

**Strategic Performance Management**  
**Prof. K. B. L. Srivastava**  
**Department of Humanities and Social Sciences**  
**Indian Institute of Technology, Kharagpur**

**Lecture – 27**  
**Performance Review (Contd.)**

So, welcome back to 6th week lecture a very good morning to all of you. In lecture 26th as you have seen that we have been talking about performance review which happens after the performance appraisal is over. So, as a part of the performance management process, once we complete the appraisal of the individuals, then we are going to review the performance in terms of identifying his strength and weaknesses, looking at his areas of improvement and see what kind of action plan can be made. So, in order to identify these kind of things what we do? We go for reviewing the performance of the individual where the supervisor sits across the table with the subordinate and discusses it thoroughly.

So, as a part of this ongoing discussion on performance review, we have discussed some of the things related to performance review. Now, in this lecture basically we will talk about the process, the review process that how review happens, right. So, when we are on to discuss the process, we will discuss in detail that how this performance review process that takes place within the subordinate and the supervisor is carried out.

It assumes significance and importance in the sense that when you are going to review and discuss the performance with the subordinates, subordinates have to look at it in certain ways like how it is going to help me, how it is going to improve my performance, what are my strength and weaknesses, similarly what kind of rewards are going to be there.

So, there are a lot of questions that subordinates might be having in their mind related to this review, ok. So, it is very important that when you are going to look at this review process, we should be careful and follow the process thoroughly.

(Refer Slide Time: 02:10)



Now, look at this, ok. What do you find here? Now, there are a lot of confusions in the mind of the subordinates when it comes to the review process, ok. What will happen, how is it going to be looked at, right am I doing the right kind of things, whatever I am doing is it supposed to be done by me, in what way I am going to be rewarded, in what way I am going to improve my performance? So, there could a be lot of questions that is being asked, that could be asked during this review by the subordinates.

Now, if you look at some of these images which shows the employees and now, if you look at some of the questions that is raised by them, I mean these are the set of questions or sample of questions that I have tried to identify which could be taken up in the review and then, these kind we discussed at length and that is why we have another lecture of discussion and thereon after this 27th lecture. So, in this lecture basically we are going to consider on the process, ok.

So, some of the questions that employees might be having in their mind related to whether they are doing the right things or not, what I am supposed to do? Basically these questions were related to whether I have been doing things the way I am supposed to do or not, and whether I will be doing that properly or not. So, how will I am required to do it, or say what do you think of my performance when it comes to review because supervisors are going to give feedback about your performance. So, they might ask these

kind of questions and then or whether it is going to be linked with the reward that we will discuss later on.

So, there are a lot of questions related to this like how it is going to improve my performance. So, there could be a lot of questions which could be answered during that review discussion and analysis. They will take subsequently you know in the lectures, right.

(Refer Slide Time: 04:17)

**Preparing for the Review Session**

- Schedule it well in advance.
- Choose a convenient time-
- Select a natural location
- Agree on content
- Allow 15-45 minutes.
- Review what your comments.
- Have examples.
- Ideas for needed adjustments.
- Start with best performers (?)

**TIME FOR REVIEW**

**OPTIONS ???**

- Top/Valuable Performers: Send forward/give copy ahead of time.
- Developing/Require Improvement Performers: Wait until face-to-face.
- Hand a copy to the person and walk them through it.
- Sit side-by-side and review one document together.

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES | KBI Sr Humanities and IT KHU

So, in order to answer these kind of questions, you have to see that when we start the review process, ok. It means that now the annual appraisals are same, appraisal or whatever the process is, it is complete. So, once the appraisal process is complete then you are going to review the process, review the performance of the employees, right.

Some of the things that is very important that we are going for review is that before when you start the review process, you have to look at some of the preparations that you need to make because the review session is very important for both, for the employee and the supervisor, right. So, when you are going to take up this issue of review with the employees, there are certain things that you need to consider beforehand like scheduling it well in advance, you need to communicate with the employees when this review is going to happen, right. So, make sure that it is not going to be too far or immediately after the review. It is better to have it, right.

