

Strategic Performance Management
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Lecture - 29
Performance Analysis

So, a very good morning to all of you, now we are moving to the fourth lecture of sixth week and here we have been talking about review discussion and analysis of performance. So, remember we talked about the basic concepts related to performance review then we moved on to the process that how performance is reviewed and then after performance review how we are going to discuss the performance right, when you are going to discuss the performance of a individual or group what you are going to see that during this process you are going to identify those factors which has emerged either as a facilitating factors or innovative factors right.

So, the basic objective of performance analysis is to identify first the level of performance that is achieved second why this level of performance was achieved and in this discussion of why this level of performance was achieved we try to find out the factors which are responsible for achieving that particular level of performers right. So, we this is actually a part of the discussion only. So, here also we will continue our discussion on performance review and discussion and see that how performance is analyzed to identify those factors so.

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Performance Analysis: Concept

- Constitution of performance
- Understanding the components of performance in natural setting by breaking it into various elements and understanding the factors that cause performance is called as "Performance analysis."
- It includes analysis of performances of individuals, dyads, teams and organizations.

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When we are going to talk about performance analysis basically you have to say that what does it mean. Basically when will you are looking at performance, the first thing that you have to see that what does it mean, what are the factors, which constitute performance right since you are going through a process in performance management concept.

So, you have to see that at which level this analysis happens right for example, if you try to set an environment for analysis, then you would try to monitor the performance, then you also see that what are the things that he has done both the task and his contextual performance, then you also look at the data or the and then you try to compare it to the various metrics that you have all right and then you see that whether the performance level have been achieved or not or what to whatever performance has been achieved by the individual and based on that you are going to let him as good bad or whatever it is right and you prepare a report which is submitted to the hr managers for record and also taking certain decisions right.

So, what your decisions that is taken on this basis of performance report we will discuss that in the next topic here we will look into some of the issues related to analysis. So, once you are able to identify the various components of performance that we have seen then you have to see that what causes this performance right. So, the basic idea is analysis is identifying the reasons for achieving a specific level of performance right and

it could be done with anybody it could be done with individuals, groups, teams or even organizations so, but in each case you need to identify what is the accountability, what is the standard, what are the goals that has to be achieved.

So, you need to identify the criteria against which you are going to measure the performance and then once you measure the performance after the evaluation prepare a card you discuss it with the subordinate you see that during the discussion you also try to analyze the reasons for whatever level of performance has been achieved by the individuals whether it is good or bad right.

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Performance Equation

- As PA is the most important component of appraisal system so it necessary to understand the performance equation:
- Individual performance= Ability X Motivation X
Organisational Support + or - Chance factors

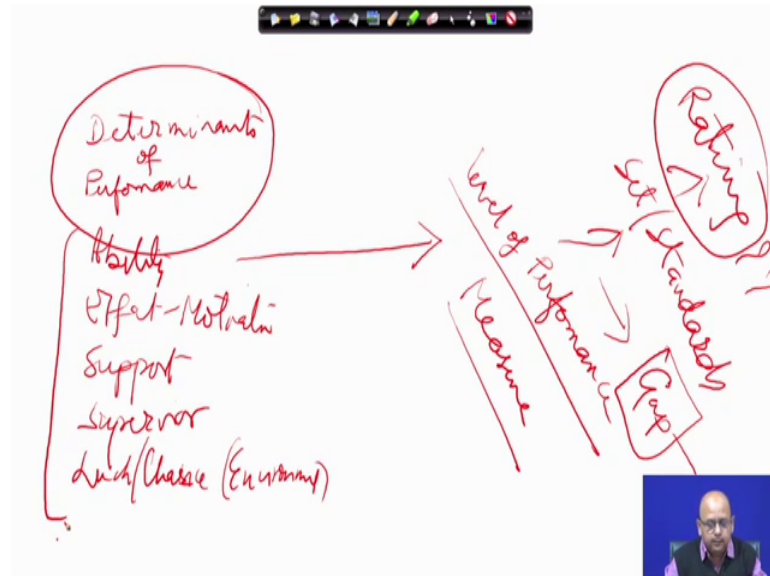
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So, basically analysis talks about the quality of performance whether it is achieved that particular level of performance or not you remember in the beginning exercise we tried to define performance and we say that it is based on the multiplication of a number of factors likability effort motivation and the support that you are getting from the organization right and also the chance factors.

Sometimes you are lucky enough environmental factors are supportive to you. So, you your performance is good otherwise not and I also told you that if any of these components become 0 then your performance is not going to effective right. So, now, we have understood that all these 3 components or 4 components that we have is required for an effective performance. Now when we come to analysis we need to identify whether these factors are there around because they are the determinants right. So, we

are not concerned with the outcome in the process what actually happens when we are going to analyze this we look into these things.

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That what are the determinants of performance right and these determinants decide basically the level of performance right.

