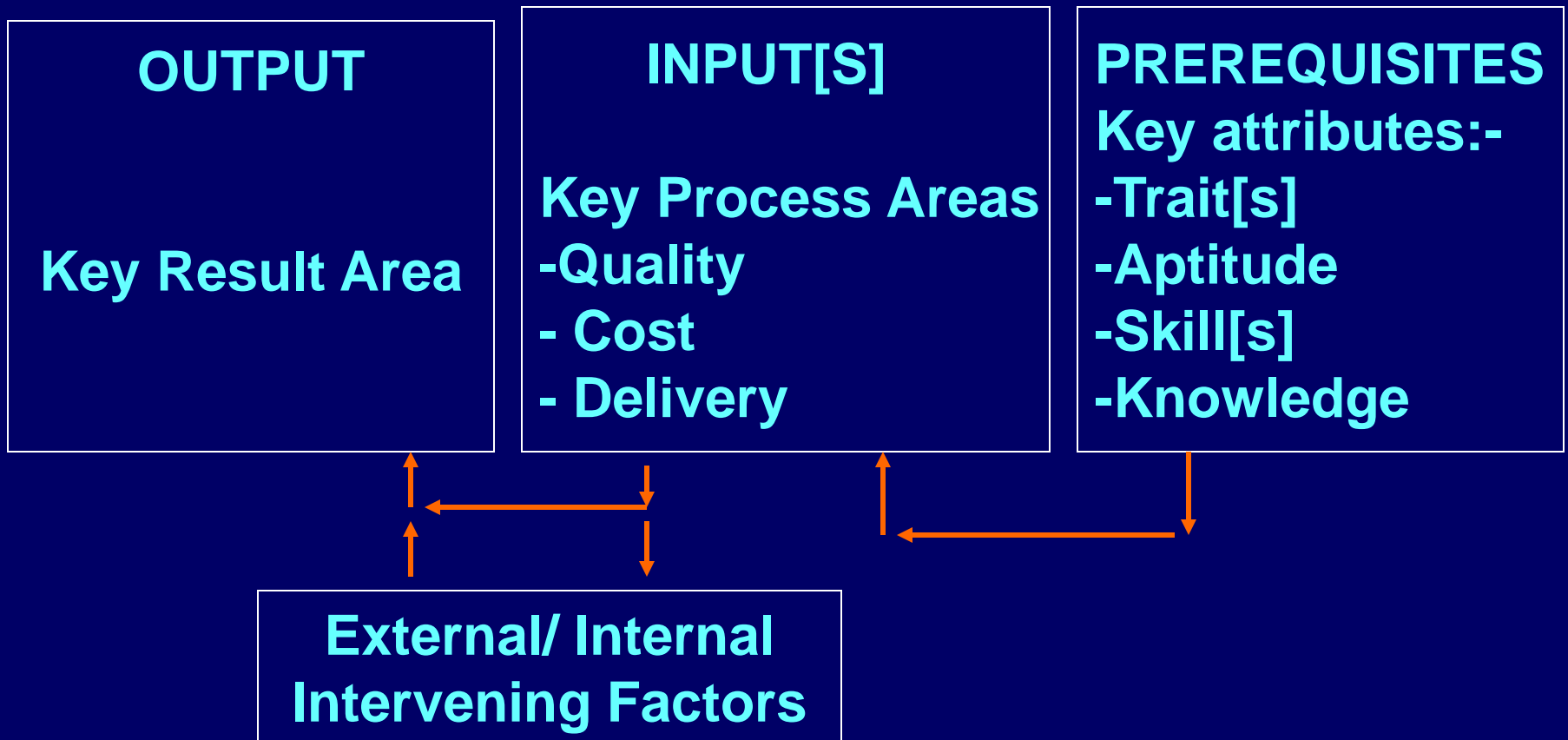
3. The system requires the process of self-appraisal to be gone through before the appraisal interview.
4. The system facilitates a process of counseling at the end of the review period.
5. The system provides for enumerating the training and the development requirements, as also the job rotation needs of an employee.

# Performance Appraisal & Potential Assessment

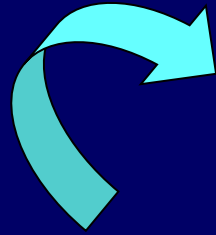




# Performance Appraisal & Potential Assessment



# Output-Input Comparison

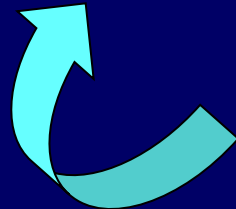


Output

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

Sc	55
	100



S. No	Inputs	Wt	Sc 1-10	Wt Sc
1.	Sourcing Applications	3	9	27
2.	Selection Process	4	8	32
3.	Negotiation of Compensation	1	4	4
4.	Induction	2	5	10
		10		73
				100

# Intervening Factors...

## Yes or No?

<b>Negative Factors</b>	<b>Low</b>	<b>Medium</b>	<b>High</b>
Absence of resources [Resources can be... Financial/Personnel/ Facilities/Approvals,etc.]			
Unforeseen circumstances [Beyond the control of the incumbent]			

# Key Attributes

Traits		Wt	Sc	Skills		Wt	Sc
1.	People-orientation	10	4	1.	Judgmental	10	7
2.	Confidence	9	7	2.	Decision	9	7
3.	Patience	9	6		Making		
4.	Energy	8	8	3.	Planning	8	6
				4.	Time Management	7	3
Aptitude		Wt	Sc	Knowledge		Wt	Sc
1.	Analytical	10	7	1.	Behavioural	10	6
2.	Verbal	9	6	2.	Administrative	9	5
3.	Technical	7	4				
4.	Investigative	6	6				
5.	Clerical	4	5				

# Inputs - Key Attributes Comparison

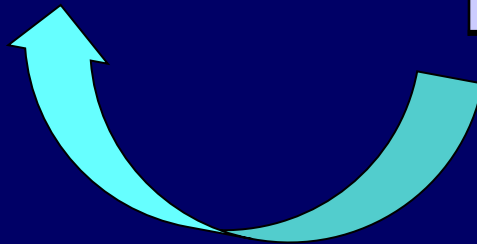
**Inputs**

**Traits**

**Aptitude**

**Skill**

**Knowledge**



# Systemic Linkages

