

Strategic Performance Management
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Lecture –16
Implementing PM System – 1

Ok. So, now, I welcome you to the fourth week session of this course on a strategic performance management and in this week, probably, we will talk about some other issues related to performance management especially when it comes to implementing a system right. So far, we have been talking about that how we are going to evaluate the performance, what are the issues that we need to look at like the rating has to be accurate because it is linked with the reward right.

So, when we are talking about these issues, it is very very important that when we are going to implement a system and make sure that these kind of errors do not happen, right and that is where the raters need to be trained to identify what are the problems, how they can overcome this problem. So, that the rating is not going to be either inflated or deflated right.

In this context, we want to discuss it further that how we are going to develop a performance management system when we are going to implement it, you are going to ensure that this performance management system, correctly, evaluates the performance of the employees without any error, right.

So, in this context, what we are going to discuss here is that how we can develop a good performance management system and in this context, we need to look at the role of communication and how we need to train raters. So, that they provide good performance rating.

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The slide is titled "Implementing PMS: Preparation" in red text. It lists five key factors for implementation: involvement of many stakeholders, clear understanding of PM system functioning, understanding benefits from different perspectives, organizational support and acceptance, and ongoing monitoring and evaluation. The slide is part of an NPTEL online certification course from IIT Kharagpur, presented by KBL S. Humanities or IIT KH. A small video inset shows the presenter.

Implementing PMS: Preparation

- involvement of many stakeholders
- clear understanding of PM system functioning
- Understanding benefits from the different perspectives
- organizational support and acceptance
- ongoing monitoring and evaluation

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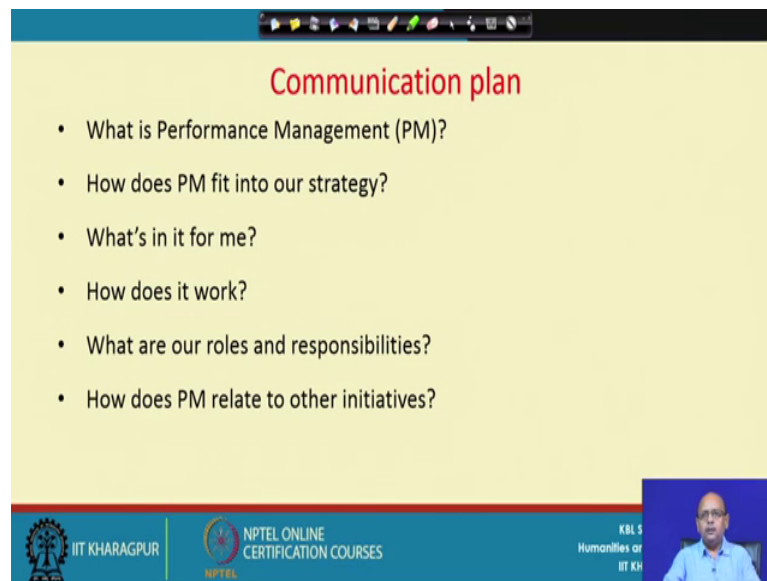
Now, what are the things that is involved in implementation. So, basically when you want to implement a performance management system and you want to evaluate for the performance as it has happened ok. So, neither we are going to inflate it, and neither we are going to deflate it.

So, the most important thing is that you look at each and every aspect of the performance in question and those who are involved, whether, they are trained or not whether they understand what they are supposed to do, right and they also need to communicate them about the benefits of this kind of system that why want to use this kind of system, how the rating will happen, what kind of support is acceptable support is provided with the top management and whether this kind of rating is going to be accepted by people or not, right.

So, the most important thing is that when you are going to develop a performance management system make sure that people understand it they are not going to make any error, who is over involved in the process, it could be supervisors it could be the individuals itself or other stakeholders, who would be part of the evaluation process, right plus there are resources and support that is available by the top management and it is widely accepted along with all the stakeholders, those who are evaluated, those who are evaluating and other stakeholders in the process and there is a system of feedback and evaluation as such right ongoing monitoring.

So, you are able to track how well the person is performing. So, that is able to meet those KPAs and the standards within a given time frame, right. So, it is very very important that you prepare yourself along these dimensions before you proceed further and when you want to proceed, further, you need to look at these perspectives. So, the most important thing is related to developing a communication plan, right.

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Communication plan

- What is Performance Management (PM)?
- How does PM fit into our strategy?
- What's in it for me?
- How does it work?
- What are our roles and responsibilities?
- How does PM relate to other initiatives?

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So, when we are going to develop a communication plan you need to communicate about the performance management system, that why you want to introduce this performance management system and the organization right you have been already evaluating the performance and then you want to move to a comprehensive management system which is not just evaluation of the employees right and that is why you know we differentiate between performance evaluation and performance management.