Then, based on your convenience and yeah the convenience of the employees, you are going to make sure that the timing that is set up by both of you are correct in the sense that both of them are free, relaxed mentally and they are in a position to discuss the performance, right and then make sure that it is a natural selection, right and most important is that is done in confidence and make sure that it is confidential also because you are not going to discuss it with others, all right when you are going to review the performance of the employees, ok. So, you are going to select a location which is preferred by both. It could be your room; your privacy could be maintained, right

So, second selection natural selection which is free from all kind of barriers and say obstacles. So, it is very important to go for these kind of things. Then, you develop an agenda for that whatever you are going to discuss and there you go, ok. That is also very important. Now, you have the performance record of the individual. So, based on that you prepare a agenda and then, you communicate this agenda to the employees, so that employee agrees, ok.

These are the points on which we are going to have this review and further discussion, right. So, agreeing on content by both the stakeholders, both the employees and supervisor is very important. So, it is a good idea to prepare an agenda based on the performance of the employees, by the supervisor which could be taken up for at a convenient time and location by the employees.

Now, how much time you are going to devote on the review that is another issue, depending upon the nature of the person, right. If it is very of subjective, then it will take more time and assessment also takes more time, but if it is very objective, then you can finish in 15 to 20 minutes otherwise you can go on discussing depending upon how much employees are interested to take it further or really want to explore it in depth about their performance. So, accordingly you can see that you can make variations from 15 to 45 minutes. It all depends upon both the stakeholders; the employees and the supervisors.

Then, once this review is there, then you are going to write your comments. I also give examples, ok. This is what was expected, this is what was not expected, this is what you did, this is what you are not supposed to do, right. So, you are going to give a lot of examples during the review process to explain them and then, prepare these things that what you are going to ask, right. Then, you also ask that if there are any issues, then how

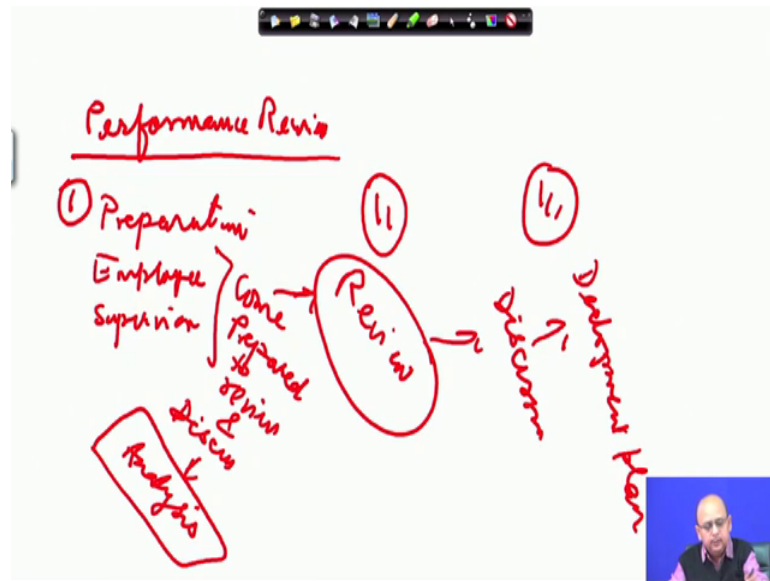
it could be taken up further, right. So, you also talk about adjustments related to performance, related to goals and standards, related to the processes or even related to the competencies that individuals that would help them to look at it in a different way, right and then when you are going to review the performance, look at the performance record and find out what are the areas where the people have done exceeding level, right.

So, it is very important to see that you take up those areas where the performance has been very good, ok. So, the idea here is to start with a good knot, right. So, when you are going to prepare for the registration after the performance appraisal process is over, make sure that you are going to have these things in your mind before you start the review. Now, there could be some options that is available to you, right. For example, find out who are the good performance among the subordinates, what kind of reward could be given to them, right see what kind of say development plan you have for them, you can also communicate to with them before you want to go for review, right or before you meet them face to face, all right.

So, actually these would help the employees to prepare themselves for a better review, right and it is always good to give them a hard copy, ok. So, this is look at your performance, this is the hard copy of your appraisal which we are going to discuss, right. So, sometimes what you can do, you can review and discuss together or sometimes you keep on preparing the document to take up one by one each document, right and then you keep on discussing it.

So, there could be a lot of options that could be exercised by the supervisor, but make sure that physically you are ready; mentally you are ready to discuss it. You have communicated this, make them ready to go for this kind of exercise and then, you have all the documents with you related to the performance which you want to discuss and also, give a copy of these documents to the employees, so that they understand these are the things that has to be discussed now, if you look at this process, when you are talking about performance review.

