

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

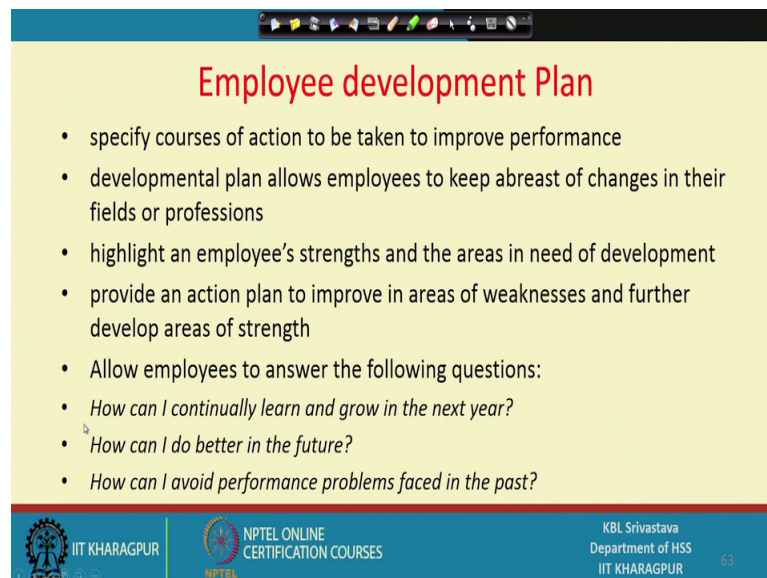
Lecture – 05

Role of PM in employee development and identification of key performance areas

So, good afternoon, now we are going to conclude in the first week of the lecture. And in lecture five what we are going to talk about is, that how performance management can be used for the growth and development of employees. And another issue that you are going to discuss is that when you are going to develop a performance management system. It is very very important to identify those areas based on job description data, that what are the areas where you are looking for that, employee to have a standard performance or improve their performance.



So, in this lecture we are going to cover these two issues; the first is what is the role of personal sorry performance management in employee development, and the second thing that you are going to discuss is how we are going to identify key performance areas.

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Employee development Plan

- specify courses of action to be taken to improve performance
- developmental plan allows employees to keep abreast of changes in their fields or professions
- highlight an employee's strengths and the areas in need of development
- provide an action plan to improve in areas of weaknesses and further develop areas of strength
- Allow employees to answer the following questions:
 - *How can I continually learn and grow in the next year?*
 - *How can I do better in the future?*
 - *How can I avoid performance problems faced in the past?*

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So, to start with first of all we are going to see that going to see that how we can develop a plan for employees growth and development right. So, most of the things we have already discussed, but here we want to specify specifically that, what are the thing that is to be done in order to improve the performance of the employees. And when you are

going to develop a plan for the development of the employees, what are the things that need to be done? Now if you look at this employee development plan it talks about a lot of issues.

So, the first thing is that we have to specify, what are the plan of action that is to be taken. It means once you are able to identify plan for the development of the employees in consultation with your supervisor, you are supposed to specify specific courses of action that is to be taken. Say for example, you are working as a HR professional, and then you are supposed to negotiate with the employees right or their representative say unions, but you are not able to negotiate properly and that is why they are taking an advantage right not creating a level playing field. So, the specific cause of action here would be that you must learn negotiation skills.

So, that you are in a better position to negotiate which union and their representatives or employee representatives, and this is the area of improving your performance. It is important to specify, what are the specific courses of action that one has to take in order to improve the performance? Now, if you have developed a plan, then it would also help you to see that, what are the changes that are happening in your field or your professions on you are your area? Say for example, if you are a faculty in a particular specific area, say you are a faculty in marketing or a faculty in say finance or you are faculty in HR.

So, if you are really concerned about your development, then you should know what is happening in the field, what kind of growth and development is happening, what kind of research is going on, what kind of networking is required for you to grow and develop you as a profession. So, this should also be included as a part of what you call your development plan. This development plan actually is based upon what? It is based upon two things; one is that you should be able to identify your strengths and also your weaknesses or the areas where you need to improve yourself.

