



Dr. N.S.A.M. FIRST GRADE COLLEGE

**STANDARD OPERATING
PROCEDURES**

PERFORMANCE APPRAISAL PROCESS

(NON – TEACHING STAFF)

Dr. N.S.A.M. FIRST GRADE COLLEGE

Krishnarajapura Village, Shivakote Post, Bengaluru – 560 089

PERFORMANCE APPRAISAL PROCESS

(NON – TEACHING STAFF)

The success of any educational institution depends on the quality of its staff- both teaching and non-teaching. Together they play a significant role and are the backbone of the institution. Institutions cannot achieve their goals -the vision and mission- without them. To achieve the targets, the staff need to be motivated at work. The performance appraisal (PA) is one of the performance management tools that is widely used to measure the productivity of academic employees in different contexts.

At Dr. N.S.A.M. First Grade College, performance appraisals are formats are developed for both teaching and non-teaching staff.

Performance appraisal for non-teaching staff

The employee appraisal is undertaken with following objectives:

- To assist employees to reflect about their potential and to carry out their duties more effectively
- To provide judgment to support promotions, demotions, transfers, confirmation or termination.
- To provide feedback to staff about their behaviour, attitudes, skills or subject-expertise
- To recognise the achievements of employees and help them to identify ways of improving their knowledge, skills, attitudes and ultimately performance.
- To assist employees in their professional development and career planning.

In short, it would be utilized as a tool to facilitate growth, development, efficiency and effectiveness of the administration and facility management process in the institution.

The process of appraisal:

- The process of appraisal would be scheduled between April to June of every year.
- There is self-appraisal format to be filled by all non-teaching staff.

- The Principal is expected to rate their performances and generate a report.
- The Principal may undertake this task in consultation with HOD's/ or any senior employee.
- The Principal is also expected to facilitate an individualized meeting with each of the non-teaching staff to communicate an appraisal of their performances and the action undertaken.
- This is to enable the employees reflect on their performance across the previous academic year.
- Additionally, the analysis would provide a pathway for the institution to take necessary measures to incentivize or bring in supportive processes to enhance the performance of the staff.

The process of appraisal:

The appraisal format developed has both quantitative (rating scale) and qualitative (descriptive) sections. This would be filled by the employee and also by the Principal with or without consultation with HOD's/ senior employees

The format encompasses the following sections:

1. General Information and list of responsibilities undertaken
2. Rating scale on the following: (Select items are differentiated for office employees and attenders/housekeeping staff as the nature of work differs. The directions for choice of questions is provided in the form itself)
 - a. Professional Competence: This section has 5 items to be rated on a scale of 4. (total score: maximum 20; minimum 5)
 - b. Quality of work: This section has 4 items to be rated on a scale of 4. (total score: maximum 16; minimum 4)
 - c. Personal Characteristics: This section has 3 items to be rated on a scale of 4. (total score: maximum 12; minimum 3)
3. A descriptive section to write any special contribution by the staff during that academic year. This carries 2 points

The rating scale ranges from 1 to 4 as follows:

- 1 is poor
- 2 is satisfactory

- 3 is good
- 4 is Excellent

The maximum score a teacher can arrive at is 50.

A format of the same is attached in the **Appendix 1**.

General guidelines for non teaching staff when undertaking the responsibility of self-appraisal:

1. They are expected to highlight their accomplishments and recollect milestones in their professional development across the academic year.
2. Being honest, realistic and objective about oneself is important.
3. They need to be reflective and critical without being self-deprecating in their assessment.
4. They are expected to be professional when writing self-assessments.

APPRAISAL BY PRINCIPAL:

The principal follows exactly the same format as the above for appraisal. In fact, to make it more concise, the self-appraisal format also has a column to be filled by the Principal which runs parallel to the column where the faculty scores are entered.

General guidelines for Principal when undertaking the responsibility of appraisal of a staff member:

1. The assessor has to ensure that the focus is on the person without any prejudice.
2. The Principal should focus on job performance and related factors, not personality factors of the staff being assessed.
3. The Principal is expected to review thoroughly the job requirements, the individual's strengths, accomplishments and areas of improvement.
4. The Principal shall maintain the confidentiality of the process strictly.
5. The information will be utilized for professional development only.
6. The Principal would maintain the confidentiality of the process.

NOTE: All appraisal forms will be in the custody of the Principal.

ANALYSIS OF APPRAISAL:

- The total score received by the staff in self appraisal and from independent assessment by the Principal is analysed.

- Appropriate grades would be given based on the band descriptor provided.
- The strengths, responsibilities undertaken, achievements are consolidated and identified.
- Additionally, the areas of improvement are listed along with the challenges in professional skills/interpersonal fronts are noted.
- The progress based on the previous year's feedback is also reviewed. (from both perspectives - a positive growth or decline)

COMMUNICATING THE ANALYSIS OF APPRAISAL

After a consolidation of the appraisal has been undertaken, every staff would be invited for an individualized meeting to discuss the same.