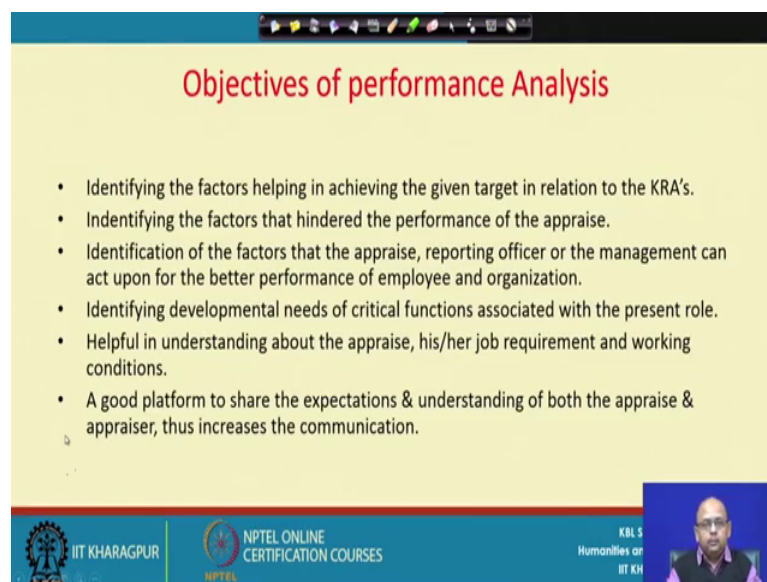
So, when I am talking about these determinants and this level of performance is measured against set of standards that have been identified and based on that you are going to provide a rating whether the performance is good or bad right. So, when we are talking about these determinants of the performance this comes from these factors that I have been talking about likability how much effort you put in that depends upon the motivation level right, then support system that is there including the supervisors because that is an in the another important factor then also (Refer Time: 06:07) factor that is related to the environment.

So, there could be a lot of determinants. So, if you want to conduct a analysis of performance you need to identify the extent to which these factors have been able to contribute to your performance right then here we are using level of performance how we are going to do it measuring it or ways it is second standards. So, we are going to measure the performance then here you are going to compare the performance with expected performance right. So, set of standards are used to measure and that is how you come to know about the gap in the performance level if there is any if it is not that is

alright and based on this measurement you are going to identify the level of the ratings that is whether the performance is outstanding good bad average or whatever it is right.

So, in this part in this lecture basically you are going to focus more on that how you are going to identify and how are you going to measure these factors and their relative contribution in determining the performance of a individual right. So, the idea here is not to look at it. So, in isolation, but see that how all these factors have been able to contribute to the performance of the individual right, including the environment right, when you are talking about support whether it is positive or negative or having chance factor that is related to environment, it is right,

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Objectives of performance Analysis

- Identifying the factors helping in achieving the given target in relation to the KRA's.
- Identifying the factors that hindered the performance of the appraise.
- Identification of the factors that the appraise, reporting officer or the management can act upon for the better performance of employee and organization.
- Identifying developmental needs of critical functions associated with the present role.
- Helpful in understanding about the appraise, his/her job requirement and working conditions.
- A good platform to share the expectations & understanding of both the appraise & appraiser, thus increases the communication.

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Now, so, why we are going doing this exercise right as I told you that by analyzing the performance you will be able to determine those factors which have helped you to achieve a specific level of performance which will be compared with this performance standard which is already in place. So, that we can identify whether your performance is up to the mark or not and whether you have able to achieve that given target in relation to the key result areas. So, look at the first factor. So, you need to identify those factors which have helped you in achieving the given target in relation to the KPA's or that you key accountability areas or key result areas or whatever you call them.

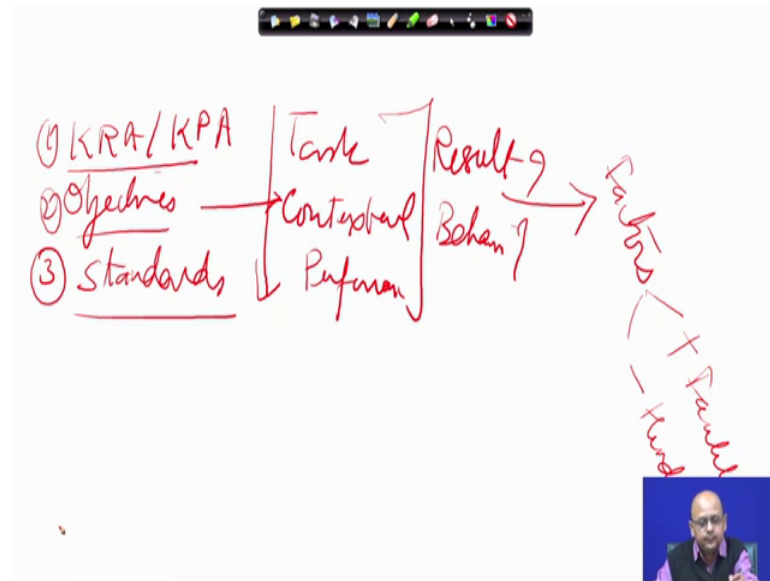
So, it is very very important that you remember we talked about KPA's or KRA's. So, we talked about 3 things if you remember we talked about KPS, we talked about goals and

objectives we also talked about the standards against each KPS. So, that is predetermined and pre specified because you are going to be compared for your performance related to your result area what objectives are each of these result areas were and what are the standards what is objected to right. So, you are only not only going to identify those factors that you have talked about which are going to help you or facilitate in achieving those performance targets, but you also identify whether these factors have facilitated or not right.

So, you also need to identify what are those factors which have hindered the performance which have been created some kind of obstacles for your performance say for example, the environment is not supportive or the supervisor is not supportive right, he is not providing the necessary help resources and support to do your job effectively right. So, it could be a part of contextual performance, but as you know the task and contextual performance both are important. So, it is very very important to ensure that all the factors whether it is related to task are context are available. So, that you are able to perform well.