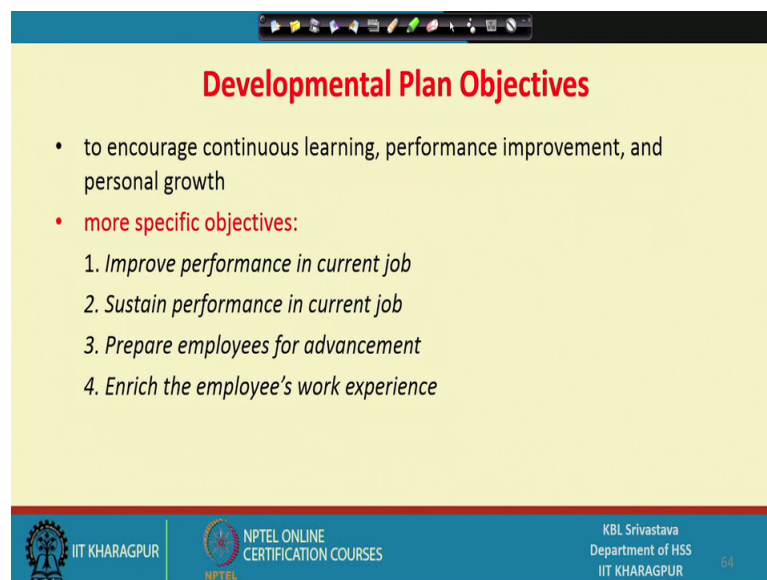
So, the basic idea of the development approach at all is to look into these two issues; identifying the strength and also identifying weaknesses. The idea is that if you are able to identify strength and weaknesses both then in that case what happens? You can see that what plans needed is to correct yourself in order to improve your behavior or results on certain areas accounts, and similarly you can further strengthen your core competence

areas right.

So, it is very very important for you to identify your development plan keeping in mind your confidence as well as your weaknesses both, because your weaknesses might hinder your performance right. So, when you are planning for performance and when you have a developmental approach, it is very very important that you develop and action upon to see that what are the areas where you need to develop yourself right. Then if you are going for a development plan, then as a subordinate or as line manager you should think about some of the issues especially related to the development plan that is.

What is my development goals, how can I learn continuously right, how can I do better in the future, what kind of performance problems I am likely to face in the future or what kind of problems I have face faced in the past. So, if you have face certain performance related issues, and then you want to really develop yourself then you should a specify that within a given time frame, how you can grow and develop, how can you do better in the next performance cycles. So, if you are able to answer these questions with a development plan, probably you will be on the right track.

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Developmental Plan Objectives

- to encourage continuous learning, performance improvement, and personal growth
- **more specific objectives:**
 1. *Improve performance in current job*
 2. *Sustain performance in current job*
 3. *Prepare employees for advancement*
 4. *Enrich the employee's work experience*

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Now, after this employee development plan, we have to see what are the objectives, why you need a development plan objective? The idea is to encourage learning on a continuous basis improving your performance, and also a personal growth because if you are going to network with say for colleagues professional groups then probably that helps

you to grow personally and professionally growth. Now some of the a specific objectives which a developmental plan should have is specifically related to improving your performance in the current job.

Not only improving, but also maintaining the same performance level, that is sustaining the performance that is very very important. Because suppose as a sales people will say that your target is to achieve x number of units in a given time period. So, whether you will be able to sustain this performance, and maybe next performance cycle you want to have say x plus one units. So, you are talking about sustaining performance and also improving performance on the current job right.

And also it helps you to prepare for your future growth and development that is advancement and this advancement is possible only if you have commitment for learning and growth. And that is possible if you are going enrich yourself with your experiences of learning and growth. So, a development plan must look into these things, and that has to be done on a continuous basis so, that you are able to grow and develop.