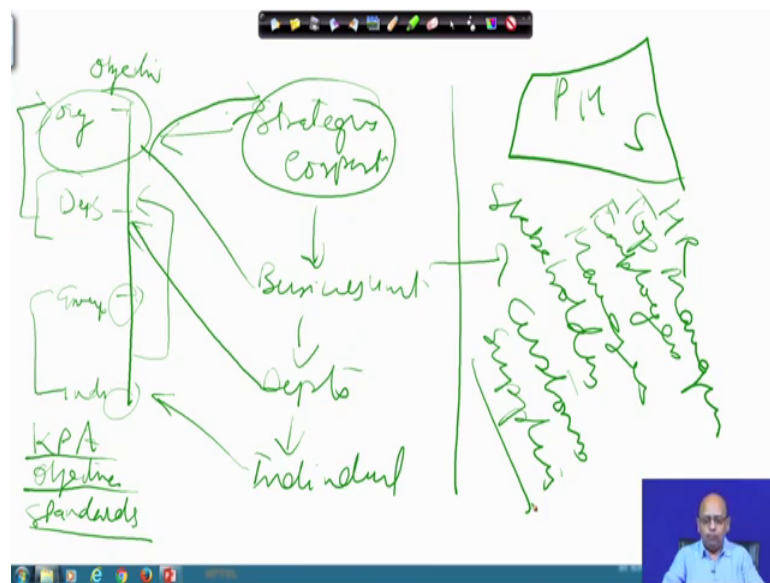
Performance evaluation while being a subset of the performance management system you are taking a more holistic or a broad perspective of performance at different levels in the organization and you are also trying to align it with individual group and the organization. So, on the one side when you are trying to see that the performance is aligning. So, that whose; so, this contributing is visible along these lines starting with the individual to the group or the unit or the department to the organization.

Now also ensure that this alignments happen between the organization and the strategy, all right and this has to be communicated to the all the stakeholders. Similarly, you also

need to communicate the benefits how the system is going to work whether going to have an offline system or online system. Now you know that we are going to have automated software which are going to have or evaluate your performance and in the process what are the roles and responsibilities of the different stakeholders right and how it is linked with other HR activities in the organization.

So, if you look at this communication plan basically what we are going to talk about is that your communication plan first.

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Look at one thing that how along this line starting with individual group the department in the organization ok. Each one is having its own objectives. So, individual objectives are the group objectives depending upon whether it is individual or group is meeting the department objectives the department objectives all the departments , you have is meeting the goals and objectives of the organization in terms of the kind of performance that you want to achieve.

So, when it comes to communicating what we are going to communicate the KPAs at each stages right what are the key result areas or key accountability areas starting with the individual group department and the organizations, you are also going to identify objectives specific objectives which need to achieve at different levels you also need to identify standards at each level right and make sure that they are aligned with each other. So, this is the first kind of alignment that we are going to see.

Now organizational objectives and goals must be aligned with what you call line strategy, the corporate strategy now this strategy is also at different levels as you we talked about it could be at the corporate level the business unit level and in the business unit you have departments and individual.

now what we are talking about here is that make sure that whatever we are doing is communicated to all these stakeholders in the process well in advance and this communication strategy has to be very clear. So, here individual strategy to achieve its goals and objectives the business units has to clear there the departments have to do it business units. So, that organization and ultimately this is going to lead to ensure that your corporate strategy is aligned with the goals and objectives of the organization because ultimately these objectives are going to fill the broader goals or objectives of the organizations. So, you need to ensure that your strategy helps you in achieving the goals and objectives.

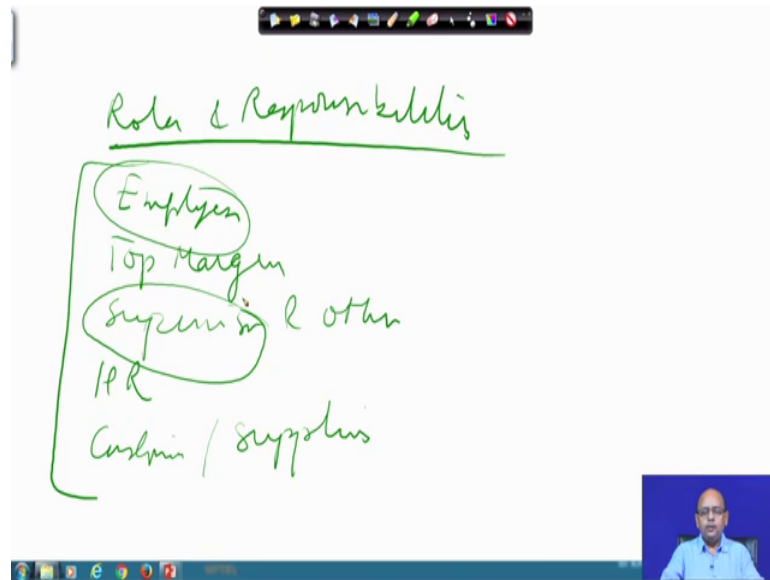
So, depending upon your strategy you decide what kind of goals and objectives your departments would have. So, there should be a congruence and consistence across this and make sure that it is linked right, once that is defined right, then you move to the next stage and this next stage is that you know that this kind of alignment at the goals level at the strategy level have this is communicated to the stakeholders in the process.

