

**Strategic Performance Management**  
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**Lecture - 30**  
**Use of performance management data for HR decision making**

So, welcome back to the next lecture, that is 13th lecture and this is the last lecture in this week that is 6th week. Now, you see what we have done so far, we started discussing about strategic performance management and in the beginning, we talked about what it is? Why it is? Why it needs to be is strategically aligned with the goals and objectives? And then we also see that when we are cutting the goals, the goals at different levels are going to be congruent and consistent with each other, starting from the individual and then we try to look at a performance management process. A system and the organizer which has different parts right? Starting with prerequisites planning implementation and finally, looking at the performance, right?

So now you have completed more or less all these steps now the question arises that, once we have evaluated the lines and submitted the data, the report of the performance to the HR department what next right? So, in this lecture basically are going to talk about that what is the use of this performance data right? So, because you are going to take make use of these data for taking certain decisions (Refer Time: 01:30) to the employees, right? It could be an administrative decision or it could be related to the development, right? So, we have to see that how we can make use of this performance management data for making HR decisions right or HR related decisions or employee related decisions right?

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The slide is titled "PMS data" in red text. It contains a bulleted list of seven items: "Detail performance plan of the individuals", "Knowledge or skill gaps from performance analysis data.", "Information about the performance standards of different departments", "Biases in ratings", "Unique accomplishments of the individuals (e.g: outstanding ratings)", "Trends in performance improvement", and "Training needs". The slide footer includes the IIT Kharagpur logo, the NPTEL Online Certification Courses logo, and the name of the course: "KBL Sivastava, Humanities and Social Sciences, IIT Kharagpur".

So, if you look at this performance management system data what does it produce? It produce basically to start with the plan development and performance plan of the individual's, right? And then we also identify during the performance analysis that, what is the current knowledge and skill of the individuals, and if there is a gap in the knowledge and the skill which is required by the individual or not. So, basically this performance analysis data provide the information about the gap in the knowledge and the skill base that the difference between the actual knowledge, or the actual knowledge and the skill that he has and expected knowledge and the skill because, that is linked with the performance, right?

You also have data related to the performance standards, at different levels, right? And this data could be related to individual, it could be related to the group department as well as the organization, right? Because this data, which we are talking about is especially related to the standards has been prespecified, quantitatively in each case to see that what you are need to achieve? And then you when you compare it with the performance of the employees you will be able to see, how well the person is able to perform right? So, you generate a lot of data related to the individual performance, related to the gap in the performance you also see that what is the performance level of the individual compared to, when you are going to compare with the standards of the performance right? You also get data whether ratings are accurate or not and whether supervisors are biased in the rate rating and what kind of errors they have made.

They have might be making intentional errors or unintentional errors, right? Then you also add data about performance of the accomplishments of the individuals, how well they have performed starting with outstanding to poor performance right? And then you also see that how this performance management system has been going on in the organization and whether the train is showing improvement or remarkable improvement, in the performance of the individual group or the organization.

So, if you have performance data say for the organization say for example, you are talking about say market share. So, you look at the market share in 2014, market share in the 15-market share in the 15 16 17, right? And if you find that there is a upward trend, it means that it shows that there has been a significant improvement in the performance of the organization, right?

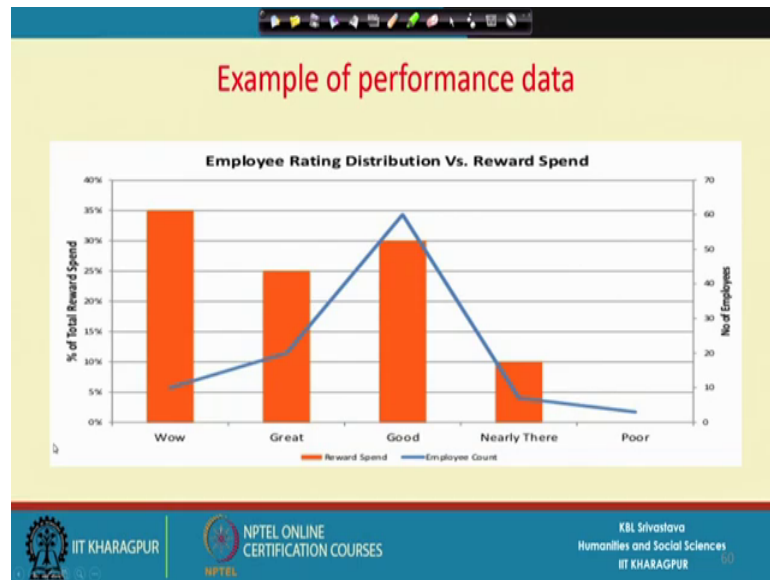
Similarly, at the group level you find that there is a upward movement. So, the arrow goes up then you can say yes, the performance has been improving, but if the arrow goes down then it means that the performance is not significantly improves. So, there is data also can see that what is the trend in the performance, at different levels and from there you can find out, how well individual group or organization are performing sometimes data you can also identify the development in need of the people, especially you find there is a gap then you find what needs to be done to with those individuals, who are not able to perform well.