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Example of a development plan of a faculty

Professional Development Needs	Resources/Support Needed	Time Frame
1. Knowledge of Excel (spreadsheet program)	Reimbursement for online course	Course to be completed by August 1, 2012
2. Customer service skills in dealing with students and faculty	Reimbursement for 1-day workshop. Time to receive on-the-job training from administrative assistant in psychology department.	Workshop to be completed by October 15, 2012. On-the-job training completed by November 8, 2012.

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Now, I am giving you here an example of a development plan of a faculty. Now if you look at this, what I did here is that I have identified the professional development needs of a faculty right, because this is the areas where they are supposed to do it and here customers are basically or students. So, how you are going to deal with and then how you are going to use excel for doing certain activities. So, in and then for professional

growth and development you also need support. For example, if you want to go for some kind of online courses, you know that many students and faculty, attend this online courses whether this there are supported for doing these kind of courses or attending workshops or conferences, I mean are the job training or suppose working for these kind of things.

So, two things that is important. Once you are able to identify development plan. So, areas that you have to look at depending upon the requirement, and also the kind of support that is needed and the time frame. So, the time frame very is very very important because a development plan is for a specific period. So, you must complete that development plan, within a given period.

So, time frame is decided you have to complete within a given time frame or workshop has to be completed by a particular date, otherwise it does not have any value it is not going to add any value.

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Content of a development Plan for faculty

- Summary List of Developmental Activities –
- On-the-job training
- Courses
- Self-guided reading
- Mentoring
- Attending a conference
- Getting a degree
- Job rotation
- Temporary assignments
- Membership or leadership role in professional or trade organizations

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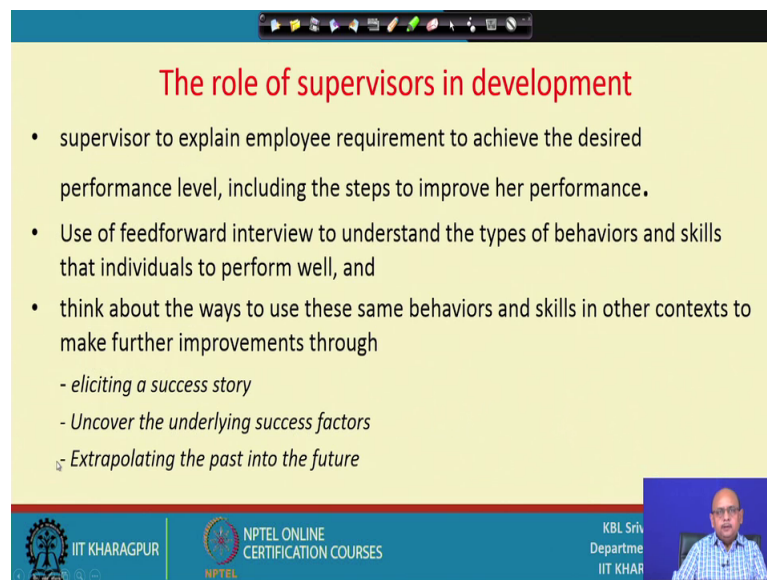
Now, suppose you want to develop a content for a development plan faculty. So, what are the thing that is to be done for as a part of the development plan? So, it may include certain things like on the job training, doing certain courses, learning how to teach or self guided deals, suppose you are going through books, journals, magazines and mentoring by the senior professors in the department that also helps you to develop yourself, then going for conferences getting for a higher degrees or diplomas whatever is required, and

then also performing different kind of activities. Not only teaching, but also include say being a part of the research training consulting. So, that you are rotating into different kind of activities, in addition to that you also need to take certain administrative responsibilities as a part of the job. So, that it will broaden your and enrich your experience.

And then taking certain temporary assignments say related to consulting or training, which will help you to develop and grow yourself or taking a professional say membership of professional organizations like say if you are in HR. So, being a member of the academy (Refer Time: 09:43) development or siso static for your resource management or if you have a business professional, you are going to be member of say configuration of Indian industries. So, these kind of membership or professional bodies helps you to grow and develop yourself.