So, you we are basically talked about we are talking about the performance management system. So, the stakeholders in the process include employees managers top management and HR internally externally, it could be customers and suppliers because they might also be involved because you need to decide who is going to involve in the process.

Now when you are going to have this kind of performance management system you need to communicate what we are going to have in the name of strategy at different levels ; how the goals are congruent and inconsistent starting with the individual to the organization what kind of a strategy you have in order to achieve these goals right. So, once this is communicated everybody every stakeholder in the organization understands what is in it for me. So, they are going to decide whether, they will be able to achieve this or not how what kind of a strategy they need to adopt what is there for me. So, what I have been discussing about is these things, right.

If you remember, we have been talking about; how does it work? So, once you have this performance management system you need to look at it that this is how to is going to work and in the process you also decide that the roles and responsibilities of.

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Each and every individual starting with the employees top management supervisors and others in the process may be peers and subordinates right HR department customers suppliers who are external stakeholders. So, each one of them have their responsibilities in the system right depending upon what kind of PMS you are going to use for going for say self-evaluation employees has a majestic if you are going for multi reader feedback, then you are going to involve everybody in the process.

If you want only supervisors to evaluate then you going to have a different kind of system, depending upon the approach two performance management that you have and who is going to be involved in the process ok, you need to communicate it very clearly along the line what is expected from them what kind of responsibilities they have so far as evaluation is concerned right. So, roles and responsibilities as clear and then how this is going to linked with other initiative.

For example, if you are going to evaluate the performance whether we are going to use it for developmental purposes or administrative purposes, it means based on this whether we are going to identify the strength and weaknesses to develop a plan for the development of the individual or you are going to take certain administrative decisions

based on the performance records. Similarly, it could also be related with some other HR functions based on the performance of the individual or going to recommend him for reward promotion growth or you are going to take certain negative decisions relate to this.

But all this depends upon ensuring that everybody understands the system right everybody understands his roles and responsibilities, they know what kind of performance management system exists in the organization, how it is going to be implemented, how it can be linked and the person who are involved in the process stakeholders in evaluation, specifically, they know role their role very well, they are not going to make any mistake and that is why raters have a very important role to play when it comes to make sure that the system is error free the performance reporting is justified and it is accepted by the individual right and that is why we want to discuss it further see.

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The slide is titled "Biases affecting the communication plan" in red text. It lists five bullet points: "These biases include- selective exposure, selective perception, and selective retention"; "selective exposure tendency to expose only to ideas with which we already agree"; "selective perception tendency to perceive a piece of information as what we would like it to mean"; "selective retention tendency to remember only those pieces of information with which we already agree."; and "Pervasive and render the communication plan ineffective". The slide footer includes the IIT Kharagpur logo, NPTEL ONLINE CERTIFICATION COURSES, and a small video inset of a speaker.

That what are the biases this is going to affect this kind of communication plan three major biases are selective exposure perception and retention sometimes what happens that as manager you are going to expose your subordinates others to only few ideas,. So, you are not giving them the entire picture, but you are communicating selectively.

And if you are going to communicate selectively it means that the exposure of the participants you are going to be selective right. So, if you are not going to involve in the

entire process, but you this is the performance system based on these are the dimensions against which you are going to be evaluated.

But if you do not tell them what are what could be the benefits how the system has been developed what is their role are participation in the system, probably, you are going for selective exposure similarly if you are going for selective perception it means that what kind of information you are provided and how this information is perceived by the individual or any stakeholder for that matter right and how is going to interpreted.

For example when you are going to communicate the ratings that your rating is three point five this is a selective perception , but you do not tell him that how this rating has been arrived how your performance has been evaluated all right then what will happen he is going to interpret it and he is going to be very very defensive right. So, it is very very important that you are going to communicate the entire plan, is starting with the goals and objectives of the organizations and what is going to contribute what kind of strategy is to be adopted at different levels, what are the roles and responsibilities of the different stakeholders in the process, what kind of benefits it has the kind of performance system that we are going to have, right.

And similarly the third point is retention, what does it mean to say selective retention, it means that you remember only that information with which you already agree for example, in one organization the information that was provided to the employees only the supervisor only they remember that. So, what happens based on this retention, they are going to provide evaluation ok?