So, you need to identify all kind of factors related to the task and contextual performance and you remember we talked about KRA's objectives and their standards right. So, using this, you identify task performance and contextual performance and once you are able to identify task and contextual performance, then you proceed further right, it is something like this.

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First of all we identify KRA or that it is also known as KPA's right then we identify objective and third thing that we are doing to identify is standards. So, it goes in a logical sequence first you identify the KPA's. So, if you have identified it for each KPA's you are going to identify the objectives address it and that has to be and there has to be a standard right once that is done the second exercise is what you are going to measure it task and contextual performance right.

So, when I am talking about task and contextual performance it has to be in relation to the this one right and that is when you are going to say the results and the behavior because this is basically related to what you call the result and the behavior that is what we are going to measure in terms of outcome right. Now whatever result and behavior that we have achieved then you go for analysis and try to identify, what are the determinants, what are the factors, which have helped or did not help right. So, both factors you have to identify both positive factors or negative factors, means those which have facilitated and the hindered all right.

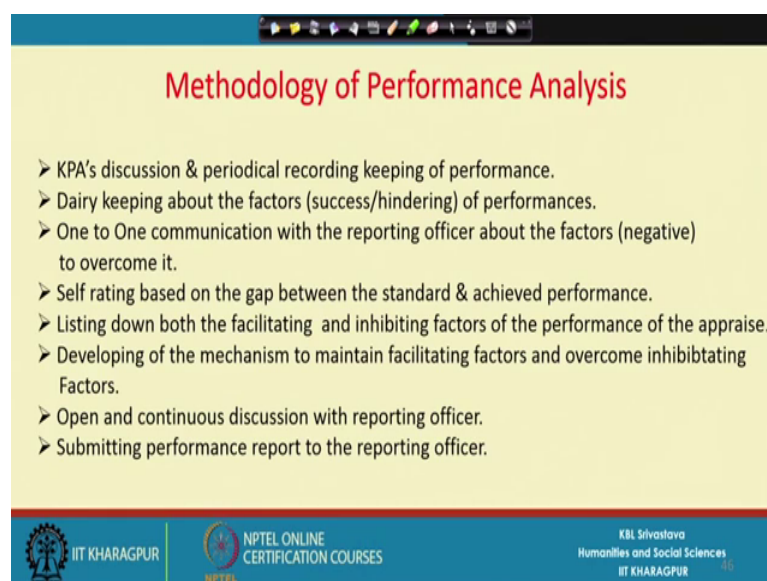
So, this is the entire process for performance analysis. So, we discuss some of the issues related to this. So, you identify both facilitating factors and innovating factors related to various things, then you also identify factors which are related to the individual your supervisors and the top management because they are going to contribute your performance as I told you that some of these factors are related to task performance some

of them are related to the contextual performance right. So, you need to identify factors that led to the task performance as well as with your contestant performance for example, where is your reporting officer or the support from the top management it could be a part of contextual performance, but when you are talking about the knowledge and skill base of individual which could be related to the task performance because in order to perform a job you require the set of a skills and abilities right.

So, we are measuring both and then we also identify what are the factors which are going to help you right then you also identify the development needs of the people specially related to these key result of areas where you are working. So, if you are able to analyze performance on these criteria basically the idea is that you make the individual or the subordinate understand that what he is doing in terms of task, what kind of context would be required in order to perform well. So, that both of the behavior and result that is measured at a later stage meets the performance standards right.

And once are able to analyze this performance during the review and discussion process then you are going to share it with the employees. So, that both of them are able to understand what is required, what is expected from them and they are going to work it accordingly and develop the action plan right and that is why performance analysis is required we go for it.

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Methodology of Performance Analysis

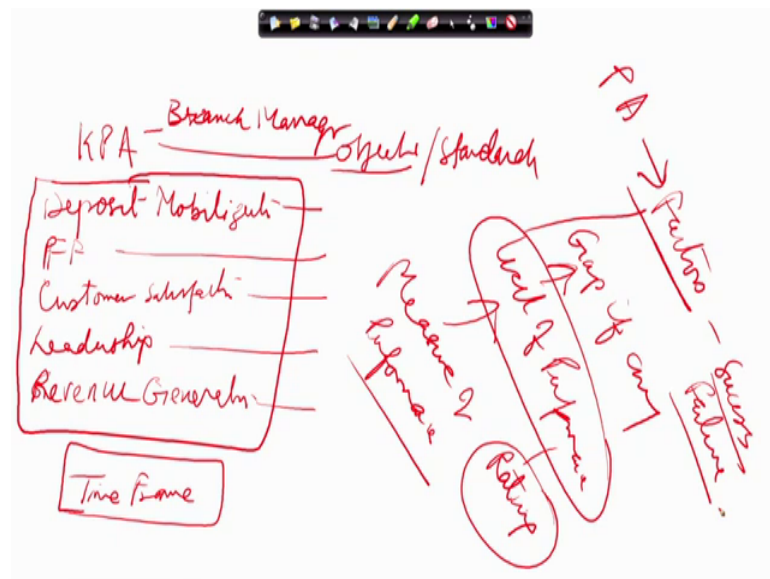
- KPA's discussion & periodical recording keeping of performance.
- Dairy keeping about the factors (success/hindering) of performances.
- One to One communication with the reporting officer about the factors (negative) to overcome it.
- Self rating based on the gap between the standard & achieved performance.
- Listing down both the facilitating and inhibiting factors of the performance of the appraise.
- Developing of the mechanism to maintain facilitating factors and overcome inhibibating Factors.
- Open and continuous discussion with reporting officer.
- Submitting performance report to the reporting officer.

