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DEVELOPMENT AND LAUNCH OF PERFORMANCE APPRAISAL SYSTEM AT DR. VIRENDRA LASER & PHACOSURGERY CENTER, JAIPUR.

Introduction

Performance appraisal can be defined as a structured formal interaction between the employees especially superior and subordinates, which usually occurs on specified time periods where the work performance of the sub ordinate is examined and taken in consideration in order to improve and develop the skills.

- It focuses on development and improvement through open consensus;
- It increases the ownership of the employee and focuses on potential development.
- It works as a catalyst for bringing out the learning culture of the organization.

A 360-degree appraisal is a type of employee performance appraisal review in which juniors, co-workers, and seniors all anonymously rank the employee. This information is then entered into that person's performance appraisal review.

The results from 360-degree performance appraisal are most commonly used by the employer to plan training sessions for their employees. Results can also be used by some organizations in making decisions, with the likes of pay or promotion etc.

Literature review

- ▶ On literature review from the very insightful article, '360-degree feedback, beyond the spin' by M. Silvermein, M. Karrien and A. Carter it can be understood that increase in self understanding, clarification of behavior, promoting dialogue, improving work relationships, getting in 'how' of things rather than 'what' and increasing accountability are some of the main benefits of a 360-degree performance appraisal system.
- ▶ On literature review from the very insightful article, 'The Top 40 Problems With 360-degree Employee Feedback Processes' by Dr. John Sullivan it can be deduced that the problems that one organization can face while performing 360-degree feedback are but not limited to subjectivity of appraisal, time and other resources consumed in it, anonymity, biases that can get introduced in it and employees and employer getting demotivated by the results etc.

EXPECTED OUTCOME

- ▶ Launching a performance appraisal system
- ▶ Understanding the performance appraisal system
- ▶ Help Dr. Virendra Laser and Phaco Surgery Center as to how to develop performance appraisal plan
- ▶ Documentation of performance appraisal
- ▶ Use of the data collected for the activities like promotions, rewards, warnings, terminations, demotions etc.

OBJECTIVES

- ▶ To develop a preliminary tool for assessing the needs of a performance appraisal system
- ▶ To develop an employee performance oriented and focused performance appraisal system for the organization.
- ▶ To develop a performance appraisal tool

METHODOLOGY

- ▶ **SAMPLE SIZE** 69 (All employees of Dr. Virendra Laser & Phaco Surgery Center except the doctors as on special demand of the director and founder)
- ▶ **STUDY DESIGN** DESCRIPTIVE
OBSERVATIONAL
- ▶ **SITE** Dr. Virendra Laser & Phaco Surgery Center, Jaipur
- ▶ **DURATION** 3 months, 1st February 2018 to 4thmay 2018
- ▶ **DATA COLLECTION TOOL**

Primary source -

- Performance appraisal questionnaire

Secondary sources -

- Existing HR notes and documents

Attributes

PERFORMANCE RATING AND DEFINATIONS

- ▶ **“5”** - Consistently exceed the already established employees expectation, Seeks new skills and focuses on knowledge development unlike the normal workers, Seeks new responsibilities even if not asked, Takes initiative for the betterment of the hospital and self, Is utmost dedicated towards punctuality, Is flexible to adaption for changes
- ▶ **“4”** - Frequently exceeds the performance for the key responsibilities, Regularly acquires new skills, Regularly shows interest in knowledge development, Actively and willingly accepts new challenges in work, Active in seeking new initiatives, Frequently maintains punctuality, Is frequently adaptive to changes
- ▶ **“3”** - achieves the already set criteria in performance for the key responsibilities, Acquires new skills in order to achieve the task given to them, Shows interest in knowledge development whenever required, Willingly accepts new challenges in work, Takes part in new initiatives, Maintains punctuality, Is adaptive to changes
- ▶ **“2”** - The performance for the key responsibilities does not meet the expectations., May fail to acquire new skills, Is perturbed to shows interest in knowledge development, Has difficulty in accepting new challenges in work, Has problems in seeking new initiatives, Is inconsistent in maintaining punctuality, Has difficulty in adapting to changes
- ▶ **“1”**- Often fails to for the key responsibilities, Does not show interest in acquiring new skills, Doesn't show interest in knowledge development, Completely shows disinterest in accepting new challenges in work, Inactive in seeking new initiatives, Frequently is unpunctual, Is not at all adaptive to changes
- ❑ **QUALITY** - work is accurate, thorough and neat
- ❑ **PRODUCTIVITY** - work is accomplished in specific period of time
- ❑ **RELIABILITY** - employee can be relied upon regarding task completion and follow up
- ❑ **COMMITMENT TO HOSPITAL** - extent to which the employee feel connected to the hospital and their thought process works towards betterment of the organization.
- ❑ **PATIENT SERVICE** - consistently receives positive response from customers, conveys attentive attitude and is comfortable and courteous towards patient.
- ❑ **PROFESSIONAL COMMUNICATION** - careful, patience, attentive listening and comfortable, patience and concerned response generation
- ❑ **TEAMWORK** - works well with coworker, is willing to cooperate and understand the point of view of other person.