So, why I am discussing it because, a it is very very important to identify as a part of your development plan, what actually exactly you are going to do those activities.

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The role of supervisors in development

- supervisor to explain employee requirement to achieve the desired performance level, including the steps to improve her performance.
- Use of feedforward interview to understand the types of behaviors and skills that individuals to perform well, and
- think about the ways to use these same behaviors and skills in other contexts to make further improvements through
 - *eliciting a success story*
 - *Uncover the underlying success factors*
 - *Extrapolating the past into the future*

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Now what is the role of the supervisor in the process? So, when I am talking about supervisors it is very very important, because they are going to discuss the performance plan as we have discussed in the previous lecture.

So, they are going to decide what would be a requirement in terms of achieving the

targets right; because the desired performance level is discussed with the supervisor and then they are going to decide that, in order to achieve this desired level of performance what would be requirement from the employees in terms of knowledge and skill base, what would be activities that would help him to improve his per his or her performance right.

Now one thing that can be done is that some of the supervisors you this feed forward integrals; feed forward interviews are basically help individuals to understand what kind of behaviors and skills would individual individuals would required to perform well. So, you are going to ask questions explore this from the subordinates to understand the behavioral requirement and skill requirements would be which would be there for performing well on the job.

And also whether these behaviors and a skill can be improved further so, that the there is a improvement in the performance and how this is done? This feed forward interview, you go through the interview process and ask them you tell me, what was the thing that you did successfully and how you did it. Did it like this is what we call callelect, eliciting success story. So, a person has perform or done well in a particular job or a specific task. So, if he is going to rescue the process probably you will be und able to understand the kind of behavior that is required for a successful tasks, and then that would also help you to under live what were the factors which led to this kind of success ok.

And then you can explore extrapolate these are the behaviors that is required for success or improving performance, and then this let the individual make these kind of behaviors in the future also in order to achieve the same success level right. So, it is very very important for supervisors to use these kind of interviews, to identify those behaviors and skills through a stories identifying success relate factors and see whether it can be extrapolated occur it forward for future behaviors, and that is why it is known as feed forward integrals right.

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The slide features a yellow background with a blue header and footer. The title is in red text. A list of seven factors is presented in black text. The footer contains logos for IIT Kharagpur, NPTEL, and the Department of HSS, along with the slide number 68.

Factors Promoting Successful Implementation of Personal Developmental Plans

- have a development plan
- entitlement to developmental opportunities on an ongoing basis
- Managers involvement in the assessment of objective accomplishment and monitoring progress
- Managers commitment to their development and fulfilling career expectation
- Development plan a part of PMS
- Evaluation based on development plan

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Now, what are the factors actually which is supposed to be there to promote successful implementation for any development plan for the performance especially relate to if the individual? So, the first thing that you need to have is a development plan that is very very much required, and this development plan is decided based on what? Based on discussion between the supervisor and the subordinate; this is my strength this is my weakness; this is what I need to done to improve my performance to overcome the weaknesses and further build my strength right.

Once you have developed this development plan, then you have to see that, what are the opportunities that is available to you for going ahead. So, as I discussed that you need support, you need resources, you need opportunities so that is to be provided by the supervisor and the management. To ensure that person is allowed to experiment with these things, to make sure that he is able to develop himself. And similarly the managers or the supervisors must be involved when you are going to develop a plan, to ensure that how you are going to achieve this subjectively as well as objectively both. What I am trying to tell you here is that managers are need to be involved in the assessment of these development plans.