(Refer Slide Time: 10:09)



So, the first stage is preparation stage, where the employee and the supervisor both come prepared to discuss to review on their performance and then, later discuss as a part of the discussion, they also analyze that we will talk later that they try to find out why these level of performance was received.

So, if you look at this process, review, discussion and analysis sometimes it takes place simultaneously, sometimes you simply review the performance and then you communicate it. The idea is to give employees information about their performance, but that is not enough. You also discuss about their performance, get their feedback, you give your feedback and then, as part of this process, you are going to analyze it, all right.

Then, at the second stage actual review happens, where both assistants sit across the table discuss it in a convenient natural location, agreed upon by both in terms of content and what is going to be discussed, and finally, from this you move to discussion phase after the review, ok. The third phase after the discussion you talk about the development plan for the next cycle of the performance,. So, that is how we are going to process it all, right. Once you are ready with this preparation, you move to the next stage and that is you look at the role that is to be taken up by both the supervisor as well as the employees, right.

(Refer Slide Time: 12:12)

The slide is titled "Preparing for performance review meeting" in red text. It is divided into two columns: "Manager's Role" and "Employee's Role". The Manager's Role column contains a bulleted list of seven tasks. The Employee's Role column contains four tasks. At the bottom of the slide, there are logos for IIT KHARAGPUR and NPTEL ONLINE CERTIFICATION COURSES, along with the number 16.

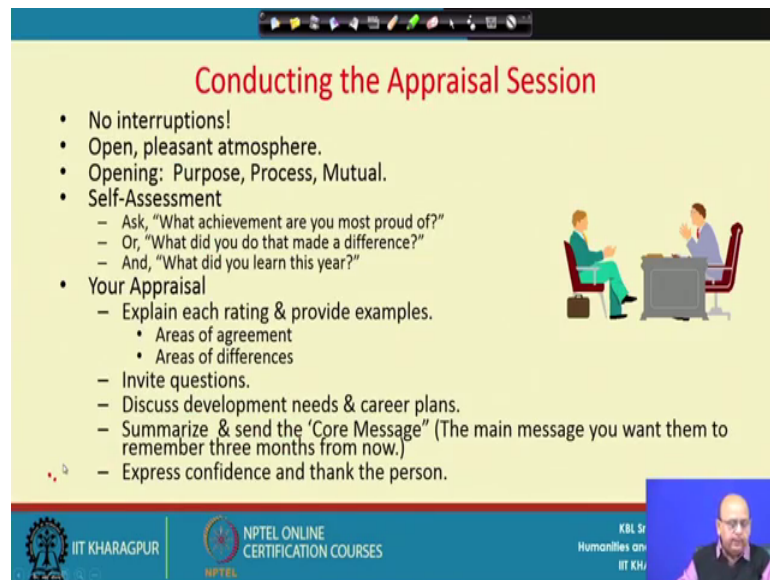
Manager's Role:	Employee's Role:
<ul style="list-style-type: none"><li>▪ Ask the direct report to prepare</li><li>▪ Gather information on performance/ ensure supporting information on performance is available</li><li>▪ Complete the performance appraisal</li><li>▪ Email appraisal to next level manager &amp; HR for approval</li><li>▪ Plan your approach to the discussion</li><li>▪ Schedule the meeting</li><li>▪ Provide written evaluation to employee</li></ul>	<ul style="list-style-type: none"><li>▪ Prepare thorough overview of performance by completing self-report portion of the performance appraisal (Goal Progress Report &amp; Self Evaluation)</li><li>▪ Ensure supporting information on performance has been made available</li><li>▪ Provide feedback to your supervisor</li><li>▪ Work with supervisor in establishing development plan</li></ul>

For example, you look at the report of the employees that is to be prepared based on the information, and make sure that all the supporting evidence is available to you before you go for the review, right. Then, performance appraisal as I told you has to be complete, completed before you proceed to this process, then you communicate this to the next level managements, your immediate supervisor and also, the HR for approval, ok. This is the performance level and then, we want to go for the review, right and up once you complete this process, you schedule the review and provide your evaluation, right.