So, the idea is that performance management system generates a lot of data related to various aspects of the performance, and then we can use this for different making different kind of decisions. For example, you find that there is a gap in the performance, because of knowledge and the skill which you have identified based on the performance analysis all right? So, this is a data that you have generated, then you are going to use this data to identify what kind of training needs will be there and how you are going to make sure that, people are able to improve their performance all right?

You know that you have data on the relate to the performance, especially the finance financial performance of different units of the corporate, that is the business unit data. How much revenue they are generating? What is the return on assets right? What is their profitability? So, these kind of data will tell you what is the trend and that can help you to take certain decisions, what needs to be done? How we can improve upon these kind

of things, and that is where we are generating a lot of data through this performance management system. Which can help you to take a number of decisions, especially to the employee's groups and the organizations right and that is why data is very, very important.

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Let us look at this example suggest what? You can see 2 different lines ones is related to the reward and the other one is related to the number of employees, who have performed well or not.

Now, if you look at this and the percentage of total reward that is spent, it moves up from say from 0 percent or 2 percent to 35 percent, right? And if you look at the number of employee that have received this kind of is, then you can say that yes. Many of them have gone done well and they have got good rewards, but some of them have not been able to achieve that level of performance, right? Now, one this is the data that you have related to the rating of the employees in terms of their performance, and based on rating you have given them reward right?

Now, you are going to take certain decisions based on this. So, what kind of decisions could be taken based on this data? Whereas, on the rating distributions and also how much you are going to spend on the reward, all right? Now, if you look at this and you see here something like this, right? Now you see the difference between the great and good it means that those who are performing an average level, you have spending more

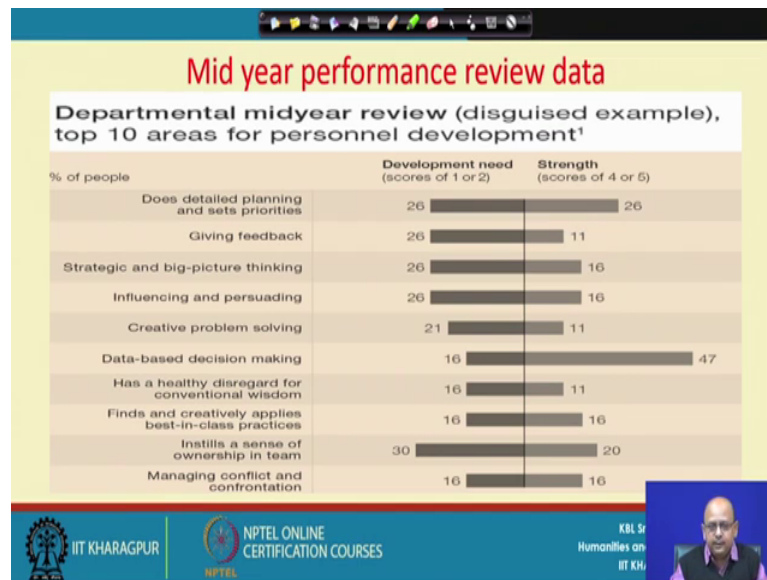
on them so far as reward is concerned, compared to the those who are performing above the average and there they are less rewarded. It means that total percent of reward that you are going to spend on them is only 25 percent on an average you are going to spend 30 percent all right?

So, why this (Refer Time: 08:30) takes this and how it could be corrected, it means that you need to take a decision, that whether you are going to use this data for rewarding employees or not or whether you are going to take a different decision right? So, this kind of data it could be used for taking certain decisions, including rewarding employees, promoting employees, identifying training and development needs of the people and that is why I am given this in form to explain, that how rating distribution compared with reward, is represented and what kind of law you can find out with this data right?

So, you can see that almost 50 percent employees here, are getting this while 40 percent are good or better than or good, you can say 50 employees are better, but if you look at the amount of money that is being spent, is less or total reward is less than this right? Similarly, when they are below average right then what happens, suddenly it gets it strips down it means that if the rating is low then, the reward all how much you are going to spend I mean the quality of the reward is also very less right? Just 10 percent that is also. So, it is not very symmetrical at since this rating is not symmetrical right?

It shows that over an average employees have performed very well, it means because you find here 50 40 and 60 160 employees have done very well, except 20 and 25 employees have done poorly right? But, if you want to force it to this particular distribution which is not good. So, there could be a lot of issues which can come up and that can be inferred from this kind of data right? Another data it is a data related midyear review the company name is described here, especially in top 10 areas there are personal development.