Why I am saying that? That make sure that these development plans are set in real terms which could be achieved, which is realistic, which can be achieved, within a given time frame. So, even you are going to set the development plans in a very objective fashion

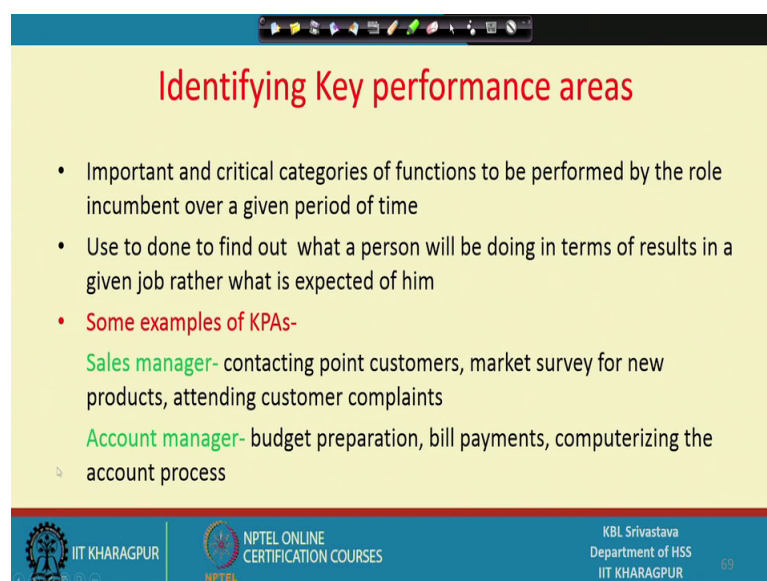
manager must be involved in that and then they should also monitor in on a regular basis to ensure that these development plan work out right. Another thing is that managers must be committed to these development plans.

And make sure that these development plan is linked with their career and success of the employees. Because suppose you have developed a plan for the employees performance and the performance has improved, but it is not linked with what you call the goal professional and professional goal, suppose this development plan with improved performance does not elicit any kind of reward or promotion for the employees.

Then probably it is going to be demotivated. So, you make sure that many managers have it in their mind that, whenever they are performing as per the expectations are having good performance, then it is leading to career growth and development of the employees right. Since development part plan is a part of the performance management system and as a part of the performance plan you have to have it. So, you have to engage all this stakeholders in the process and make sure that it is done effectively.

And then the evaluation of the employees is based on these development plans (Refer Time: 15:44), because you have objectively defined what is to be achieved, how it is to be achieved as a part of the development plan. So, that could be used as a criteria for evaluating and this could be done on the basis of the development plan.

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The slide is titled "Identifying Key performance areas" in red text. It contains a bulleted list of points and two examples of Key Performance Areas (KPA) in green text. The slide is part of an NPTEL presentation from IIT Kharagpur.

- Important and critical categories of functions to be performed by the role incumbent over a given period of time
- Use to done to find out what a person will be doing in terms of results in a given job rather what is expected of him
- **Some examples of KPAs-**
 - Sales manager-** contacting point customers, market survey for new products, attending customer complaints
 - Account manager-** budget preparation, bill payments, computerizing the account process

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Now, another issue that we want to discuss that, once you have identified the development plan of the individual ok.

What is important? See development plans are related to what; the areas where the person is going to improve his performance right. So, another issue which is very very important as a part of the development plan that you need to identify those areas where you expect them to perform well, and this is known as key performance areas or the key result areas. So, as a part of the process you need to identify the key performance areas of the employees and it is very very important because all the activities do not equally contribute to the performance of the employees right.

So, if all the activities are not going to equally contribute to the performance of the employees to identify, what are those critical activities what will be the important activities which is performed by the an employee, over a given period of time which contribute maximum to the performance of the employees right. So, it is very very important to identify the key performance areas, both in terms of behavior as well as in terms of results right. So, it is important to identify it so that, the person knows these are the areas where I have to perform well in terms of behaviors or in terms of results. So, key performance areas have measured in terms of results that you are going to achieve as a part of your outcome right, it is not related to what is expected of you, but what you are going to achieve as a part of your development plan right. Now if I have taken some examples and I will give you further examples to explain how we go about identifying key performance areas.

Now, if you look at some of these in examples like sales manager. So, sales as a part of the sales manager job you are going to perform a different kind of activities like a contacting customers, doing going for market survey for new products, attending customers com complaints, providing better customer services through use (Refer Time: 18:04) these kind of things. Now do you think that these activities are the major activities which performed by the sales manager; are they going to contribute to the performance of the employees or the sales manager? If it is so, then it becomes the key performance areas, later I will discuss that how your goal how we identify key performance areas. Now suppose in case of an account manager.