From the employees side what are the preparations that is to be made? They also need to prepare themselves by looking at their performance whether they have gone for self-appraisal or other appraisal process. So, they are ready with the evaluation part right, they also come prepared with all the information which they claim to be related with their performance that is equally important, and then, they are also supposed to provide feedback to the supervisors about their performance, right and make sure that you have a copy of the performance record, you also need supporting documents to support your performance, right and then you are going to work on the development plan in consultation with your supervisor based on this information, ok.

So, that is why it is going to be going a joint activity, right.

(Refer Slide Time: 14:02)



**Conducting the Appraisal Session**

- No interruptions!
- Open, pleasant atmosphere.
- Opening: Purpose, Process, Mutual.
- Self-Assessment
  - Ask, "What achievement are you most proud of?"
  - Or, "What did you do that made a difference?"
  - And, "What did you learn this year?"
- Your Appraisal
  - Explain each rating & provide examples.
    - Areas of agreement
    - Areas of differences
  - Invite questions.
  - Discuss development needs & career plans.
  - Summarize & send the "Core Message" (The main message you want them to remember three months from now.)
  - Express confidence and thank the person.

The slide includes an illustration of two people sitting at a table, one in a green suit and one in a blue suit, engaged in a discussion. The slide footer contains logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and a small video feed of a man in a blue shirt.

Moving further, now if you look at this you are going to conduct the appraisal session. So, appraisal when you are going to conduct the performance appraisal, it is very important, right. Now, if you look at this there are two people; one supervisor and manager who is basically part of that appraisal process, sorry the review process. So, there will be this review session. What actually happens that the manager is going to discuss with the supervisor. So, there is no interruptions. You have an open conducive environment in the sense that both of them come out with an open mind that is really very important, and try to be as accurate, transparent and objective that as possible and you create environment which is conducive for this kind of discussions.

So, neither the supervisor nor the subordinate would become either aggressive or defensive, while discussing the performance or while going through the review and then, to start with when you are going to really conduct the second stage, then make sure that you discuss them that why this kind of performance review is required, what is the purpose, how it will be carried out, and it is related to both of us because your performance also contributes to my performance, and I have also contributed to your performance. So, it is mutually, it is not exclusive, but inclusive in the sense since both of them have contributed to each others performance, you will tell them that to some extent I am also responsible or contributed to your job and you have also contributed. So, let us discuss that what has happened in terms of performance, right.



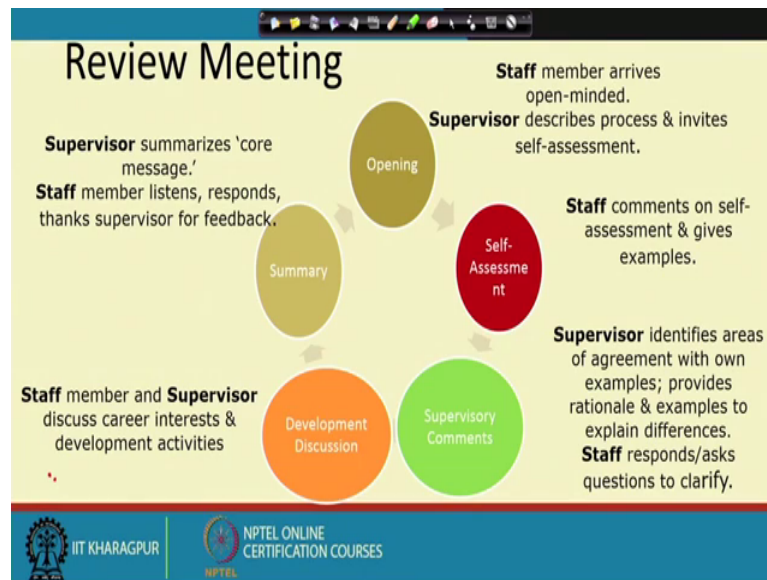
Then, you look at the performance record and move further. You ask the individual what are your achievements right what are the things that you have done which made a significant difference in terms of contributions systems and processes or whatever you did and what was your learning experience. So, the individual you allow stick to the individual during the this review process, so that you will be in a position to depend themselves depending upon the data that you have at your hand, right and another way that you can look at it.