So, what will happen if it is matching or requirement you agree with it otherwise you do not agree with that one ok. So, make sure that we are going to provide the entire information and make sure that he whether he agrees or not that is a different thing , but make sure that he is going to evaluate based on the overall performance not on a part of it, all right because it does not have it means that you have not been able to communicate your performance management system or the plan for evaluation the review and everything related to the performance effectively to all these stakeholders.

Then, what it become pervasive and render the plan ineffective. So, your communication is not effective and this is going to the start this is not going to provide the desired result which you have been expecting from the system.

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Minimizing the cognitive biases

- Involve employees – participation to get support
- Understand employee needs- Answer “What’s in it for me?” question
- Strike first- create a positive attitude towards PMS dispelling all rumors
- Provide facts and consequences- explain what they mean or what the consequences are.
- Put it in writing- go for documentation
- Use multiple channels of communication
- Use credible communicators
- Say it, and then say it again

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So, the idea here is that if you want to remove these cognitive biases especially related to these three biases that have been talking about you must ensure that you adopt a strategy to minimize these biases, we already talked about these points like you need to make sure that employees participate in the process because if we allow them to participate, you get better support because they have been able to decide what goals are objectives they need to achieve.

So, if I am going to allow them to involved in this in this kind of process what will happen they would accept it, otherwise, they will not accept it , but if would dominate them you empower them and say that no this is what you need to achieve without their consultation probably you get less support right similarly implies also understand this that.

Whether this goals and objectives is meeting their carrier needs their growth needs right their promotion needs or not because they are; obviously, they are going to ask the question if I am able to perform this level what is in it for me, suppose, I have been able to produce hundred units or am I go I am I going to be rewarded, if I am able to sell hundred units, what I am doing to achieve out of it because organization has going to make profit whether organization is going to share the profit with the individual. So, you also make a communicate your plan that how performance is linked with the reward, right.

When you are going to develop this performance managing system you know that there could be a lot of rumors that how the system is going to work how it is going to whether it is going to effective or not who is going to involved what how the goals will be set what is in there for me, whether, it is linked with other HR activities are not. So, it is very very important especially for the top management than the HR to ensure that they dispel all such rumors among the minds of the employees and ensure and try to create and develop a very positive attitude.

And it is possible only when you communicate and each every stage of your performance management system and make them aware how what is happening, why it is being done what is the what is there in store for you how evaluation will happen right what kind of development plans is being set and how this performance management system is going to help you all starting with individuals departments and the organizations and in the process if you are able to do it dispelling all the rumors probably it will help you to develop a more positive attitude.

Similarly, if you tell them all the facts and figures and the consequences also relate to the performance management systems including its success, probably, you will be in a better position to develop a more positive attitude another important thing is they do not communicate verbally everything has to be put in writing in black and white. So, it is always good to create a document for whatever is happening starting with the strategy is starting with the goal setting is starting with the kind of evaluation, you are going to have who will evaluate what kind of evaluation will happen whether it is going to annual or semiannual or whether going for say continuous evaluation.

So, despite the kind of process and systems you are going to adopt make a document communicate it and then you are to communicate you use multiple channels you communicate face to face emails pamphlets brochures supervised through supervisors. So, if you are using multiple channels of communication probably, it would make sense to the employees that yes management is really serious in implement in this kind of system.

And when you want to communicate make sure that work; who are communicating if it is HR communicating, it is supervisors communicating and if the credible then the acceptance is much better and repeat this as much as possible. So, that it is more

effective and that is why we say that say it again and then say it again. So, what will happen if you keep on repeating the same thing probably the management the sorry the employees think that you are really serious and want to see that this kind of system develops.

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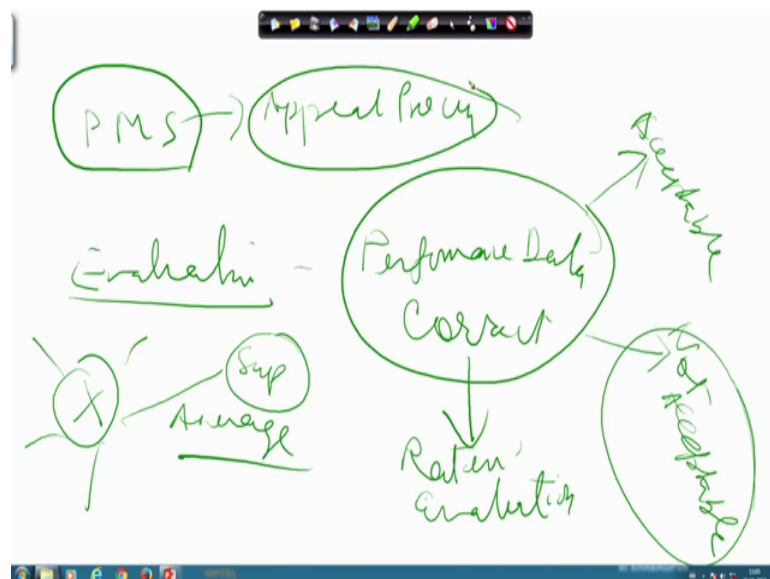
Appeals Process

- support for the PMS can be gained by implementing an appeals process
- Promote employee buy-in to PM system in an Amicable/Non-retaliatory way
- Resolution of disagreements
- Increases perception of the system's fairness
- Employees can question two types of issues
 - Judgmental : Validity of evaluation
 - Administrative: Whether policies and procedures were followed

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you also need to develop as a part of the PMS that yes you communicate effectively and about the performance management system , but you also an appeal process what does it mean to have an appeal process.