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Now, how do we go about it as I told you the process when I was making the sketch that you start with identifying the KPA's right once you are able to identify KPA's then you identify what are the factors right which are related to this in terms of what are the factors which are important for these KPA's right and then you identify those factors whether they are related to success or not which have contributed to the performance right.

So, then you communicate it with your reporting officers and see that these factors are not present and then you also look at the gap between their standard and achieved performance level and then you list out all such factors which could be acting either as a facilitating factor or it is an inhibiting factors right. So, if you look at this process is something like this.

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First of all you have identified KPA's right say let us take an example of a bank manager. So, suppose we I have already taken this example earlier also. So, I am taking the same example say deposit mobilization is, then we also measure the food fall in the bank, then also measure customer satisfaction, his leadership because he is supposed to provide leadership to the all the people working in the bank right, then revenue generation make sure that you are not going to have. So, many KPA's it is limited to 3 to 4 right. So, here I have kept it 4. So, once you are able to identify these KPA's in case of a branch manager then you identify the objectives for each of them right what does it mean to say to go for

deposit mobilization, how much and for each objectives you are going to have standards because your performance is going to be compared against this right.

So, you identify a specific standard which is to be achieved within a given timeframe that is very important you must keep in mind that performance is evaluated for a specific period. So, identify the timeframe against which you are going to meet these standards against these criteria right. Then your performance is measured against this these criteria and see whether your what is your level of performance now once that is done you identify the gap if any is there or not and based on this level you also provide a rating to the individual about his performance in terms of good or bad it is a qualitative assessment that you are going to make.

Now, when you are going to discuss this after measurement, when you are going to discuss this level of performance you try to identify the factors which are associated with success and failures. So, analysis when you are talking about performance analysis it focuses on those factors which have contributed to the success or failures of the individual related to the performance right which could be related to individual, it could be related to the organization, it could be related to the supervisors, subordinates, environment also. So, there could be a number of factors which have contributed to your performance right and that is why in the beginning as I told you that the basic idea is to identify the determinants of the performance and the extent to which each of them have contributed or not to your performance.

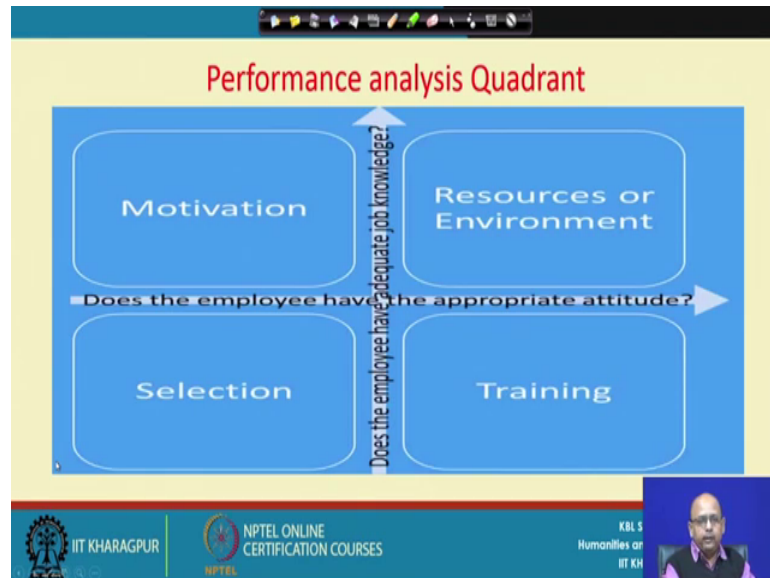
So, moving further we have been talking about it. So, once you have done it you have been able to identify these factors which are related to performance then you say that what needs to be done because that helps you to develop an action plan for sustaining their performance or if your performance is not good, then how you can overcome those deficiencies related to any of these factors some of them maybe in your control some of them may not be in your control right.

So, you need to identify factors that is within your control and also factors that is not in your control right. So, you then you are going to discuss it with your reporting officer report with your supervisor and once this analysis is done and you have analyzed listed all such factors which are responsible for your performance whether they have facilitated

or not you are going to report it to your immediate supervisor and he is going to further submit it to the hr.

So, this is the process for which we are going to analyze the performance.

