

INTRODUCTION

Performance Appraisal is the formal, systematic assessment or tool to assess how well employees perform their jobs in relation to established standards. (Huang 2000). The PA exercise of contractual employees of NHM was **carried out for the first time** from 5th April to 9th April 2016 in all 51 districts of MP. During the first phase the appraisal was done for ANMs, Staff Nurses, Pharmacists, Lab Technicians, Feeding Demonstrator, Data entry operator, RBSK MO.

RATIONALE

Pursuant to the review of the literature and PA conducted for the first time; it was obvious and clear that there has been not any study done at NHM to observe, analyze and check the process of PA. That is why it becomes undoubtedly & convincingly clear that any such study would find its relevance & would serve significant input to NHM management. Hence the present study was undertaken.

OBJECTIVES

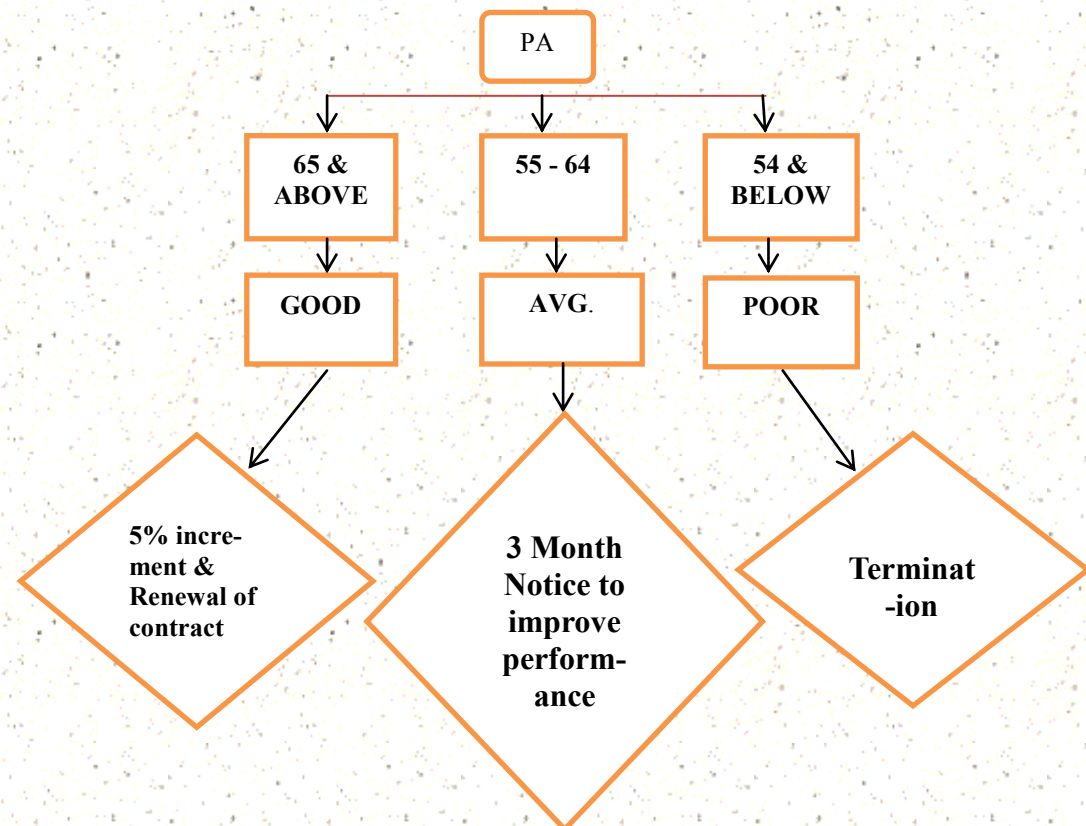
1. To observe the effectiveness of the performance appraisal process .
2. To observe the transparency and flexibility in performance appraisal.
3. To observe the performance through the disguised process of the programme.
4. To identify the gaps between the whole process.