You start with good performance and this thing gradually you move to those areas where the people have been able to perform, right and once you have listened to him, looked into his statement, then you give your rating, because and performance data is available, you can see that how well or he has done the job where you agree with the supervisors or you do not agree with the supervisors,. Similarly, as a supervisor you also see that whether you are agreeing to the performance that has been achieved by the super subordinate or not, and what are those areas whether for with them, ok.

So, both of them are going to look at it, ok. The agreement and differences are those performance standards and criteria which is going to be a part of your evaluation process, right and then, you ask questions, you ask them open questions, right to better understand why did happen and once this is complete, then at the next stage, you are going to talk about what are the areas which he think that need improvements, and how it could be linked with your career growth in the woods, right. So, once this review process is complete, you are going to summarize the review and then, you give a message to him that what is to be done further, right and then, you start, you end it with a thank you note. Nice very good. Thank you very much. I have reviewed the performance and I have believed in you, ok.

You can better perform. So, that would give lot of confidence if you believe in himself and if you communicate these kind of things. So, motivate and see that the person is interesred for others to perform well, ok.

(Refer Slide Time: 18:02)



So, these are the things that could be taken up at the performance level. So, during the review meeting, basically that is the process that is how we got about it, right. We will be talking about it. So, we will start with opening. As I told you, he arrive with an open mind, you welcome him, describes the process, ask for his assessments right, then he comments upon his assessment and gives examples.

Second stage, then the supervisor identifies the areas for agreement with examples. He also provides rational and examples and he also looks into the differences that he has with the supervisor, ok. So, the supervisor response asks questions to clarify, then after that both of you agree and talk about you career interest and development activities and finally, what you do, summarize the core messages, right. Staff member is going to listen to you response and thank supervisor for the feedback, ok. So, that is how this is the entire process that is related to what you call the second stage and now that is how it goes up.

(Refer Slide Time: 19:09)

**Be Descriptive and Have Examples**

- **Goals/Expectations**
  - Factual quality-quantity-date information that directly supports the level of attainment.
  - Description of specific related activities; references to a work sample, project, incident.
- **Behavioral Competencies**
  - Specific examples that show obvious connection to each competency.
  - Incorporate phrases from Appraisal Wizard along with a specific incident involving you.
- **Overall Comments**
  - General summary regarding the level of performance.
  - Reiteration of key positive highlights/ progress achieved.
  - May contain "Core Message."

*The NOTEBOOK*

*APPRAISAL WIZARD*

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES

Then, when you are giving examples, then try to be more descriptive like intact with goals and expectations, right. So, look at the quality, quantity, date, performance, right. If the performance is measured in this way and you also have a timeline for looking at the performance, if look at the level of achievement that he has made in terms of quality and quantity of performance within a given time frame based on factual data, right and you also describe the specific objectives, give examples of work samples, projects, incidents that is covered by him, then look at the given competencies. It could be related with his that how his competencies have contributed and what way it is connected with the performance, and then, you also use certain phrases this could be taken from the appraisal wizard because that is very important. They are certain phrases in terms it could be used which is basically a relative specific incidents or related to you right, ok.

This is what the way I should have been done. Yes, this is a very commendable job that you have done and you have those competencies which is required for this and finally, you give your comment in from summary about the level of performance and by highlighting the major progress said that have been made or the major achievements that is made by the employees and then, it also contains the core message what exactly you want to communicate to the employees after the review process is over, right.

(Refer Slide Time: 20:44)