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Now, if you look at this data and see that the percentage of people and then the development need that has been identified, starting with 1 to 2 and then what is the extent? That is 4 to 5. Now, if you look at this if you look at these accounts which I have been talking about, like does detail planning and set of priorities or not. It means that when you are going to review the performance halfway of the employees, whether you take up these activities or not, whether you give feedback or not, whether you tell them the big picture, whether you are trying to influence and persuade the employees to do better right?

Whether you help them to or solving the problem, whether they are creative enough or not, whether they are taking decision making based on the data or not, or whether they are healthy disregard conventional wisdom finds and creativity applies best in class practices you, whether they employees are really empowered that they have a sense of ownership or not and whether you are able to manage conflict and confrontation on these accounts.

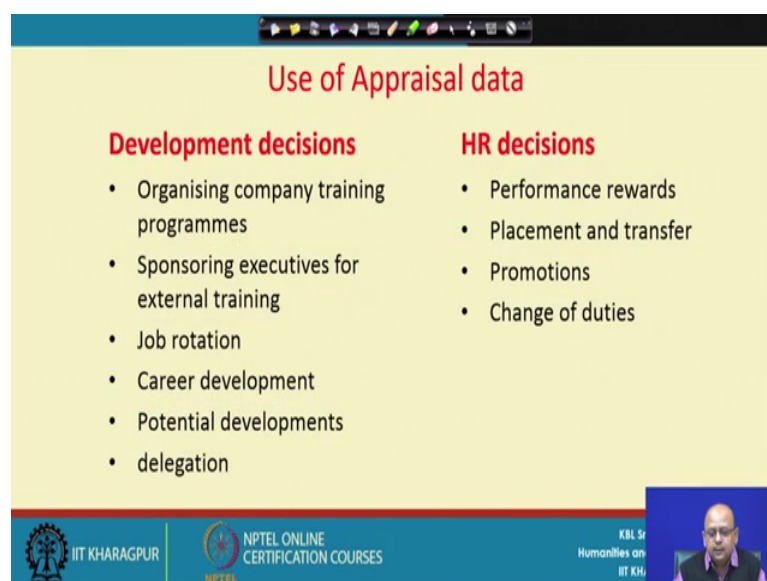
Now, if you look at this what happens? Most cases you have been able to rate it here. So, you will find that on these accounts, you have identified the development needs and you have also identified the strength, right? It means the most of the employees are good so far as the database decision making is concerned, but the rating is poor especially in the mid review, so far as giving feedback getting big picture influencing and problem

solving. Similarly, here also you will find that these things are lacking right? So far that this suggests this is a data that I have got from the employee's performance review, that is the midyear performance review and this suggests that what needs to be done right?

So, you are going to take some decisions that, how you are going to overcome those weaknesses especially in these areas right? So, this is not a concern here, but this is a concern because, here it is not very good right? Or if you look at this the scoring is not good. So, what I mean to say here is that you also need to identify the strength and development needs both right? And many very few people have scored well. So, only 2 on 2 accounts you will find them, 2 criteria they have been doing well otherwise not. So, you will need to identify those areas, which needs improvement based on the data right?

So, unless you have data you take certain decisions and even you cannot think about taking corrective actions or modifying goals and standards midway, when you are going to you have completed this midyear review, that before the final performance review they are able to correct themselves and perform well. So, that decision can be taken at every level, to see that what is happening with the individual how well they are performing on the different accounts and when do you take up this review and you have this data this could be used for taking certain decisions right?

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The slide is titled "Use of Appraisal data" in red text. It is divided into two columns: "Development decisions" and "HR decisions". The "Development decisions" column lists: Organising company training programmes, Sponsoring executives for external training, Job rotation, Career development, Potential developments, and delegation. The "HR decisions" column lists: Performance rewards, Placement and transfer, Promotions, and Change of duties. At the bottom of the slide, there are logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and a small video inset of a speaker.

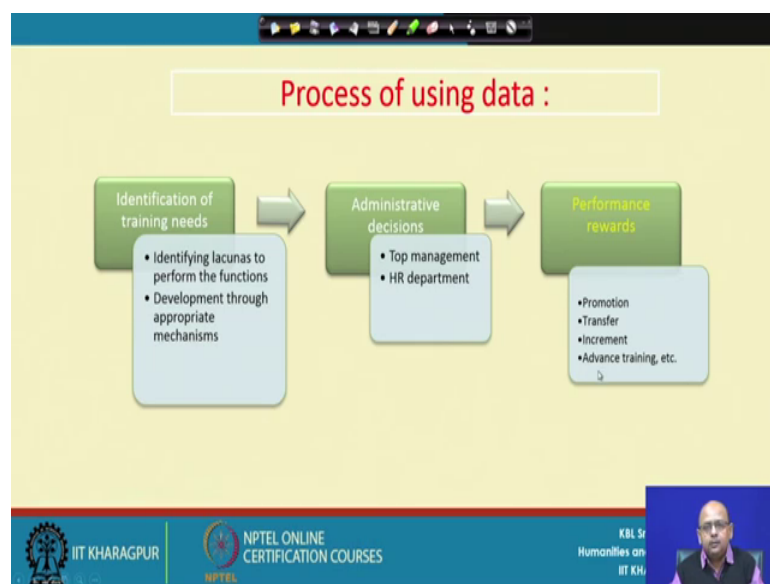
Development decisions	HR decisions
• Organising company training programmes	• Performance rewards
• Sponsoring executives for external training	• Placement and transfer
• Job rotation	• Promotions
• Career development	• Change of duties
• Potential developments	
• delegation	

Now, when it comes to using performance data right? You takes 2 kind of decisions right one is known as a HR related decisions that is mostly administrative in nature. Similarly, you also take certain decisions which could be development in nature right?