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Let me give an example; for example, you have a PMS system which is very good, for example, you have identified prerequisites, you have planned about the performance you have implemented and evaluation after the evaluation, you have the performance data of the individual. Now whether people are going to accept this or not acceptable and not acceptable, right, if it is acceptable no problem, but if it is not acceptable then what will happen.

For example, in one case what happened there is a person x he was eval always evaluated by his supervisor, right the supervisor did not give a always gave him an average rating right. So, the employee was frustrated enough. So, he made an appeal to the top management the despite his good performance his supervisor will always giving him an average rating which is affecting his career growth and promotions.

So, instead of supervisors let there be other stakeholders involved in the process ok, one thing right which is related to the process if it is not acceptable there should be a system to revise based on the facts and figures to ensure that the data performance data is correct or not. Now this correctness of the data also depends upon the raters evaluation if the data has been able to evaluate properly the data will be correct and it is going to be acceptable if it is not then it is not going to be acceptable.

So, in the performance management system you should have an appeal process to ensure that if the data related to the performance is not correct the management or the supervisors and the HR revisit the entire performance data again to ensure and check the correctness of the data and to ensure that it is acceptable to the employees otherwise what will happen the employee will not have been satisfied because they could be biases the supervisors are not trained properly to evaluate the performance. So, these kind of problems may happen.

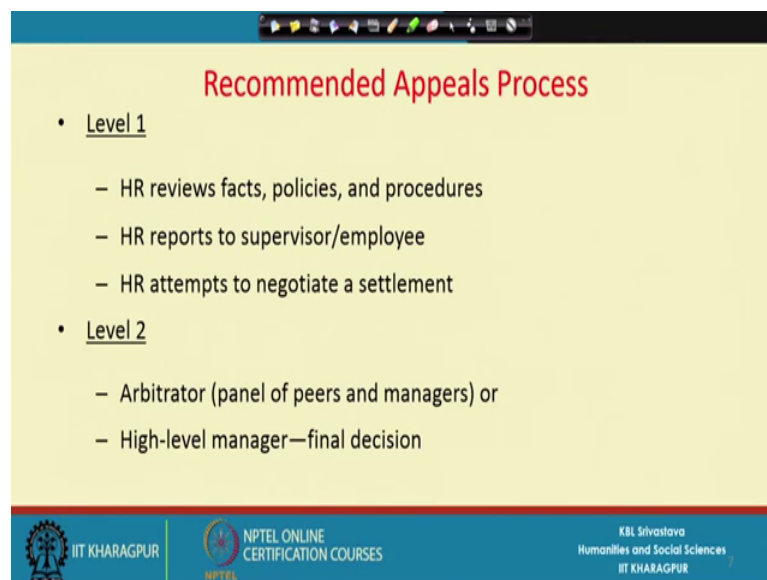
So, you have to have an appeal process as a part of the PMS system. So, that it is more amicable less retaliatory otherwise there will be frustration among the employees, they will not be happy with the systems and if there is any disagreement from the raters it could be is resolved and if you have an appeal process this also provides an opportunity that employees feel that their system is quite fair because if there is any problem or if it is not been evaluated correctly there is a possibility of correcting it, right.

So, now, the question is that what are the things against which employees come up ask questions, sometimes when you are taking certain administrative decisions based on this performance data. For example, if you are you, you have rated fairly not fairly well and implies that perform well and you have not promoted him ok.

Then they are going to question your administrative decisions whether the policies and procedures that you have followed in rating or evaluating the performance is valid or not right whether it is reliable valid. So, the question is of reliability and validity right judgmental approach it means whether we have been able to measure those things which we have supposed to be measured or not or you have measured something else.

So, judgmental approach you are not going to make any in the wrong decision provided you are going to measure based on those dimensions which are relevant important and critical and you are using also your minds you are not simply mechanically adding the ratings and coming out with a performance data, all right. So, it is very important that as a part of the PMS you also an appeal system which is going to be good for the organization.