**Performance Levels**

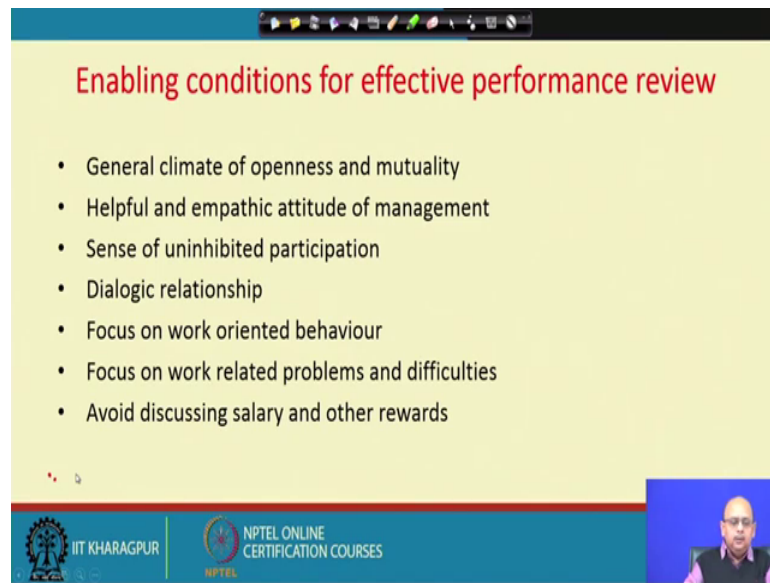
- **TOP**
  - Exceeds expectations in most aspects of the job frequently.
  - Goes above and beyond what is asked.
  - Thinks ahead. Is proactive. Seeks improvement.
  - Solves problems independently.
- o **VALUED**
  - Meets expectations in all major aspects of the position and exceeds some.
  - Sometimes goes beyond what is asked.
  - Takes initiative to solve problems.
  - Seeks learning and improvement.

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES

Now, what is more important is basically through this review process, you are going to look at the performance level of the employees, right. So, performance level could be categorized on the basis of whether he is a top performer in terms of your assessment since that yes he is expected or the performance standards he has contributed much more than it was expected from him, ok. He is very forward thinking person, very proactive, he always looking for improvement, and he is an independent problem solver.

So, if you find that these categories are available, then you will have to say that yes he is one of the top performers in our review, then the next level if he is meeting your expectations in all areas, most of the areas except in some areas and yes he is going beyond what is being asked, taking initiatives to solve problems, and he is also looking for growth and development, then you say that yes he is a value, replace the next level to. So, the first level is going with the top performance and then, next level is going to be a valued employees.

(Refer Slide Time: 22:00)



The slide is titled "Enabling conditions for effective performance review" in red text. It lists seven bullet points: General climate of openness and mutuality, Helpful and empathic attitude of management, Sense of uninhibited participation, Dialogic relationship, Focus on work oriented behaviour, Focus on work related problems and difficulties, and Avoid discussing salary and other rewards. The slide footer includes the IIT Kharagpur logo and the text "NPTEL ONLINE CERTIFICATION COURSES". A small video inset of the presenter is visible in the bottom right corner.

- General climate of openness and mutuality
- Helpful and empathic attitude of management
- Sense of uninhibited participation
- Dialogic relationship
- Focus on work oriented behaviour
- Focus on work related problems and difficulties
- Avoid discussing salary and other rewards

Then, if that is not then you see that is he is not been able to perform well. So, basically the idea is to also ensure that you are able to identify top and valuable performance in the organisation or in your department, right.

So, we have talked about from the issues here you know. Let us summarize it like you need to create a climate of openness and mutuality where each one have respect and dignity for each other, have trust and confidence in each other, discuss them in an open environment, right. The management and the supervisor subordinate both have a very, especially the management has a very empathetic attitude means that he is able to feel and understand the employees from their perspective and not their his own perspective, right and both of them participate with an open hand. It is very important. So, there is no innovation to participate in the review process either from the employees side or the supervisors side, right and this is a dialogic relationship. It means that it should be in the form of dialogue, right from both the parties.

So, through this dialogue, they are going to clear a lot of issues, able to establish report and will trust each other and supervisor should not make any personal comments on the personality, at the behavior of the employees unless it is related to the job, all right. So, they should only focus on those behaviors which have contributed to the performance, or those behaviors which have not contributed to performance. So, they have to look into those critical incidence which have been effective or not effective which could be related

to good performance or the problems and difficulties and during the review process, please do not discuss about the salary and the rewards. Later on you can talk about it, but once there you are basically looking at the performance of the individual and you are talking to the employees regarding his performance in the form of review.

(Refer Slide Time: 23:54)

**Performance levels**

- **DEVELOPING**
  - New to the position or some duties are new.
  - More training/learning is needed to be fully performing all aspects of the job at the desired level.
  - Performance does not meet expectations for fully experienced person.
- **REQUIRES IMPROVEMENT**
  - Regularly fails to meet established standards/goals.
  - Lacks required skills, knowledge, willingness or capability to perform.
  - Fails to recognize effect on others and or does not make necessary changes when advised of the need. Not consistent with Core values.
  - Immediate and sustained improvement required.