So, HR decisions or the administrative decisions and these administrative decisions are thing else, but related to promotion, right rewards, incentives, bonuses, right giving additional responsibilities, right? These kinds of things right. But, you can also take certain developmental decisions, right? Going for a training program and sponsoring them for training HR going for job rotation career, development looking at the potential and try to develop them or maybe getting and all these to them, right? So, that is why I had been talking about this now, if you look at this these are the development needs and these are the strength.

So, you can take certain development related decisions based on this data, and you can also take certain HR decisions based on this data, because that is going to tell you who is be promoted, who are the employees, who are doing very well and what needs to be done with the such employees if they have the potential they have been performing. So, you are going to link it with the reward and you are also going to ensure that they are able to perform well right? So, when we are talking about performance data that needs to be done, at the first place and then you see that how you are going to make use of different kind of data that is generated, during the performance appraisal process all right?

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So, you are going to take a lot of decisions based on this, it could be developmental or administrative in nature, right? So, how do you go about it. So, if you are going to take a developmental decisions, it means that you are going to looking at the strength of the individuals and also the weaknesses, and based on that you are going to identify the training needs of the people, that is one.

Second type of decisions that you are going to take is administrative decisions, which could be related to a reward and these administrative decisions are taken by the HR department and top management. But when it comes to admit say developmental decisions for example, training needs then you see that what are the areas of strength? And what are the areas of weak? And how this person could be trained to improve his performance right?

So, identify the gap in the performance, right? And then you think about what needs to be done in order to develop that individual. So, you also identify the appropriate mechanism, sometimes training may not be the solution, right? Because person does not lack the skill in knowledge base. So, you can think about some kind of other (Refer Slide Time: 16:30) like motivational using certain motivational techniques, counseling, right? So, there could be different mechanism for improving the performance of the individual right? And then ultimately you are going to link performance with the reward, right? And this reward could be in terms of promotions, to transfers also transfer is not a reward, but provided it is an it to a different place or the person does not like it or giving increment in the salary or sending the individual for advanced training all right?

So, when you are talking about using data it could be used for different kind of purposes, starting with identifying the training needs taking certain administrative decisions and also giving reward to the employees based on the data that we have right? And this reward could be in terms of these things, right? You can think that the person is has performed outstandingly very well.

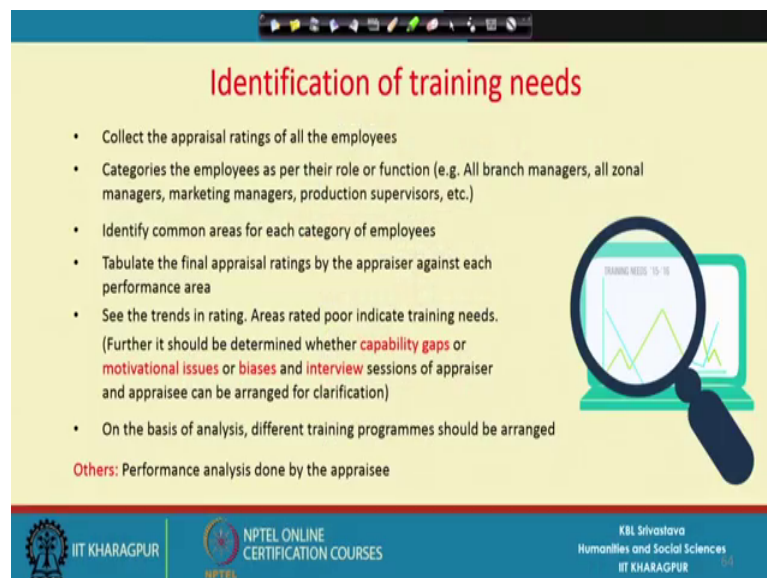
So, let us promote him to the next level right or hes not able to perform, or you find that hes there is a problem with the job fit and the person then, you can think about giving him a different kind of job or it could be in terms of increment of the salary right not promoting, but you are giving some kind of bonus or increment in the salary. So, the person feels happy and satisfied, he thinks that his performance is being recognized and

that is why he has been given increment or he is being sent to higher education, higher training and these kind of things.