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Recommended Appeals Process

- Level 1
 - HR reviews facts, policies, and procedures
 - HR reports to supervisor/employee
 - HR attempts to negotiate a settlement
- Level 2
 - Arbitrator (panel of peers and managers) or
 - High-level manager—final decision

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Now at the first stage, how this happens suppose the employees not happy with your rating, then he is going to communicate it to the supervisor all right or the HR manager that my rating from the supervisor is not correct it is not done accurately. So, at this stage what the supervisor will do he will try to see that ok, he will look into the facts figures

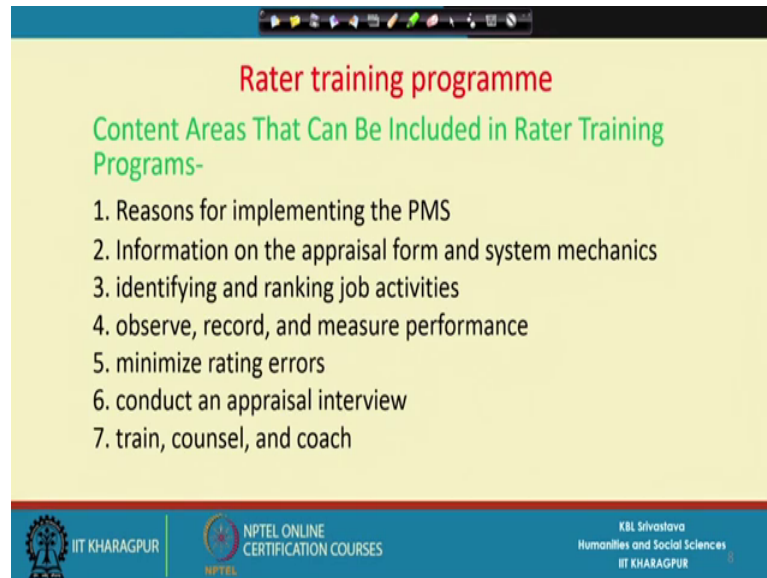
and processes that has been directed by the supervisor and based on that he is going to reported the supervisor and he will negotiate with the supervisor for a settlement with employees and the supervisor to reach to a consensus where employee agrees to the performance rating the first stage.

So, he will try to negotiate between the employee in the supervisor to ensure that the rating is good and then he will look into the record and see whether the proper processes were followed what are the facts related to the employees. So, if employees are able to different are the supervisor is able to different then it is good otherwise you try to see that what can be done.

provided at this level the employees still not happy say for example, the supervisor is not willing to change his rating because he has all the records and this kind of thing, but is still employed feel that he has been cheated the system is not fair and justifiable and the rating that has been given by the supervisor is not proper.

Then what can be done to next level you also have an appeal process where you are going to have seniors are top managements along the HR's and some other senior members of the organization can look into this senior managers are could be panel of peers or managers who is going to look into the same things facts processes and these kind of things and they are going to take a final decision related to a performance and if it is found that your performance is good, then and then it could be changed and if it is found that whatever performance rating that has been given by the supervisor is all right, then they are not going to make any change in their performance data, right. So, appeal could be done at first level as well as second level.

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Rater training programme

Content Areas That Can Be Included in Rater Training Programs-

1. Reasons for implementing the PMS
2. Information on the appraisal form and system mechanics
3. identifying and ranking job activities
4. observe, record, and measure performance
5. minimize rating errors
6. conduct an appraisal interview
7. train, counsel, and coach

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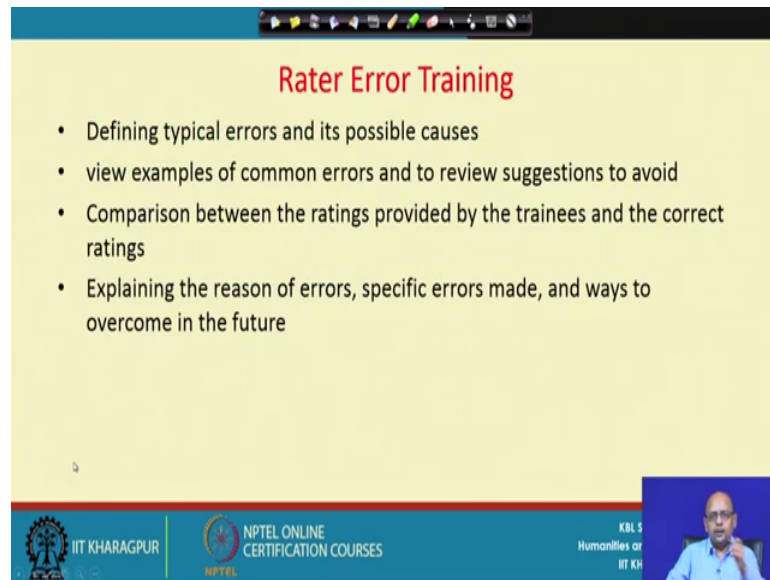
Now the major question that we have been discussing about is that why these kind of problems come up because supervisors are those who are going to read are biased and this biasness may come from their personality their temperament their characteristics right and there could be a number of factors which are going to create these kind of biases, right. So, supervisors need to be made are trained are educated and made them aware that these are the biases which may come up and that is why we need to be trained right.