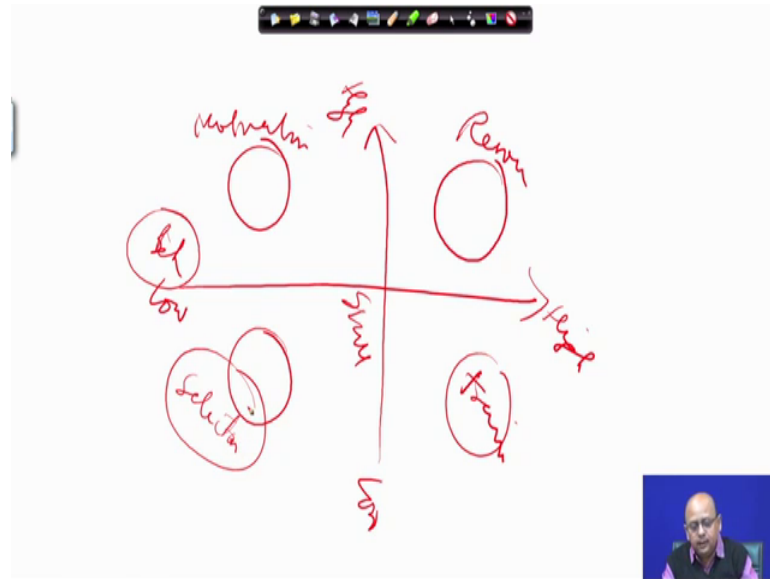
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Look at this quadrant right, now there are 2 questions that is moving horizontally and vertically now if you look at some the question that is moving vertically it says that does the employee has adequate job knowledge or not. So, first factor which is very very important for your performances your skill knowledge and everything all right and second factor that is related to your performances your behavior does the employee have the appropriate attitude or not all right and that is that I have been talking about your behavior and your skill both are equally important because your skills contributes to your performance as well as your attitude or your behavior also contributes to your performance.

Now, if you look at this there are 4 factors which have been identified now when you look at these factors it means given these factors you can identify while analyzing the performance whether the person what is there or what is not there right for example, if you find that the person does not have the attitude to perform well right, then what does it mean. So, this is going to be moving from low to high on both sides right. So, if you look at this right that is something like this so.

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This side you have a skill right that is from low to high and this side you are having behavior that is from low to high. So, if you have the right kind of attitude and behavior and you have the scale right, if both of them are high it means that you are here right. So, if that is so, then what is required, if you are here then what is required, then if you are here then what is required, if you are here then what is required right.

Now suppose we are talking about motivation here that is in the quadrant it means you have this skill, but what is missing is your right attitude. So, you need to be motivated right suppose if you both of them are high then what you require the resources, but if the behavior is good, but the skill is not there then you need to train the people right and if both of them are there then you make sure that you are not going to select such person for the job because they will not be able to perform well.

So, we have 4 things that is motivation, resources, training and selection. So, now if you look at this, it also the motivation, selection it means neither a skill nor attitude is there. So, make sure that you are not going to select such people who have this right if attitude right kind of behavior is there, but there is a lack of knowledge and skill then you are going to send the people right, but if right kind of attitude is not there and person is eligible he has the skill then you are going to see that he is motivated enough right.

So, it, but if both are present a good positive attitude as well as a good knowledge and a skill it means you need to provide resources and support right and make sure that it is a

favorable environment in order to performance right. So, what I mean to say here is that when you are going to analyze performance make sure that what is the skill base of the individual and what is their behavior because both of them to contribute to the performance all right moving further.

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See what happens there is another quadrant that I am talking about it talks about how important it is, in terms of low performance and high performance and in terms of how important it is it means what is the significance and importance of the performance right.

Now, if you look at these quadrants what does it tell you right if you look at performance it means that you are moving from here to high performance low to high performance and if you are moving from here to here then you are talking about low to high and that is also low to high.

So, there are 2 things once you are able to analyze the performance you should be able to say what is their attitude, what is their autistic for example, if you think that somebody has done a good job, but it is not important then what happens right, but somebody has a bad job somebody has not been able to do a job which was given to him though it was very very important for the individuals as well as the organization because it contributes more. So, then what does it mean.

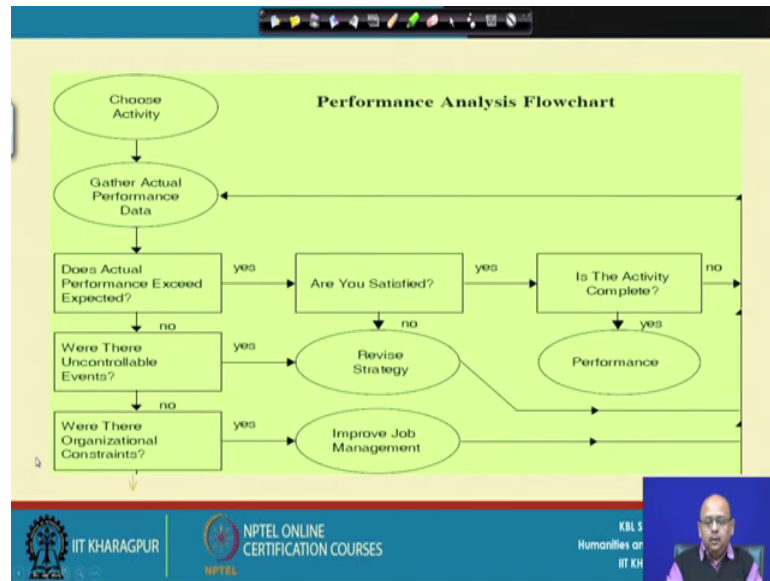
You are going to perform very well and you also find that it is very very important and significant means that you have performed very well and that at that level you need to sustain that level of performance. So, I am talking about quadrant 2 which says high importance and high performance if you are in quadrant then it is good it means that you are doing the good work and you need to maintain and sustain that level of performance right for example, if you look at quadrant 1 what it does it suggest that you are doing a job right which is very very important, but your performance is not good then it means that is where you need to concentrate right you are doing something that is very significant and contribute to your performance, but you have not been able to perform well right.