So, when whatever decisions you are taking, whether it is administrative or developmental make sure that you are using that performance data properly. Now, the question is whether the performance data that you have collected is reliable and valid or not? It will be reliable and valid only when you have error free data, and error free data is possible only when supervisors are trained to collect and record performance accurately, and that is why we talked about later training and that is why you also get, when you collect data you also check the reliability and the validity of the data. Whether this data is subject to certain errors right and this errors could be because of the, way writing has been done or it could also be because of the kind of method that you have used in the evaluation process, right?

So, if it is because of the error from the supervisor's side, that need to be corrected the supervisor need to be trained to ensure that, he does not make any error or your performance system is not very effective and that is why the data that is yield or generated is not good and that is why there are certain problems right?

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**Identification of training needs**

- Collect the appraisal ratings of all the employees
- Categories the employees as per their role or function (e.g. All branch managers, all zonal managers, marketing managers, production supervisors, etc.)
- Identify common areas for each category of employees
- Tabulate the final appraisal ratings by the appraiser against each performance area
- See the trends in rating. Areas rated poor indicate training needs.  
(Further it should be determined whether **capability gaps** or **motivational issues** or **biases** and **interview** sessions of appraiser and appraisee can be arranged for clarification)
- On the basis of analysis, different training programmes should be arranged

**Others:** Performance analysis done by the appraisee

The slide features a magnifying glass icon over a line graph showing an upward trend, with the text 'TRAINING NEEDS 15-18' visible on the graph.

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So, the first thing that we need to do is and it is basically developmental need, right? In approvals that you based on these performance data, you can identify the strength and weaknesses of the employees, all right? So, once we have collected the ratings of the

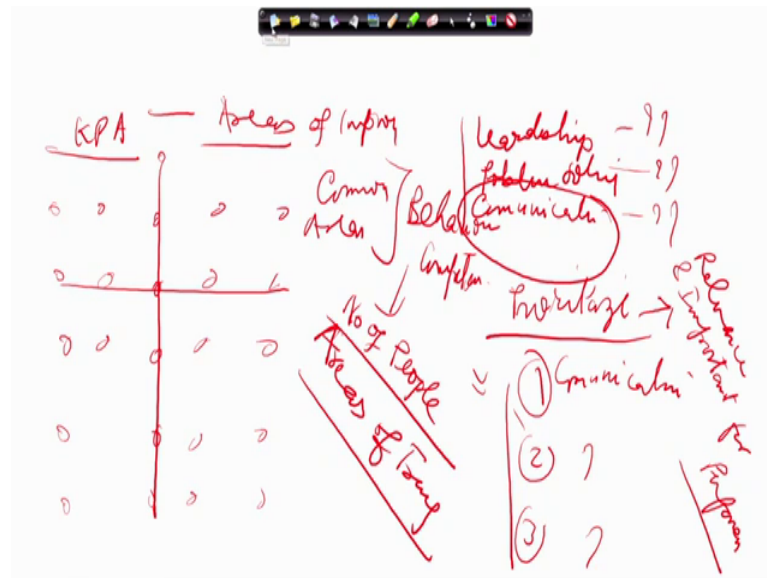
employees and make sure that it is reliable and valid, because any decision on this data is going to affect the employees, his motivation his performance further his say moral everything.

So, you need to ensure that you are able to collect correct data, right? That is the first and the data is reliable accurate and valid, then you categories people at different levels, right? For example, you can identify the performance level of different kind of employees across hierarchies, right? Or across functions, right? For example, in the case you can side branch manager, zonal managers, regional managers, right? For example, in an organization it could be say you need business unit set, some marketing heads, production heads, right? Then you see that what are their performance? What are the areas? Where they need improvement? and what are the areas? Where they have done very well?

The idea is that if you are not going to organize a individual training program for each employees, right? Because, you are going to identify the kind of competencies which employees have or which employees do not have right? So, you the idea here is to identify a common set of competencies for which you are going to have a training program and that is possible, only when you are trying to explore these areas have improved across a set of people, vertically and horizontally and then you club them together and see that what are the behavior competencies these people need and for that what kind of training would be required right? And the process, how this process happens you have the performance data across people, across levels and the hierarchy and then you look at the rating for each of the KPAs right, because your training depends upon the area in which the person is weak and this area is related to your key performance area right?

So, you need to identify that what is the rating of performance for of each individual, in each key performance areas and this exercise has to be carried out for all the employees across the board right? So, that you can identify a common set of competencies for which the employees need to trained, because you want to ensure that your training program is going to be cost effective, and you are not going to organize a individual training program for each employee right? So, this exercise happens like this right?

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So, you have KPAs right at different levels of the employees and also at different levels of this right? Vertically and horizontally both, once if it is identified you know that what are the areas of the improvement, at each level vertically and horizontally.

So, you identify those common areas especially related to behavioral competencies, this will help you to identify the number of people who need training and the areas where they need training, across the board vertically and horizontally.