So, a account what is the responsibilities of the account manager? Preparing the budget,

making sure the bill pay is paid as per the norms of the organization or going for computerizing the accounting process. So, that you spend less or going to be cost effective right? There could be other areas I have taken here some examples. So, you need to identify performance areas which are more critical which are more important. So, when you are going to identify these key performance areas make sure that it is not going to be too much. You have to identify 3 to 4 or 4 to 5 critical performance areas, which contribute maximum to the performance of the employees right.

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Process to identify KPAs

- Identifying the KPA using the role incumbent, supervisor, job experts
- Identify the list of all task to be done by employee- list of main activities, tasks performed, time spent, contribution of each task to performance, rating of performance
- Rating of KPA by giving a weightage for relative importance
- Preparing a KPA for different roles
- Identify the performance areas for each KPA and setting the targets for measurements

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Now, I will take some other examples to explain that how do you go about it right and how it is done now what is the process for identifying key performance areas. So, the first stage in identifying the key performance areas is that, you are going to look at the job description that what an employee performs or the person who is in a given role right. Then you are going to take opinion of the supervisors and also experts who know about the job well right.

So, you are going to use multiple feedback to identify the duties and responsibilities of a given job. Because these duties and responsibilities would be used as a input for identifying the key performance areas. So, basically we are using job analysis right. So, the process of job analysis as discussed earlier, we will be able to identify about job description and job specification and this is going to help employees to what are his key performance areas right.

So, once you have identified key performance areas, then you have you know that these are the areas where you no need to perform well right. Now again under each of these key performance areas what are we going to do that, what are the various activities which you are going to do as a part of the job right. So, you are going to list all major activities or the tasks that you are going to perform, how much time we are going to spent on that activities, how much it contributes to performance and how is the performance level right.

So, once you are able to identify all the key performance areas related to particular job, then for each key performance areas you are going to see that in order to perform what are the activities that you perform in that key areas of that a result area right.

Then how much time you are spending, how this job is contributing to your performance and what is the level of performance right. Then you when again the next stage what you are going to do you are going to rate this by giving a weightage. It means that suppose you have identified 4-5 performance areas. So, out of this 4-5 performance area which performance area is more important which per performance area is less important right and then you are going to identify different performance areas for different kind of jobs.

So, for each job you are going to perform identify key performance areas, and for each key performance areas again you are going to further subdivided into tasks, time, contribution and level of performance right. So, once you are able to identify the performance areas for each KPA, then you have to see that how are you going to measure it. So, it is not only identifying key performance areas and its contribution, but also how are we going to see that the results have been achieved. So, that is how we go about identifying the key performance areas.

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Use of Performance Planning using KPA or KRA- General Manager (HR)

1. **Leadership development**- having a good performance feedback system like 360 degree, Assisting management development after feedback, instituting KPA/KRA, identifying leadership competencies areas, develop plan for these competencies, identifying their learning and development needs
2. **Implementing PMS**- organizing workshops for PMS, review and design PMS, implement PMS,
3. **Attract, Retain and Motivate Talent**- Examining compensation system, analyzing attrition data, conduct assessment centers to identify star performers, fast track career growth plan
4. **Manpower Planning**- conducting job analysis, job evaluation. Identify manpower requirement in short term and long term
5. **HR Performance review**- performance planning for HR department and professionals
6. **Mentoring and Coaching**- to groom and develop new and talented employees

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Now, I will take some examples to explain this, say here is one example that I have taken is how are we going to identify key performance areas using KPA that is known as key performance area or key result areas. So, here I have taken a case of a general manager human resources. Now if you look at the key performance area that have been identified, it include what? 6 performance areas have been identified; we can further reduce it if you think that one of these areas does not contribute to his performance. General manager is a specific position which oversees the HR department.