So, this suggests that is where you need to concentrate now if you look at 4 quadrant 3 you are doing something which does not contribute well to the performance. So, it is not that important all right. So, whatever you contribute is not recognized and not does not contribute it is not very significant for the organize and quadrant contribute quadrant 4 if you look at this right which talks about you are working in and you are doing very well, but that is not very significant for the others. So, probably you are trying to do so many things, but it is not helping you to improve your performance or it is not contributing to your performance.

So, the idea here is that you need to identify those activities which are not contributing to significantly to your performance right and those with which are contributing significantly which have some importance is being recognized by the organization right. So, this kind of analysis is also required by the supervisor when he is going to analyze the performance of the individual that whatever performance level you have achieved, what is the level in terms of whether it is good or bad similarly in what way it is significant and important for the organization and the individual all right. So, if we if he is doing something that is very very significant for the organization and contributes very well and he is not able to perform well then that is where you need to concentrate.

So, that he can move from quadrant 1 to quadrant 2 otherwise there would be a problem all right.

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Now, that is the flowchart that is how we proceed when we go for performance analysis right. So, you are first of all you are going to selectivity and collect all the data related to the performance because that is what you are going to do all right. Then moving further the next thing that you are going to do is that see whether what is the performance level does actual performance exceed the expectations or not if that is. So, you are saying that yes it is an outstanding performance. So, their answer could be either in a yes or no right.

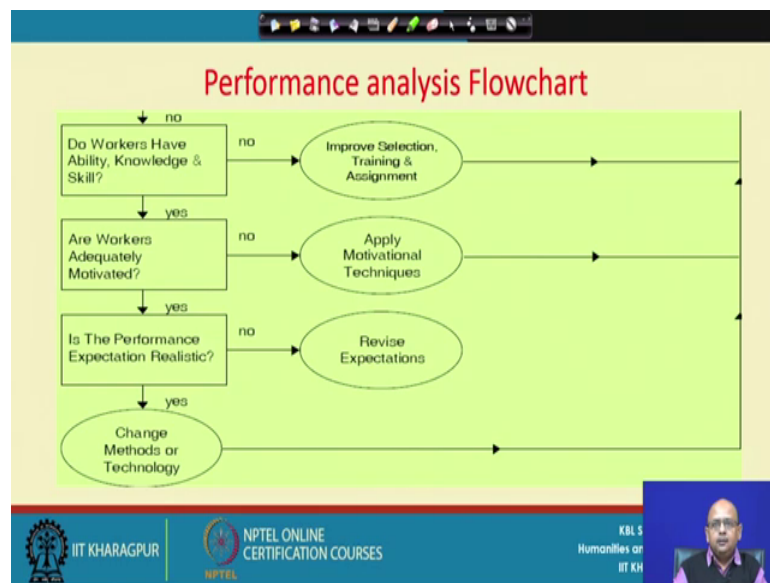
If it is yes then you have to ask this question whether you are satisfied if the answer is yes, yes it means that yes you have been able to see that yes this has been achieved and then you try to find out what are the factors, which have facilitated the process, suppose the answer is no; that means, there has been a gap right. So, if the performance has not been met I mean in the targets and standards that were to achieve. So, if the answer is no look at this particular point if the answer is no it means there are some problems now there are certain things which are within the control of the employees there are certain things which is beyond the control of the employees.

For example he did not he was motivated enough to perform. So, that is within the employees, but suppose the environment was not supportive right for example, the there was a in the environment and the sales people are not able to achieve the target right. So, when you are going to analyze the environment you are going to see that what are the factors which were within the control and what are the factors which were not within the

control of the beyond the control of the employees right. So, when you are asking these questions whether uncontrollable events then yes then you are going to change your strategy and see what needs to be done in order to achieve a satisfactory level of performance right.

So, you are either going to remove those things or are going to adopt a different strategy so, that you can link it with the performance, then you also look at what are the constraint from the are in terms of the environment not only environment, but also support or resources commitment from the top management and also from the supervisors yes if that has been there it is alright if it is not there then we will see what needs to be done if that happens it means that they are facilitating factors and they help you to improve your performance right.

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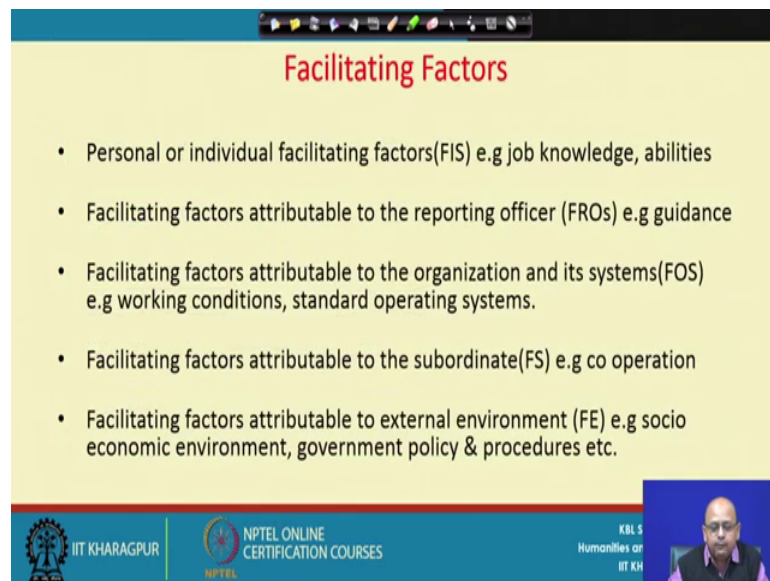


If the answer is no then you are going to ask next question whether you have the scalability and knowledge no then you go for selection training which means that you need to select right kind of people or you need to train people because they lack skills in order to perform, but if the answer is yes then you see that whether they are motivated enough right if they are not then you are going to apply certain motivational techniques right. If the answer is yes then the whether the performance expectations are realistic or not if not then you are going to again revise your expectations that has been set all right and if the answer is yes then you are going to change your method and then you are

going to feed this data again to the first one. So, that you can see what needs to be done whether you are going to change the strategy or whether you are going to apply the motivational strategy or you are going to make certain changes in the standards right.