So, once you are able to identify the number of people, who need training a year of training then you try to manage it say one area is say for example, you identify the leadership, another area that you identify is problem solving, third area is communication these are the common areas of behavior competencies that you have identified and you think that people need to improve upon this, for better performance and then you say that how many people are going to be here, how many people are like in this.

Then you are going to prioritize, it prioritize in the sense that you are going to see that, how many people need training in a particular area? And how important that running edge for the performance of the individual? As well as the organization all right. So, you identify that communication is one such area, which is really affecting the performance of a lot of people.

So, first area that you have identified is, communications for which you are going to conduct a training program right? Because HR department might be having a budget constraints the resource constraints. So, they cannot organize all the program. So, they need to prioritize and they identify most of the people are liking this kind particular skill.

So, let us organize a program in the area of communication and skill first, right? Because the number of people who need training in this are more than any other areas right? Similarly, you can also identify related to their skills, that what are the various skills which is required by the organization which is more important right? So, this prioritization is done based upon relevance and importance of that area, for contribution up in performance. So, relevance and importance performance is the only criteria. So, which you are identifying, what are the various areas which needs improvement and then you are going to organize a training program, then you identify the next area then third area and that is how you proceed all right?

So, this is the process. So, which we move to identifying this right? So, then you are able to identify various areas. So, that is related to the skill motivation or behavior and based on that, you are going to conduct this kind of analysis.

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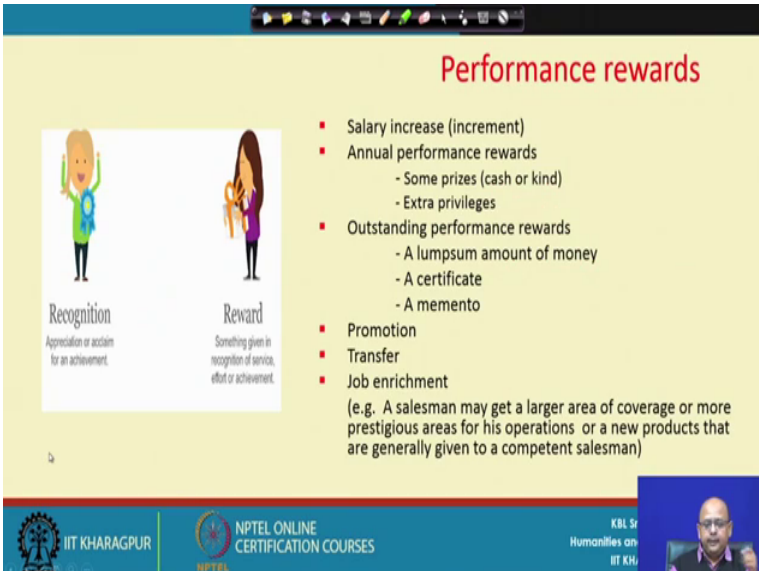
The slide is titled "Administrative decisions" in red text. Below the title, it states: "On the basis of the need identification developmental decisions and decisions related to the reward are taken by the top management or HR department or any committee consists of HR managers and line managers." The slide has a yellow background and a blue footer. The footer contains the IIT Kharagpur logo, the NPTEL Online Certification Courses logo, and a small video inset of a man speaking.

Then the next stage as I told you that, you are you are going to take certain administrative decisions related to the reward and all kind of things and this these kind of decisions are taken by the top management, and in consultation with the HR and the line

managers. So, they are going to decide who is going to be rewarded? How much reward is to be given? What kind of reward would be appropriate right? And who is to be promoted right? So, these decisions are administrative decisions.

So, basically you are taking certain administrative decisions based on the training need identifications, and then here you are taking certain administrative decisions and this administrative decisions is going to decide, that yes those who are doing very well performed well they would be rewarded and promoted, because your ultimate linking performance with the reward right?

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**Performance rewards**

**Recognition**  
Appreciation or acclaim for an achievement.

**Reward**  
Something given in recognition of service, effort or achievement.

- Salary increase (increment)
- Annual performance rewards
  - Some prizes (cash or kind)
  - Extra privileges
- Outstanding performance rewards
  - A lumpsum amount of money
  - A certificate
  - A memento
- Promotion
- Transfer
- Job enrichment  
(e.g. A salesman may get a larger area of coverage or more prestigious areas for his operations or a new products that are generally given to a competent salesman)