METHODOLOGY

Study Setting: Alirajpur, Bhopal, Sehore & Ujjain Districts.
Study Design: Descriptive Study
Population of study: Cadres (ANMs, Staff Nurse, Pharmacists, Lab Technicians, Feeding Demonstrator, Data entry operator, RBSK MO)
Tool : Verbal Questions
Techniques: Observation & Informal Interview

OBSERVATIONS

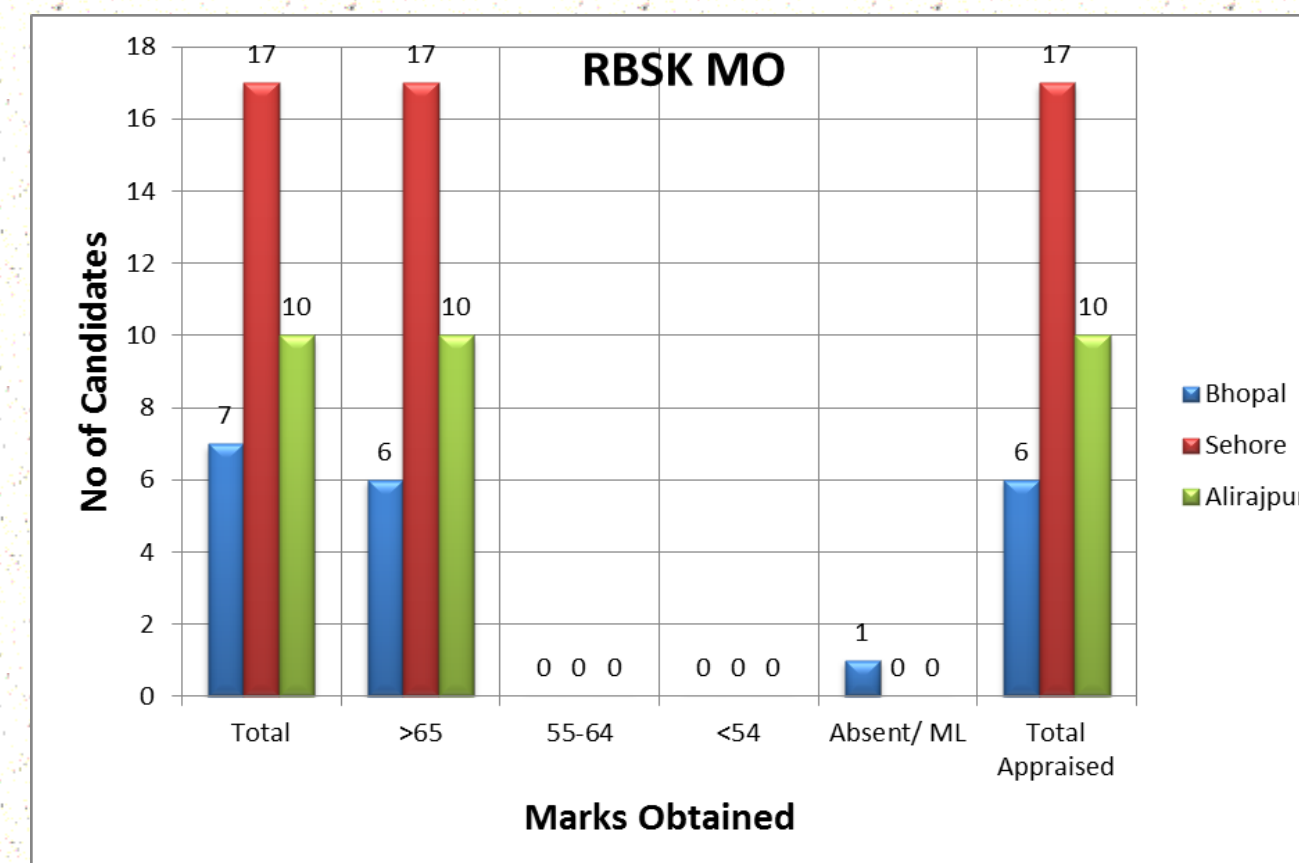