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES | KBL Sr Humanites and IIT KHU

So, the third level of performance is developing. As we talked about top level and valued employees and the third level, we have been developing and required because in third level, you have someone who is not able to perform well up to the expectations, right at the desired level mean that he needs to develop, ok. He is not able to meet the expectations or he is maybe new or he does not know how to perform the job, he needs more training and learning in order to perform job effectively. So, there could number of reasons to call because you think that these people need a lot of improvement in order to perform a job very well, right

So, could be your part of a summary, but make sure that when you are going to discuss and review the performance of the individual, you are going to take care of those enabling conditions which help you to go for a accurate review, right and finally, you have people who are not able to improve performance. It means they have not been able to meet expected performance, expectations or standards in the, not been able to meet targeted goals, right. It means that they are lacking either knowledge and a skill or they are not motivated or motivated enough or have the capability, ok.

So, if that is a situation, then you have to think what needs to be done, all right. With what kind of interventions can be planned for them to ensure that they are able to develop those knowledge and skill base which is going to help them to perform well, right. Similarly, you also need to ensure that what kind of things need to be done, which will help them to improve their performance because probably they are not able to recognize how it is going to affect the performance of other people, right and they do not make any changes as has been required by the management. It means that even despite reminders, you are not able to perform well and you are not able to recognize how your performance has not been able to meet their standard or in what way it could, it could affect the performance of the other people, ok.

So, these people even if they are given reminders, they are not in a position to see that how it is going to affect the performance of others or their own performance and what could be the consequences, ok. It means they are not going to follow the norms and values of their organization, their core values, and whatever they are doing is not linked with their own goals and objectives as well, ok. It means such people require immediate interventions to improve their performance to bring it to the baseline. Forget about improving their performance.

So, once you are able to complete your performance review, probably you will be able to as a supervisor, you will be in a position to identify in what category of performance people are going to be put in to, whether they are into top level or valued employees, ok. Then, you have people who can improve their performance of those who despite reminders have not been able to link their performance to the goals, they have not been motivated enough to do it or either they do not have the capacity. So, they require immediate attention, ok.

So, you start with requiring immediate attention then you think that what kind of development plan can be plot for those who are developing, right. They can go for coaching and mentoring then valued employees how you can further improve their strong points and the top performers, so that how they can sustain these things, right.

(Refer Slide Time: 27:39)

The slide displays a form titled "Template: Performance Review" with the following sections:

Name		Organisation	
Position:	Time in present position:	Length of service:	
Year or period covered:			
Review date & time:	Review Venue:	Reviewer:	
<b>Discussion starters</b>			
Tell me about your volunteering during the past year (or period of time)?			
What are some of your best achievements?			
Tell me about the things you like and dislike about volunteering in this organisation?			
What elements of your role interest you the most? The least?			
What parts of your role do you find particularly easy or difficult?			
What sorts of training or support would benefit you next year?			
Are there any other types of volunteering activities that may interest you?			

At the bottom of the slide, there are logos for IIT KHARAGPUR and NPTEL ONLINE CERTIFICATION COURSES, along with the text "KBL Sr Humanities on IIT KH" and a small video inset of a speaker.

So, with this discussion on performance level, what I am going to provide you a template which basically talks about how we are going to take it, right. So, when you are going to discuss performance, basically there are certain things that you are going to write down here like the position, the year or here the area that you are going to cover, what is the review date and time, or what is the location, how much time is required, time in present position and what is the tenure of the employees in service and how much years he has spend in that particular job and who is the reviewer.

So, you are going to provide the basic information related to the individual, then the reviewer and then, the discussion starters.



(Refer Slide Time: 28:20)

**Template: Performance Review**

How would you rate yourself in the following areas?	Needs Improvement	Average	Good - Very Good	Excellent - Outstanding
Communication with colleagues				
Efficiency				
Effectiveness				
Interpersonal relations				
Attendance				
Policy compliance				

KBL Sr  
Humanities an  
IIT KH/

You start with good performance, and then, you move to discuss other things, right. So, like you say that what you did that was best, what was your beta achievements.