QUESTIONNAIRE

PERFORMANCE APPRAISAL FORM

PERFORMANCE APPRAISAL

EMPLOYEE NAME

TITLE

Instruction: carefully evaluate and fill the appraisal form. Check rating box indicates employee's performance. Points will be totaled and averaged for an overall performance score

DEFINATION OF PERFORMANCE RATING

5- Exceptional performance, far superior to others

4- Exceeding requirement, high quality and consistent

3- Competent, dependable

2- Improvement needed, performance is deficient

1- Require immediate improvement needed, results unacceptable

QUALITY – work is accurate, thorough and neat

☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

PRODUCTIVITY – work is accomplished in specific period of time

☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

RELIABILITY – employee can be relied upon regarding task completion and follow up

☐ 5 ☐ 4 ☐ 3 ☐ 2 ☐ 1

COMMITMENT TO HOSPITAL – extent to which the employee feel connected to the hospital and their thought process works towards betterment of the organization.

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DATA ANALYSIS I

- ▶ As there were 69 employees and 7 attributes which were to be surveyed.
- ▶ The attributes of all were thus obtained and were then taken average of.

Best performer	Attribute	Worst performer
Emp. 68 - 4.4	quality	Emp. 2 - 2.4
Emp. 68 - 4.2	Productivity	Emp. 64 -2.3
Emp. 68 - 4.4	Reliability	Emp. 64 - 2.2
Emp. 68 -4.2	Commitment to hospital	Emp. 2 - 2.3
Emp. 68 - 4.2	Patient service	Emp. 64 - 2.4
Emp. 68 - 4.3	Professional communication	Emp. 16 - 2.3
Emp. 68 - 4.3	Team work	Emp. 64 -2.2

DATA ANALYSIS II

- ▶ Quartile system was followed to know the number of people following in each quartile
- ▶ A quartile divides a sorted data set in 4 equal parts so that each part represents one-fourth of the data set.
- The value of first quartile came out to be 3.29 then I calculated the no. of people who have scores below 3.29 that came out to be 17.
- The value of second quartile came out to be 3.42 then I calculated the no. of people who have scores below 3.42 that came out to be 33.
- The value of third quartile came out to be 3.64 then I calculated the no. of people who have scores below 3.64 that came out to be 50 ie only 19 people scores above 3.64.
- The value of fourth quartile came out to be 3.98 then I calculated the no. of people who have scores below 3.98 that came out to be 65 ie only 4 people scores above 3.98.

INFERENCE

Interpretation

The following inference has been deduced from the average score of all employees

- ▶ This is a very average performing organization.
- ▶ The employees' score makes it clear that the no. of employees performing above 4 are very limited and need to be nurtured.
- ▶ The employees performing below 3 are quite good in number and this clearly states that a lot of trainings and counselling is needed for these employees.
- ▶ Number of people performing best in the organization - 4
- ▶ Number of people performing worst in the organization - 17
- ▶ This states that the number of people performing not good are more than the number of people performing good
- ▶ This shows that a lot of people scores represent that the organization is a very average performing organization and this needs to be addressed in order to improve this condition of the organization.
- ▶ It also represents that there is a lot of scope of improvement.

SUGGESTION

- ▶ The mission and vision of DRVLPSC should be placed in the hospital building in prominent places so that a common goal is established and everyone is set to move forward in it.
- ▶ Leadership needs to be established so that all people get their issues, ideas, successes and failures addressed and they get mentors to turn to.
- ▶ Various trainings were conducted eg. Soft skills, empanelment and TPA, management of medication, infection control and sterilization, OPD, OT and reception coordination.
- ▶ Various team building exercises which focus on ice breaking between staff should be inculcated in the culture of the hospital.
- ▶ A common lunch room and lunch time can be initiated; seating together may solve and initiate better human interactions among staff.
- ▶ More social events can be started as they lead to a fun work environment which helps in creating a better productive work culture.
- ▶ A follow up performance appraisal should be held within the next 6 months so as to see what changes have come forth from the recent activities.

LIMITATIONS

- ▶ Lack of staff who could monitor this exercise.
- ▶ First for the staff for Dr. Virendra Laser & Phaco Surgery Center's NABH accreditation was in process it was quite difficult to carry out all the things simultaneously
- ▶ The IQ of the staff of Dr. Virendra Laser & Phaco Surgery Center is not up to mark for some of them to understand and carry out the 360 degree appraisal
- ▶ Data collected was quite vast and analysis of it was quite time taking and cumbersome
- ▶ Time constraint was quite a barrier.
- ▶ In the performance appraisal tool used here it can be seen that a particular attribute may get more predilection as compared to others and it may be due to following reasons
 - ❑ The attribute may be easier to understand
 - ❑ The attribute may represent an attribute which is freely sort after in the hospital
 - ❑ The attribute may find its use more in the daily lives of the employees of the hospital

CONCLUSION

The final conclusions drawn of this report could be summarised in the following way

- ▶ The organization lacked a formal and structured performance appraisal system and in order to overcome this problem a formal performance appraisal was needed.
- ▶ The performance appraisal was designed in 360-degree format in order to understand and assess the preliminary requirements of performance appraisal
- ▶ A performance appraisal was designed with 7 attributes and 69 employees were appraised.
- ▶ Through the performance appraisal it was deduced that the organization is a average performing organization.
- ▶ In order to make this organization a high performing one several attributes on which the scores were low were studied and recommendations were given like several team building exercises were done, trainings were given and counselling for low performing employees were performed.
- ▶ The next steps of performance appraisal were being planned.

THANK YOU...