So, if they are trained what are the content that need to be included in the training program of the raters who are going to do a and accurate job of evaluation, this include they should know why this system is being implemented, they should also know that what kind of system, we are going to use what is the appraisal form performance appraisal form you will remember, we will talk about it.

They should also know that what are the job what is its level and they should have all the documents related to the recording and the measurement of the performance based on the facts and figures all right this would help to minimize the errors not only that after the evaluation, they should also conduct an interview to ensure that whatever data figures that they have relate to the performance is correct or not and all that this raters also need to be trained in the process that how the evaluation happens.

So, they are trained well in the evolution process probably they will let make less mistakes, similarly, they could a counsel and a coach that how to adopt a better process which is more accurate and consistent when it comes to evaluation.

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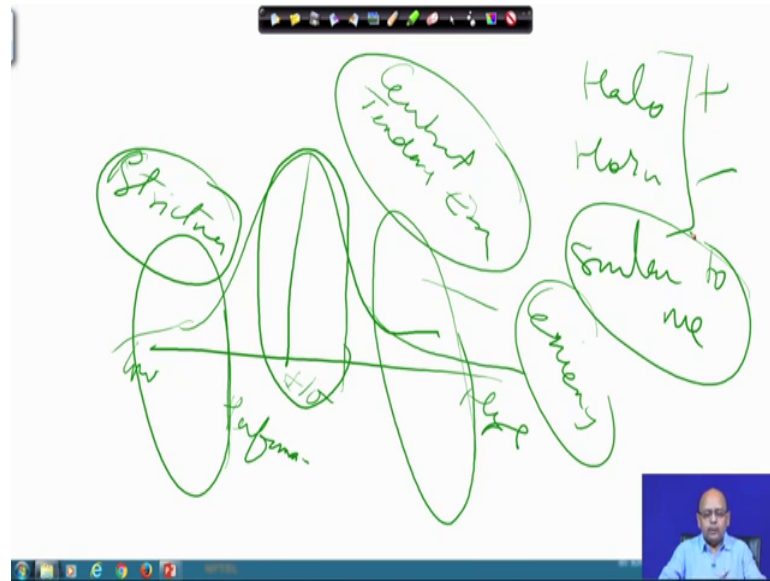


The slide is titled "Rater Error Training" in red text. It contains a bulleted list of four points: "Defining typical errors and its possible causes", "view examples of common errors and to review suggestions to avoid", "Comparison between the ratings provided by the trainees and the correct ratings", and "Explaining the reason of errors, specific errors made, and ways to overcome in the future". The slide is part of an NPTEL presentation, as indicated by the logos and text at the bottom: "IIT KHARAGPUR", "NPTEL ONLINE CERTIFICATION COURSES", and "KBI S Humanities at IIT KH". A small video inset in the bottom right corner shows a man speaking.

So, what kind of training could be done rating error training, right for example, you need to define what are the typical errors that could be made by the individual or the raters for example, you know we talked about supervisor bias like he could be looking only some positive aspects or some negative aspects and the entire evaluation is affected by this you know that some supervisors when they evaluate their employees what they do they do not want to displace somebody or anybody.

So, neither they very good reading not very bad rating, they try to evaluate and they try to keep somewhere close to average somewhere below average or average and average it is something like this when they were evaluating employees.

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So, this is the performance low to high. So, when we are evaluating for making a central tendency error your evaluation is close to this plus minus 1 sigma and even employee is good then you are not going to rating very very high right.

similarly if you are lenient then what happens what kind of error we are going to make these kind of everybody is rated height leniency error right , but it is all very strict and everybody's perform performance is rated as low. So, what kind of error, we are going to make this is known as recency error sorry a strictness. So, either we are going to be strict or lenient or averaging rating is done averaged.

If you look at this all this is the error. So, they should know what other typical errors they make then they could be the errors related to halo or horn we talked about in the last lecture that is a positive effect or a negative traits. So, you are being guided by this then you have like similar to me it means you focus on those traits temperaments and characteristics which you have if you employ have them then you read them well better otherwise not.

So, what I am trying to tell you here is that you need to ensure that they understand; what are the typical errors which could be made by them and why it is made. So, if they are trained then it would be better. So, you tell them; what are the common errors; that is made by individual so, that when they are going to do the rating they can avoid it, right.

So, they can understand that ok, this is the rating that is provided and this is the correct rating this is how we should worry about and this can be done only when they understand all kinds of errors and biases which might copied. So, it when the training program is given they are explained all kind of errors that people make why they make it; what could be the consequences how to make correct rating and why you have made this kind of rating and if you are made certain rating how you can correct yourself right. So, rater error training is very important.