So, this flowchart will basically help you to identify the factors and which are important or factors which are not important right.

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The slide is titled "Facilitating Factors" in red text. It contains a bulleted list of five categories of factors. At the bottom of the slide, there are logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and a small video inset of a man speaking.

- Personal or individual facilitating factors(FIS) e.g job knowledge, abilities
- Facilitating factors attributable to the reporting officer (FROs) e.g guidance
- Facilitating factors attributable to the organization and its systems(FOS) e.g working conditions, standard operating systems.
- Facilitating factors attributable to the subordinate(FS) e.g co operation
- Facilitating factors attributable to external environment (FE) e.g socio economic environment, government policy & procedures etc.

Now what we are going to discuss finally, is what are the facilitating and inhibiting facts right. So, it could be related to the individual personal or individual factors like his knowledge his skill and behaviors then, factors related to supervisor, right support guidance leadership these kind of things because reporting officer or the supervisor is important contribution then we are going to look at the top management and the organization in terms of enabling conditions, culture, climate what kind of processes systems have been developed by the organization whether they are supportive or not and finally, we will look at the subordinates whether the subordinates were able to help and cooperate with the person or not.

And finally, we will look into the external environment and when you are looking at external environment we already talked about it like some of these factors maybe beyond the control of the employees. So, you also need to identify and when you are going to calculate performance you are going to consider this factor because if it is beyond the control then you cannot held responsible employee is responsible for this right.

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Inhibiting Factors

- Inhibiting factors attributable to the individual (II) e.g. Poor memory
- Inhibiting factors attributable to the reporting officer (IRS) e.g. lack of guidance
- Inhibiting factors attributable to subordinate staff (IS) e.g. lack of co operation.
- Inhibiting factors attributable to the environment (IE) e.g. sudden changes in government rules & regulation
- Inhibiting factors attributable to the organization and its systems (IOs) e.g. changes in top management.

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So, we have to identify the facilitating factors similarly we also identify inhibiting factors. So, related to the supervisor, related to the individual, also related to the subordinates, environment and the organization

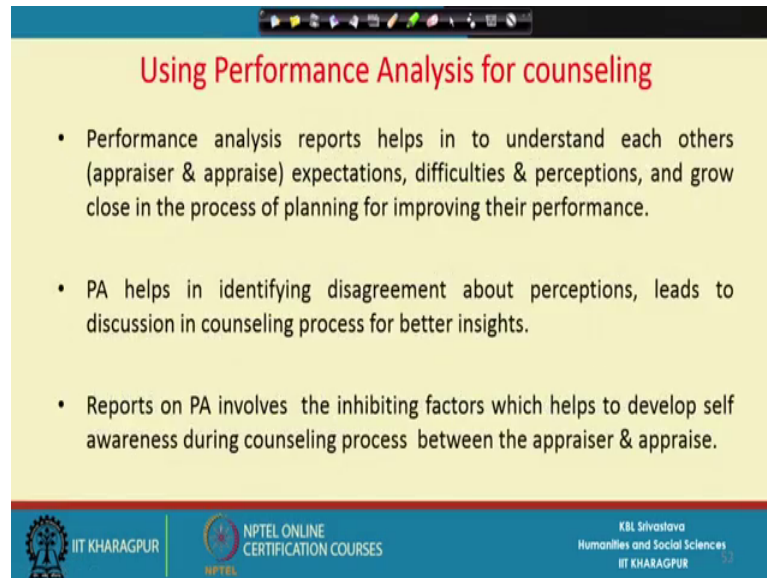
So, the same factors either become facilitating factors or inhibiting factors right because if there is a lack of knowledge and a skill it is could be related to the individual, if you did not provide the guidance if could be related to the supervisor right. If subordinates did not cooperate and help then it could be related to the subordinate, if the environment is not supportive right then it could be related to the environment right. So, the same factors related to the reporting officer, supervisor, environment, subordinates, individuals may add either the facilitating factors or inhibiting factors all right.

So, from this flowchart when you are identifying what are the things that we need to do in order to analyze the performance. So, that it would be clear to you. So, these are the factors which have contributed to the performance and these are the factors which have not contributed to the performance for example, you know we have taken the example of the bank manager and say that these are the KPA's against which his performance is to be evaluated.

So, once you have identified performance standards and you are going to measure it and see, what are the factors, which have contributed? So, you identify the determinants and

then you go for a analysis to identify various factors related to various stakeholders and the way they have contributed to the performance.

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Using Performance Analysis for counseling

- Performance analysis reports helps in to understand each others (appraiser & appraise) expectations, difficulties & perceptions, and grow close in the process of planning for improving their performance.
- PA helps in identifying disagreement about perceptions, leads to discussion in counseling process for better insights.
- Reports on PA involves the inhibiting factors which helps to develop self awareness during counseling process between the appraiser & appraise.