There could be a person above him also whom he is going to report or he could be the senior most person in the organization right. So, the general manger human resources has been identified for which you are going to identify the key performance area, the key result areas. So, here six main areas have been identified like leadership development, implementing performance management system in the organization, attract retain and motivating talent, then workforce planning or what you call the manpower planning and then HR performance you have to see that how HR department is performing. So, that is also to be reviewed by the HR head that is the general manager, and then what kind of mentoring and coaching has been done for grooming and developing the talent. Now once you have identified this you should know the process. So, how do you go about identifying the key performance areas? As I told you in the previous slide that you need to list down all the activities.

Then once you have list listed down all the activities that is done by the person, then you cluster them in to different categories that they become classified into different area which is known as KPA s then for each KPAs, you are going to see that how much they contribute to the performance of the employees and then you also see that how it is relate to the result of the employees finally, right. So, if you look at this you can see leadership development for example. So, having a feed perfor sorry feed performance feedback system or feed performance feedback system like going for three 60 degree assisting management development instituting KPA KRA for each job identifying leadership competency areas, developing for develop developing plan for competencies right and then identifying their learning and development needs. So, all such activities have been covered under one area that is leadership development.

Then another important area is managing the performance of the employees right. So, you have to see that general manger HR is responsible for implementing a good performance management system in the organization, and then he is also going to see whether this performance management system is effective or not.

So, if there is issue then is going to review and redesign it. So, that is another important area. Then the third important area is relate to motivation and development of the employees right. So, it is very important because you have to have a good compensation system, you have to see that how you are going to recruit good people, access their performance and see that you are able to take career growth of the employees right. And then another important area is manpower planning where we are going to see that after the job analysis you are able to identify the requirement of the people in terms of quality and quantity both, because you are responsible and need to justify that there is no surplus people or to less people in the organization to perform. Then you also are supposed to be responsible for looking at the HR department itself. So, you have to see that the performance of the HR department how it is performing right, what kind of role it is doing.

What is the contribution of HR department and then another imp important activity that you are going to take up is relative mentoring and coaching that; however, you are going to groom and develop talented employees in the organization. So, that organization is able to perform well; and your performance is based on this key performance area which is going to contribute to organizational performance right. Remember in the beginning

we talked about aligning individual performance with the group performance, and then finally, to organizational performance right.

So, here you can see that these key performance areas have been identified, under each key performance area we are able to identify list of activities and under each activities we have to see that how they contribute to performance, how much time we are going to spend on this right and what is its outcome or contribution to the result.

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The slide is titled "Use of Performance Planning using KPA or KPA Faculty of a Institute/university". It features a list of KPA responsibilities: "KPA- Teaching, Training and Consulting, Research, Administrative responsibility". A blue arrow points down to a list of four key activities: "Key activities need to be identified for each areas", "Performance targets", "Performance analysis ad feedback", and "Follow up and planning for the next cycle". The slide footer includes the IIT Kharagpur logo, NPTEL Online Certification Courses logo, and the name "KBL Srivastava, Department of HSS, IIT Kharagpur" along with the slide number "72".

Now, you are going to take up another exercise that is how we are going to use KPAs for faculty or for institute or a university. Now four basically areas that I have identified here is, teaching training and consulting research and administrative responsibilities. So, most of the areas or most of the activities, which is done by a faculty institute or universities covered by here.

Now, you can look at it, now what is to be done? Now once you have been able to identify key performance areas for a faculty, then you are going to see that whether the key activities that is to be identified in each areas right. Say for example, teaching. So, what are the various activities which is the part of teaching like taking lectures, evaluations, interacting with the students, giving them feedback. So, all these are the activities which is a part of teaching right. So, you need to list out all the main activities which are going to conduct as a part of the KPAs. Now second say training and consulting.

So, what are the key activities that you take up? Offering courses, taking projects, funding from the industries. So, all this is basically related to what you call training and consulting, then doing research, publishing papers, monographs journals, books right. So, these comes under research then taking administrative responsibilities. Because as a teacher you are not going to only teach or take up research and training assignments, but also given some administrative responsibilities like working as a head of the departments, deans wardens processing charges of various activities admissions. So, you also look into these activities ok.