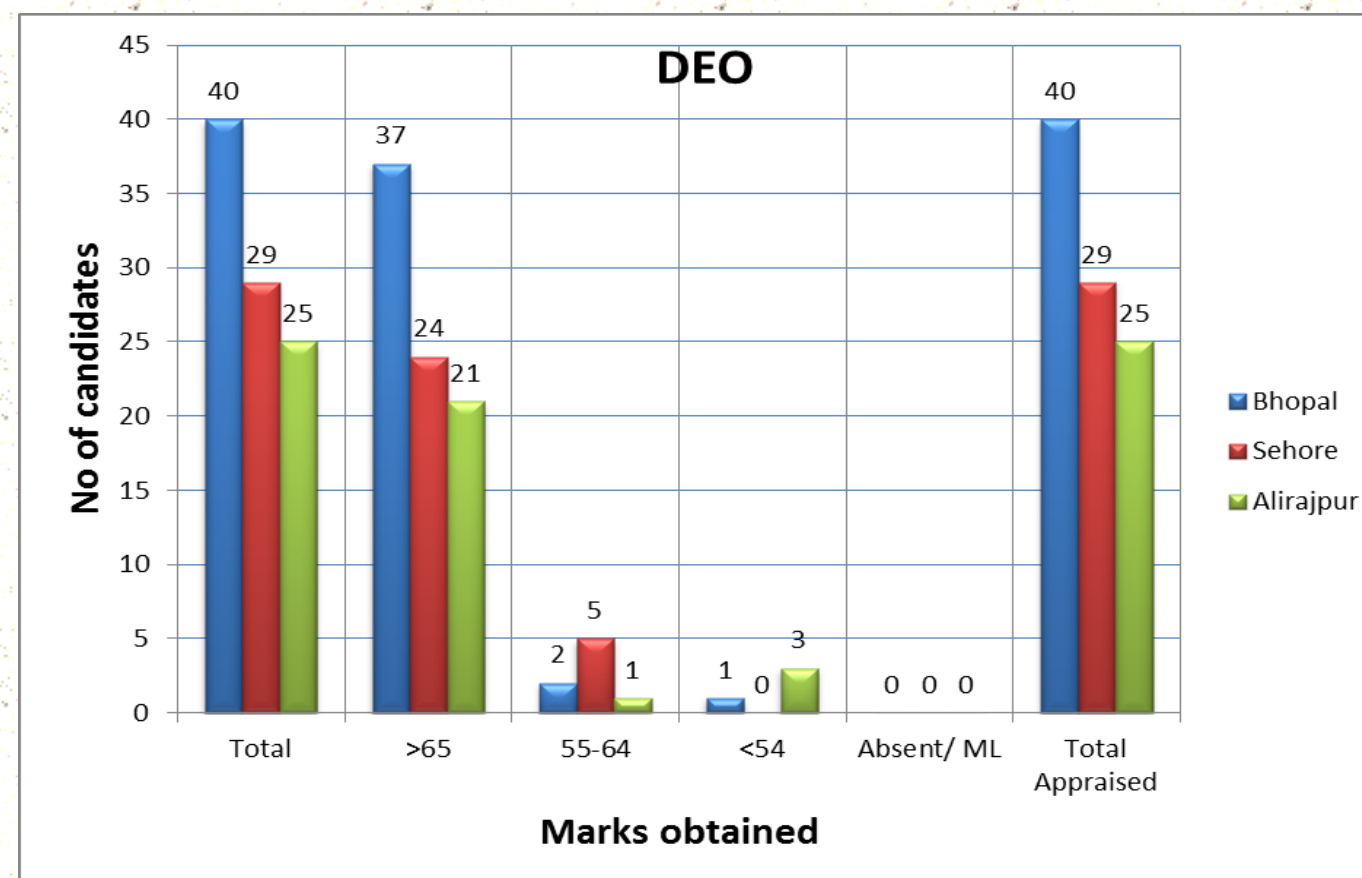
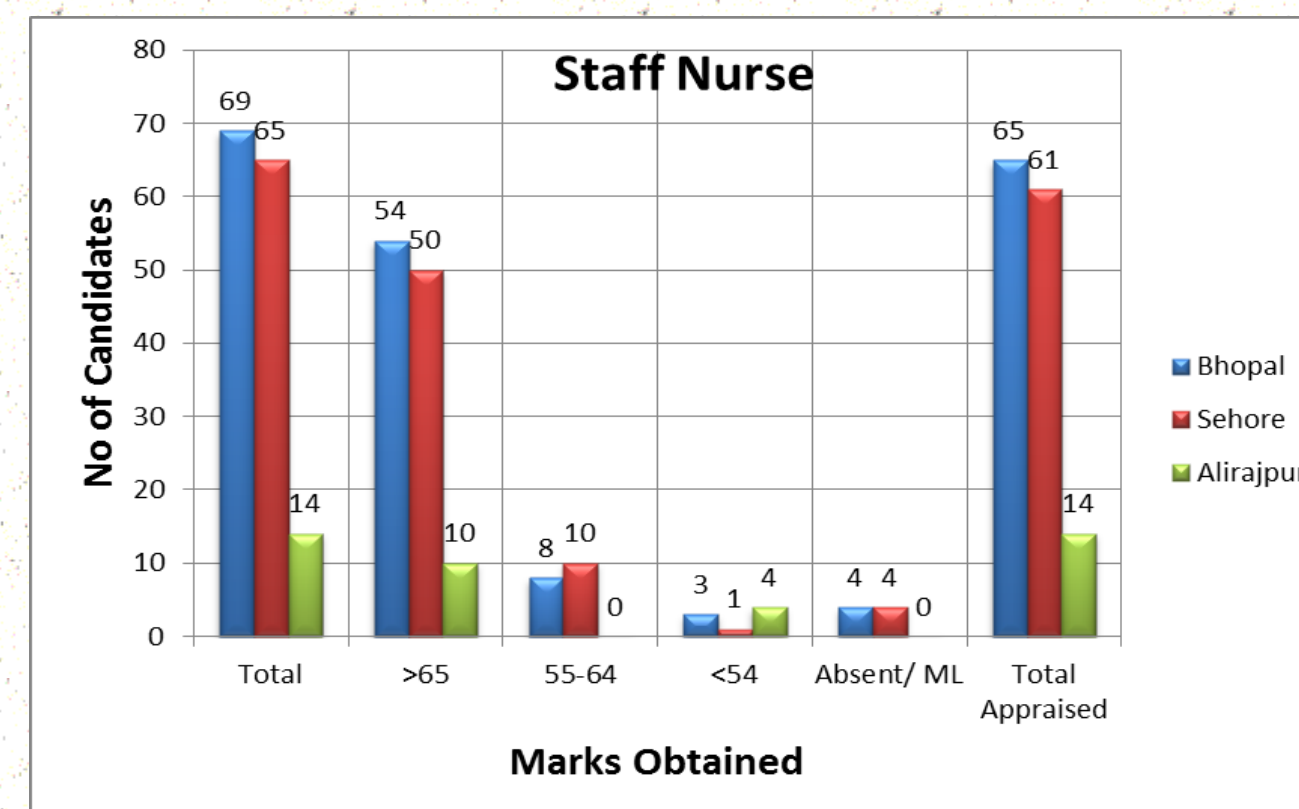
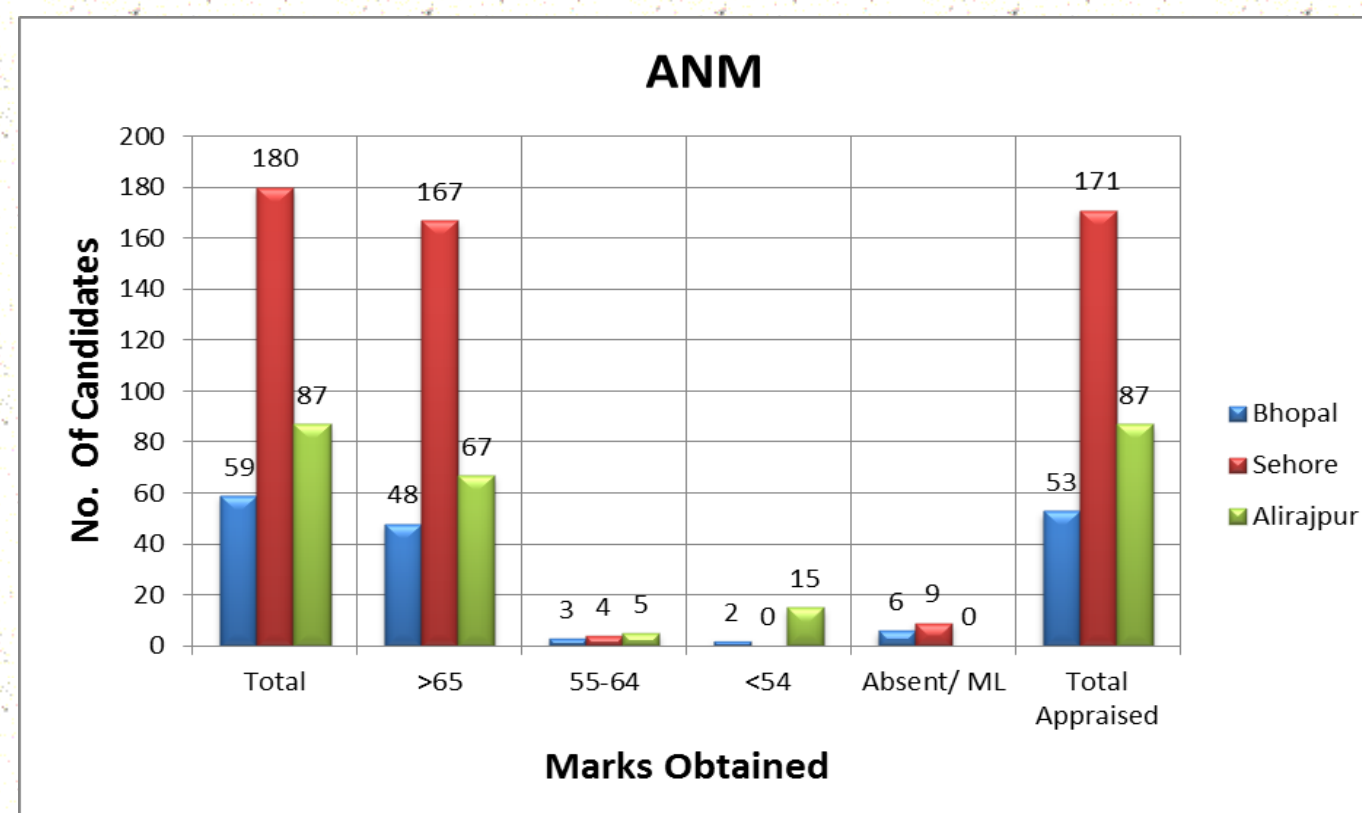
SKILL ASSESSMENT CRITERIA