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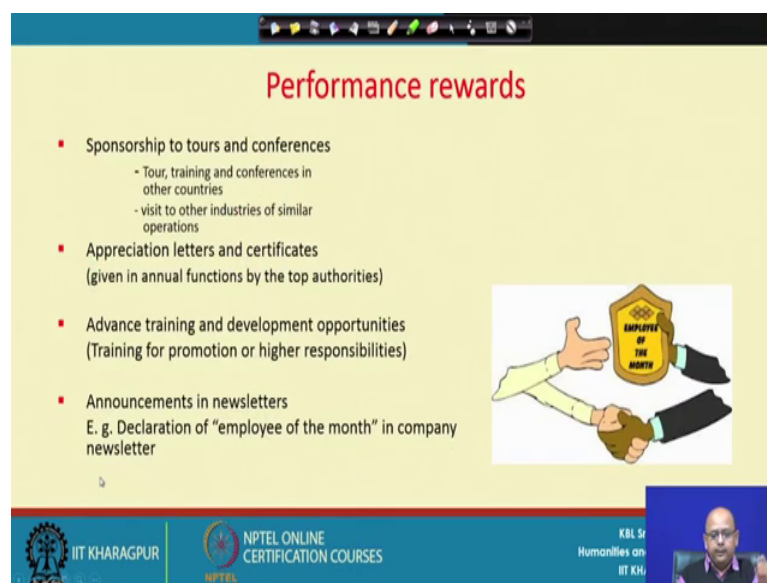
So, basically you need to reward the performance all right? So, these could be salary increment it could be an annual performance rewards, like giving prizes either cash or some extra privileges to the employees, right? Or it could be outstanding like lump sum money certificate memento.

So, basically you need to take these administrative decisions depending upon 2 things, how this reward is being valued by the employees, in terms of it is importance and whether this reward is going to motivate employees for better performance or sustain that level of performance or not? Or it could be in terms of promotions transfers and job investment, right? For example, a salesman is doing a very good job in one area.

So, you can also see that he is given more responsibility, right? So, basically the idea is that, you are going to take certain administrative decisions based on the performance data and that is you are rewarding employees on the basis of that one or there could be other kind of reward that is possible like, sponsoring to tours and conferences giving appreciation, letter certificates sometimes you say that telling him that he is the employee of the month, basically that is a kind of recognition that you make right? Or you can send him to advanced training.


So, that he could take up senior position in the later stage or you can also announce it, on websites blogs portals that he is a person who has done very well and all this is based on the performance. So, it could be a financial or nonfinancial, make sure that it is this is going to help the individual to motivate and maintained that performance, but also sustain in the future.

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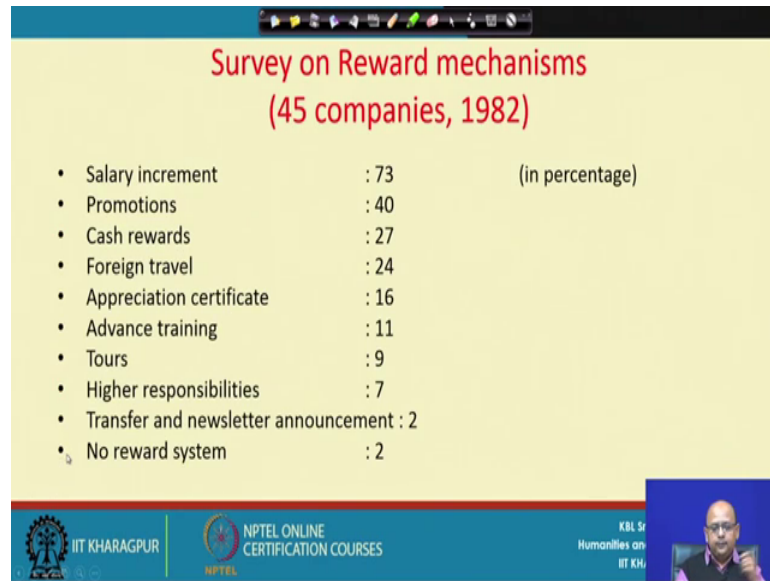
**Performance rewards**

- Sponsorship to tours and conferences
  - Tour, training and conferences in other countries
  - visit to other industries of similar operations
- Appreciation letters and certificates (given in annual functions by the top authorities)
- Advance training and development opportunities (Training for promotion or higher responsibilities)
- Announcements in newsletters  
E. g. Declaration of "employee of the month" in company newsletter



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This is a data on a 45 companies which says that, how companies use reward related to the performance. So, most of the companies basically they give, either salary increment to the employees or promotions or cash rewards. So, this is the rating, right? So, these are the most important rewards that is given based on the performance.

So, most of the companies you find that 73 percent of companies have gone for salary increment, 40 percent for promotion some of them have gone for cash rewards or going for foreign travel, also right? Us then they go for non-flight reward like training towards taking more responsibilities challenging all these kind of things, right? And that is how administrative decisions are taken based on the performance reward right?



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**Points to be kept in mind while setting reward mechanisms:**

- The employee should know the aspects of his performance to be assessed or judged for reward.
- The employee should know clearly the nature of reward being given to him.
- The employee as well as his co-employees should perceive the rewards as a form of recognition and should attach some value to them.