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Type of rating errors

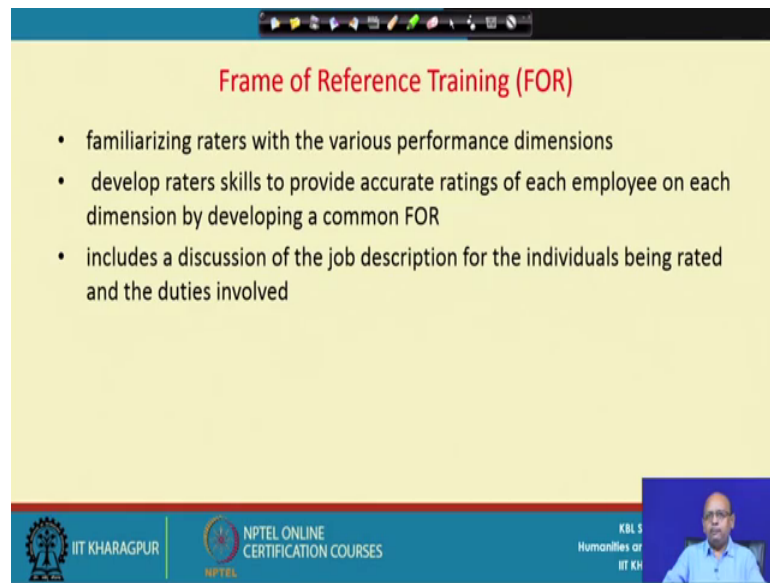
Intentional	Unintentional	
<ul style="list-style-type: none"> • Leniency (inflation) • Severity (deflation) • Central tendency 	<ul style="list-style-type: none"> <i>Similar-to-me error</i> <i>Contrast error</i> → Halo Stereotype Negativity → Recency Spillover Attribution Primacy First Impression 	<p style="color: red;">to minimize the intentional errors we must focus on the rater's motivation</p> <p style="color: red;">we must demonstrate to the raters that the benefits of providing accurate ratings outweigh the benefits of intentionally distorting ratings</p>

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Moving to the next part, say it could be either lean intentional or unintentional right we talked about in leniency strictness and central tendency these are the intentional measures because you want to please everybody I do not want to please anyone I do you want do not want either you want to displease or please anyone right but these kind of like halo constrained error negativity recency attributing yourself to others primacy effect only first few things, right.

So, these are some of the errors that is made by the individual. So, if you want to minimize the internal intentional error most focus from the rater's motivation. So, it does not do this job, but if you want to demonstrate that how the rate raters will benefit by providing accurate rating. So, make sure that sometimes consciously unconsciously when they are making these mistakes it is not met by them. So, rating training of rating is very very Important especially the raters.

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The slide is titled "Frame of Reference Training (FOR)" in red text. It contains a bulleted list of three points. At the bottom, there is a blue footer with logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and KBL S Humanities or IIT KH. A small video inset in the bottom right corner shows a man speaking.

- familiarizing raters with the various performance dimensions
- develop raters skills to provide accurate ratings of each employee on each dimension by developing a common FOR
- includes a discussion of the job description for the individuals being rated and the duties involved

So, they you should provide them a frame of reference for the training, all right.

So, they should know what are the various dimensions against which they are going to evaluate what kind of a skills are being used right what are the behaviors against which their own to measure ok. So, you provide a clear job description for the individual what are the duties and responsibilities what is expected from them what are the performance standards. So, you should make clear key count ability objectives and standards along with the kind of rating scale that you are going to use probably you are providing a better frame of reference and that would help the employees to go for better evaluation.

(Refer Slide Time: 33:34)

The slide is titled "Frame of Reference Training (FOR): Steps" in red text. It contains a numbered list of six steps. At the bottom, there are logos for IIT Kharagpur, NPTEL Online Certification Courses, and a small video inset of a man in a blue shirt. The slide has a yellow background and a blue header and footer.

1. Performance evaluation of Employees on each performance dimensions.
2. Getting the appraisal form, read the definition for each dimension and the scale anchors.
3. Trainer discusses various employee behaviors illustrating various performance levels for each rating scale
4. Participants are shown a videotape of a practice vignette AND evaluate the employee's performance
5. Ratings provided by each participant are shared and discussed with the rest of the group.
6. The trainer provides feedback

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So, you tell them what are the dimensions what kind of appraisal form we are going to use what kind of technology methodology you are going to use for self-evaluation other stakeholders in the process right what are the levels that is to achieve what kind of rating scale you are introduced and then you show them using a videotape something like that there ok.

This is how evaluation is done and then once you have evaluated you share and discuss it with their rest of the paper and you also provide feedback this is how the rating would be done. So, if you are using these steps probably you are providing a better frame of preference to the individual.

Thank you very much.