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Now, we are taking an example to see that how it is how it can be done. So, if you find that if performance is not good then you can go for coaching, mentoring and counseling and these kind of activities to ensure that he is able to plan and improve his performance very well right and you will also see that when the employees are not agreeing with your data right.

So, during the counseling you can see that in what way they can better understand the things right because once you are able to identify inhibiting factors probably you are making and you are aware about what are the areas which needs improvement right and that is why sometimes you need to council people a specifically when you are going to identify those factors which has not supported the performance especially inhibiting factors and then you make aware in especially to the employees look at these are the factors which have supported these are the factors which have not supported.

So, that he is able to understand the entire performance analysis process and he is able to know that where does he stand, why he has achieved this level of performance, what are the factors, which have contributed and what needs to be done by him all right.

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Using Performance Analysis for Identification of Developmental Needs

- PA reports depicts the inhibiting factors along with the gap of standard & actual performance thus act a tool to identify the personal and organisational developmental needs.
- It's a tool for self study thus helpful in identifying the competencies required to perform the current & future role too.
- It too depicts the weakness of the appraise, may help the appraise to explore areas needs to improve.

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And then you can also identify the development needs of the people because once you have able to analyze and you know these are the factors then you can plan whether you are going for selection, whether you are going for training or whether you are going to motivate, it depends upon what is his performance level and how significant that is that we have already talked about right.

So, you also need to identify if there is a lack of knowledge and a skill what kind of competencies he has developed if you find that person is not motivated or interested then you can go for a training program for these kind of things suppose you find that his communication is not good his relationship with the people is not good. So, you can go for a training program or interpersonal relationship and communication which would improve his performance. So, you need to identify competencies related to knowledge and skill and also to the behavior once you are able to identify them then you can identify the development plan for the individual all right and that is how you can use this for development.

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Performance analysis of branch manager of a bank

Coding of performance factors

FI= Facilitating factors attributable to the individual
FRO= Facilitating factors attributable to the reporting manager
FSO= Facilitating factors attributable to the organisation & systems
FS= Facilitating factors attributable to the subordinate staff
FE= Facilitating factors attributable to the external environment
II= Inhibiting factors attributable to the individual
IRO= Inhibiting factors attributable to the reporting officer
IS= Inhibiting factors attributable to the subordinate staff
IE= Inhibiting factors attributable to the environment
IOS= Inhibiting factors attributable to the organisation and its systems

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So, here we have taken one example of a branch manager since we have been discussing about it. So, these are the factors that have been identified facilitating factors and also inhibiting factors related to the individual right, reporting officer, organization, subordinate and the external environment then the same factors are going to contribute as inhibiting factors. So, once you are going to use this and you have the data in your hand of the performance on those criteria like the deposit mobilization, revenue generation, customer satisfaction, leadership. So, see that on these KPA's what is his performance and which factors responsible for what kind of say performance.

Say for example, you say the leadership, leadership has helped in what good administration or whether his knowledge and skill base has been able to help the bank to generate more revenue or not. So, you need to relate these factors with the KPA's simply I identifying facilitating factors could not be enough, but you also need to link these factors with the KPA's. So, that the person his performance that is being analyzed he will be in a better position to understand what led to this performance for related to each of these KPA's. So, that he when you are going to have a development plan for the individual he will be in a better position.

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Category	Sr. No.	Facilitating factors
FI	1	Preseverance (5)
FI	2	Soberness and tact (4)
FI	3	Ability to motivate the staff (2)
FI	4	Interest in bank's work (2)
FI	5	A willing learner (1)
		Good & timely support from controlling authority and his office
FRO	6	(11)
FRO	7	Good health (1)
		Sincere and hard working branch clerical staff (8)
FS	8	
FOS	9	Good Premises
		Good potential for business in area of operation (2)
FE	10	co operation extended by units for visit of branch office (1)
FE	11	Highly motivated staff, with good moral and team spirit (1)
FS	12	
FOS	13	Good Network of SBI branches (1)

Category	Sr. No.	Inhibiting factors
II	1	Indifferent health (2)
II	2	Over emotional (2)
II	3	Lack of confidence while dealing with aggressive staff (1)
II	4	Limited power of expression in English
		Unable to put across ideas (1)
IS	5	Non-co-operation of clerical staff
		Head cashier not taking interest-keen to leave early (1)
IS	6	
IS	7	Shortage of subordinate staff
IE	8	Intense competition (2)
		Heavy government work upset s branch
IOS	9	
IOS	10	Delay in decision making at LHO (1)
IE	11	Political influence at the branch (1)
IE	12	Competitors offering more interest(2)
IOS	13	Stoppage of overtime (1)

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So, see some of the factors that have been identified here related to like for example, if you look at the facilitating factor. So, it will to the individual that is his perseverance, soberness ability to motivate the staff or interest in the bank or he is a good learner and he is provide timely support it is related to the individual it means that these are behavior competencies which facilitate to the performance right, similarly if we look at these inhibiting factors you can find out.

So, there are certain factors like a lack of confidence, power, not good communication, you are not getting good cooperation from the staff, some of these factors which could be inhibiting factors and once you are able to analyze these factors simply related to it each of these KPA's. So, that you will be able to find out which factors related to which KPA and then accordingly you are going to develop the action plan for that.

Thank you very much.