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Now, when it comes to using this data then are for rewards you have to see that, yes, he is probably just. So, that right person gets the right kind of reward, right? And whatever the reward is being given he is know that, this is the rewards that is been given to him and it really it is really valuable to him. Because that is that is the question of motivation and sustenance, because if you see he thinks that reward is being given to him it is not very valuable then probably that will not motivate him, right? And then it is also used as a form of recognition. So that others are motivated by that.

So, if he is given some valuable reward probably others would be motivated, because they think that he is being rewarded for this. So, this should also go for this kind of things. So, because it is that some kind of value addition to the individual, basically where you are going to recognize the performance of the individual right? And then you are rewarding him, because that motivating for other employees in the organization.

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**Linking Performance data with decisions**

- How engaged your high performers are > Link between PM & employee engagement data
- Whether line managers' perception of high performance correlates with that of your customers > Link between PM & customer satisfaction data
- Are your departments with the highest performance ratings those delivering the most bottom line profit? > Link between PM and finance / sales data
- Will the analysis of candidate response patterns and job board performance help me understand which job boards yield the best performing candidates? > Link between job board performance & new employee PM data
- How well networked are your high performers & does the network sustain high performance? > Link between PM data & social media data

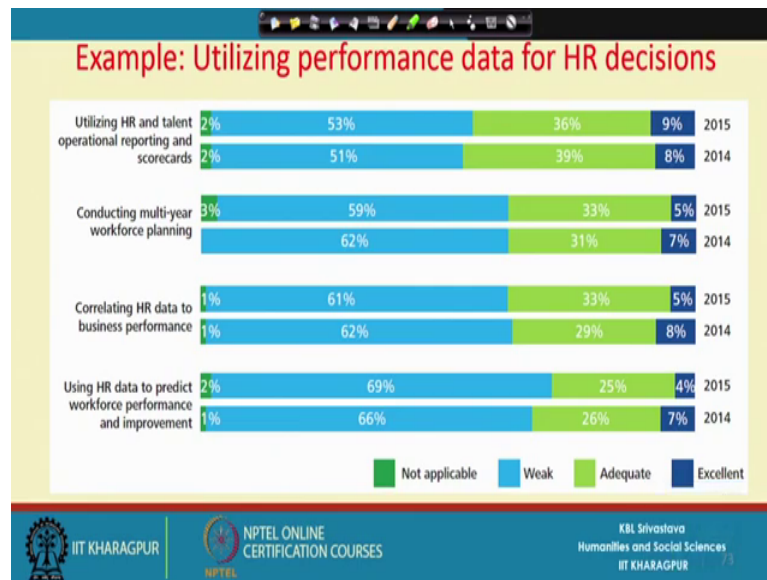
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These are some other examples, right? If you think that you want to engage them with performance high performance, right? So, you link it with the employee engagement high performance employees could be given more jobs, right? Then if you have a line manager perceived that, yes high performance is related to the customers then link performance management system and customer satisfaction data.

If you think that yes, your department with the highest performance ratings those delivering the most bottom line profit, then you link it with the sales data, because sales is going to give you the data into the how much sales you have made? How much money you have generated right? Say for HR people, you find that candidate analysis response patterns and job board performance had better had the job boards to get the best performing candidates. So, means that your recruitment is more effective, it means that you are linking recruitment boards, with the performance data especially for the recruitment boards right or the HR people, right?

Now, if you think that the networking is done for good performance and to sustain high performance when you are going to link performance data with social media and data, because you think that you have been better you have been able to use social media for better performance. So, there could be different kind of data related to customer satisfaction engagement, right? Sales, new employees or even social media which could be linked with the performance management system of the organization right?

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Now here is another example that how performance data has been used for taking certain HR decisions right? Now, if you look at this what does this suggest, that only few companies have been able to use it excellent level, there particular organization and the data is for 2 thousand 14 and 15. Now if you look at this utilizing HR and talent operational reporting and scorecard have been used very less, only 9 percent while 53 percent especially, if you look at them have a very weekly card and many of them did not apply it means, that many times you will find that this performance data has not been utilized for taking certain say HR decisions.

Many of these companies not have been gone for the workforce planning year after year, based on the performance of the employees, it means that employee output or performance has not been concerned considered when it comes to planning of the number of employees the quality and quantity of employees right?

See HR data has not also been correlated in the business performance, it is respect to the employees, right? Only few you will find in only 5 to 6 percent of company has the organizations have been able to correlate the HR data with the business performance. Similarly, you will also find that, they have not been able to use this data to protect the performance and improvement of the employees, right?

So, this. So, a very not a very say motivating figure, because in many companies you will find that they have not been able to go for it, but the track record of most of the

companies when it comes to using performance data for certain HR decisions, has not been very good it varies from 4 to 9 percent only. So, this suggest that we need to better use performance data. So, that whatever decisions you are taking in the interest of the employees, whether it is related to administrative decisions or it is related to the developmental decisions, it is good and it is helping employees to improve their performance, right?

Thank you very much.