(Refer Slide Time: 28:24)

**Template: Performance Review**

Goal 1	
<b>Action</b> What are the first steps or action towards achieving this goal?	
<b>Support</b> What training/information or other support may help?	
<b>Outcome</b> How will we know if the goal is achieved? What will happen or change?	
<b>Timeframe</b> When will the goal be achieved?	Target date: / /
Employee agreed (initial) .....	Supervisor agreed (initial) .....
<b>Progress</b> Supervisor to complete at next review or earlier if required	<input type="checkbox"/> Accomplished <input type="checkbox"/> Good progress <input type="checkbox"/> Some progress <input type="checkbox"/> No progress <input type="checkbox"/> No longer relevant <input type="checkbox"/> Abandoned
<b>Comment</b> Supervisor to comment on the progress made above.	

KBL Sr  
Humanities an  
IIT KH/

Then, you talk about things that you did not like or things that you liked it, and what elements of your role interest you. Most it means that what you enjoy doing and what you do not enjoy doing, ok. So, what are the things or support system that was available to you or think that there are certain things which were not available which could have made your performance very good, right.

So, after going through this, you start the discussion. Then, you ask them to write on certain level of competencies which could be a part of the self-assessment, and then, like you these are basically we have a little competencies like a communication or efficiency whether they have been able to meet the targets or not effectiveness in terms of your relationship, with your supervisors, colleagues, subordinates, spheres, the punctuality in attendance and whether they follow rules and regulations and on these are some of the examples, not the exhaustible is that is given here.

So, knowing to rate yourself, then you see that what kind of an improvement you require, whether it is average or it is very good or whether it is excellent,. So, you identify your best areas of achievement and then, you also identify what are those areas not being able to do well.

Then, moving further you look at the goals on the action plan, ok. So, what you did in order to achieve your goals, right what kind of support system was available, what was the outcome within a given time from that you have been able to achieve and what progress you have made, right and then, supervisor is going to comment on it, and then, you have to see the supervisors also agree to this proposition whatever you will say, right. So, whether you were able to accomplish the goal or whether you have made good progress or only some progress or no progress set up at all.

So, suppose one of the goals that you had in your period cycle was improving your leadership qualities. So, see what extent you have been able to do it and what you did in order to reach to this particular goal right, but did you get any training on leadership or not, have you been able to achieve this whether within the given timeframe, and what kind of support system was available to you. So, you are going to write about all this and then, say on this it could have been able to accomplish this or not. The extent to which you have been able to accomplish it or not that has to be discussed.

(Refer Slide Time: 30:54)

**Template: Performance Review**

**Goal 2**

<b>Action</b> What are the first steps or action towards achieving this goal?		
<b>Support</b> What training/information or other support may help?		
<b>Outcome</b> How will we know if the goal is achieved? What will happen or change?		
<b>Timeframe</b> When will the goal be achieved?	Target date: / /	
Employee agreed (initial) .....	Supervisor agreed (initial) .....	
<b>Progress</b> Supervisor to complete at next review or earlier if required	<input type="checkbox"/> Accomplished <input type="checkbox"/> Good progress <input type="checkbox"/> Some progress	<input type="checkbox"/> No progress <input type="checkbox"/> No longer relevant <input type="checkbox"/> Abandoned
<b>Comment</b> Supervisor to comment on the progress made above.		

Below Average  
Satisfactory  
Very Good  
Excellent  
Outstanding

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES | KBL Sr Humanities on IIT KH

Then, look at set up another goal, right another behavior, compete behavioral competencies right say second goal. Similarly, you will look at each and every goal that you have and for each and every goal, you will look at the kind of action that you have made, what kind of support system was available, what was the outcome of that particular action whether you have achieved that particular action within a given timeframe or not and then, you are going to put in signature and then, supervisor also look at it what you have done. Then, he makes his comment, right. Now, if you look at the right side of this, based on this you can see whether or each of these goals, look at these templates whether your performance was below average, satisfactory, very good, excellent or outstanding, right.

So, the idea here is that when you are going for a review, you are going to look at your performance and then, you see that this kind of template you can have other templates also. That is not a question. Look at each and every goal of performance standards and see what happens to them and the extent to which and then, you average it out. Then, you can see your overall performance, right.

So, once you look at your performance and supervisor goes for review, he can see very clearly what you have achieved or what you have not achieved, what are the areas affected, the areas of differences, and then, once that is done you have been able to identify your development plan, then you move to further discussion, right and that is

how this performance review move to the next stage that is what as performance review and discussion.

Thank you very much.