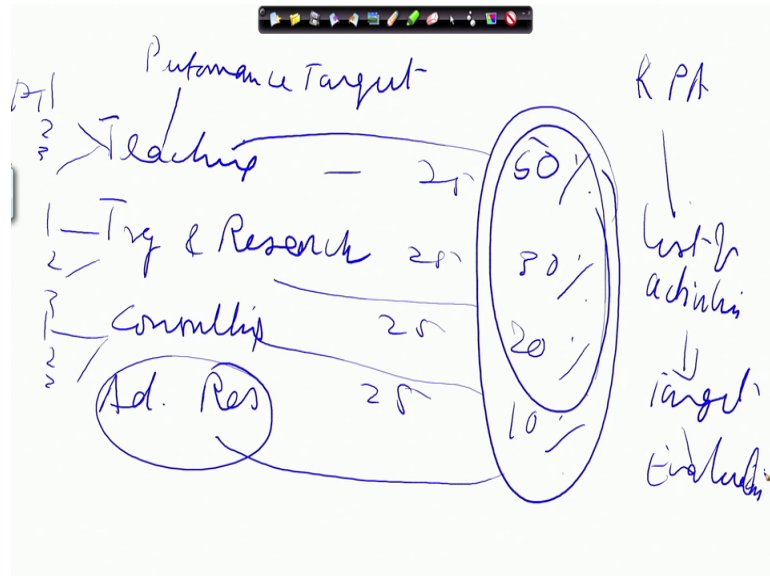
So, look at the second point that is key activities that need to be identified for each area. That is how you will be able to identify or list down 3 to 4 major activities for each of this KPA s now. Then for each of this key KPAs or each activities that you have identified through KPAs next is that is you are going to identify the path performance targets, for teaching. So, to identify what is your target how many courses you are going to teach per semester say research, your target would be how many papers are going to publish or how much administrative responsibilities you are going to take. So, this performance target has to be specific. So, that it could be used for measuring right then analyzing and feedback.

So, when we are talking performance analysis and feedback you have to see that, how your performance you would be analyzed. Because if your targets your performance would be measured against this whether you have been able to do those things or not whether you are able to perform those activities or not, and then you your seniors or head of the departments or dean he is going to give you feedback against the performance targets that have been set under each of these KPA s right.

And then you can follow it for the next cycle for the next performance cycle. For these KPA s these are the activities these are the targets, and these kind of things. And then you should that is very very important along with this is that for each of these KPA s, what you are going to do is that you are going to see that how important it is for you and how much weightage you are giving in terms of its contribution to your job performance.

Say for example, if you take teaching training consulting research and administrative responsibilities, are we giving equal weightage to this.

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Say if you want to go for this. So, we have four different areas; teaching, training and research, consulting and taking administrative responsibilities. Are you giving 20 equal weightage to each one of them which contributes to a performance, are you giving a relative (Refer Time: 30:59). So, maybe teaching can be given more weightage because this is more important for the faculty, then it could be given another important weightage than this. So, this. So, what we have done instead of giving equal weightage we have gone for this kind of weightage; it means 50 percent your contribution comes from teaching, 30 percent from research, 20 percent from consulting and 10 percent from taking administrative responsibilities right.

So, these are the key performance areas. So, what you can do? You can even exclude this as a part of your KPAs, you can have only three which contribute maximum to your performance right. So, this kind of relative weightage is to be given, and then for each of these areas you identify 1, 2, 3 what are the activities 1, 2, 3 1, 2, 3. So, because for each of these key areas then again you are going to have performance targets. So, performance targets have to be there for each of them.

So, once you have these performance targets what will happen? You will be able to know what are the KPAs starting with that and for each KPA you know what are the list of activities, then targets and then evaluation that is how we proceed right. So, that is how we are going to identify in the key performance areas for the faculty or an institute or

university right.

Thank you very much.