- The Principal is expected to set aside adequate block of uninterrupted time to permit a full and complete discussion.
- The Principal is expected to give the individual adequate advance notice so that he /she can prepare for the discussion.
- The Principal needs to be prepared to cite observations for each point discussed.
- The Principal is expected to acknowledge and appreciate achievements, encourage and motivate the staff to further improve or convey the implications of poor performances as the case may be.
- The possible course of actions both positive and negative have to be conveyed clearly to the employee.
- Both the Principal and the employee are expected to maintain professional etiquettes and behaviours during the course of the meeting.
- A brief record of the minutes of the meeting would be maintained with appropriate signatures.

COMMUNICATING AND REPORTING TO THE MANAGEMENT AND HR:

- The Principal shall make a report of the appraisal highlighting (with appropriate evidences)
 - Employees who have demonstrated excellence in their work output, have taken responsibilities beyond the scope of their regular work and shown their commitment to the growth of the institution.

- Employees who have the capacity to improve their skills and competencies and the pathways suggested to them for the same.
- Staff who have underperformed and not shown any indication of improvement or who have not demonstrated the professional etiquettes across the academic year
- The Principal is expected to maintain appropriate documents connected to the same and it will be in the custody of the Principal.
- The HR and management would take necessary action as per the policy of the institution based on the report submitted. ●

APPENDIX 1

SELF & PERFORMANCE APPRAISAL OF NON-TEACHING STAFF

SELF & PERFORMANCE APPRAISAL OF NON-TEACHING STAFF

Year of Appraisal:

- 1. Name**

- 2. Designation**

- 3. Department/Section**

- 4. Date of Joining**

- 5. Qualification**

- 6. Details of current responsibilities**

Signature of Staff

Date:

SELF APPRAISAL FOR NON TEACHING STAFF

NAME				
DESIGNATION				
DEPARTMENT/SECTION				
APPRAISAL CATEGORY	EXCELLENT	GOOD	SATISFACTORY	POOR
	4	3	2	1
1. PROFESSIONAL COMPETENCE				
**Knowledge of rules, regulation and procedure				
Ability to organize work and carry it out				
Ability and willingness to take up additional load in times of exigencies				
Ability to learn new duties				
**Capacity to supervise				
*Response to instructions and guidance of supervisor				
*Response to feedback of supervisor				
2. QUALITY OF WORK				
**Ability to maintain Files/Records				
Accuracy & Speed of work				
Neatness & tidiness of work				
Completion of work on schedule				
*Execution of work with team spirit				
3. PERSONAL CHARACTERISTICS				
Regularity				
Punctuality				
Interaction with colleagues and students				

**** Not applicable for Attenders and Housekeeping Staff**

*** Applicable for Attenders and Housekeeping Staff**

Any other contribution made by the employee: (2 points)

TOTAL POINTS:

Maximum 50 -----►Minimum 12

PROFESSIONAL COMPETENCE	QUALITY OF WORK	PERSONAL CHARACTERISTICS
GRAND TOTAL		
GRADE		

GRADING BASED ON POINTS

GRADE	POINTS
Excellent	40 and abov
Good	35-39
Satisfactory	26-34
Poor	Below 25

Signature of Staff

Date:

PERFORMANCE APPRAISAL FOR NON TEACHING STAFF BY HOI

NAME				
DESIGNATION				
DEPARTMENT/SECTION				
APPRAISAL CATEGORY	EXCELLENT	GOOD	SATISFACTORY	POOR
	4	3	2	1
4. PROFESSIONAL COMPETENCE				
**Knowledge of rules, regulation and procedure				
Ability to organize work and carry it out				
Ability and willingness to take up additional load in times of exigencies				
Ability to learn new duties				
**Capacity to supervise				
*Response to instructions and guidance of supervisor				
*Response to feedback of supervisor				
5. QUALITY OF WORK				
**Ability to maintain Files/Records				
Accuracy & Speed of work				
Neatness & tidiness of work				
Completion of work on schedule				
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Any other contribution made by the employee : (2 points)

TOTAL POINTS:

Maximum 50 -----Minimum 12

PROFESSIONAL COMPETENCE	QUALITY OF WORK	PERSONAL CHARACTERISTICS
GRAND TOTAL		
GRADE		

GRADING BASED ON POINTS

GRADE	POINTS
Excellent	40 and above
Good	35-39
Satisfactory	26-34
Poor	Below 25

Signature of Principal

Date:

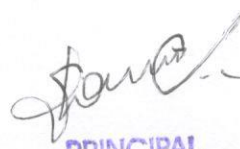
COMPARATIVE POINTS AND GRADING

APPRAISAL CATEGORY	SELF APPRAISAL		APPRAISAL BY PRINCIPAL	
	POINTS	GRADE	POINTS	GRADE
Professional competence				
Quality of work				
Personal characteristics				
Overall Evaluation				

Comments/Action Taken/ Suggestion Given by the Principal:

Signature of Principal

Date:



PRINCIPAL
 Dr. N.S.A.M. First Grade College
 No. 21, Krishnarajapuram Village,