COALITION OF TEAMS

Cadres	Team Members	Total Team
ANM (5451)	DHO-1, DPHNO, BMO, Nursing Tutor/Nursing sister/ staff nurse	51
Staff Nurse (2200)	DHO-1, DPHNO, BMO, Nursing Tutor/Nursing sister/ staff nurse	51
Lab Technician (800)	Pathologist/ MO Lab In-Charge, BMO, Senior LT	51
Pharmacist (1500)	Store I/C MO/BMO, Pharmacist grade-1, Store I/C pharmacist/Senior pharmacist	51
Feeding Demonstrator (287)	Nodal officer NRC/ MO-NRC, Div. coordinator CHN	25
AYUSH -MO (1011)	District nodal officer, BMO, Dist RBSK Coordinator	25
DEO (2508)	BMO, M&E, IDSP DATA Manager	25

RESULT OF PERFORMANCE APPRAISAL



GAP ANALYSIS

Time Management : Time provided was **less between announcement and implementation** of PA exercise.

-Mission ‘Indradhanush’ and ‘Mahakumbh Simhasth’ caused inconvenience in whole PA in Dist. Alirajpur and Dist. Ujjain respectively.

-Issues in **Space Availability** were seen in all districts except Ujjain.

-**Communication gap** was seen.

- **Demonstration or Skill test process** was **time consuming** for each ANM or Staff Nurse.

-**ANM and Nurses** who were doing **night shifts** had their PA on next morning **had to stay for long** till evening.

Frequent **confusion in Formats** was the major issue e.g.:

-ANM appointed for particular work in particular centre but performing different work on different centre was cause of major confusion during process.

Transparency/Malpractice : The **headquarter stay** was major concern in Dist. Alirajpur;

Errors occurred in marking procedure as some appraiser were **lenient** while some were **strict**.

Teams also complained of identification proof of candidates as there was doubt that some **other persons were appearing in place of applicants** especially in Dist. Ujjain.

ANMs working in two different fields should be **appraised on which skill**.

In Sehore district ANM was working simultaneously in two departments at the same time and they were assessed on the basis of what they knew well means according to their choice.

Data entry operators on whom PA was being done were also **managing the whole process**.

In Ujjain due to **lack of manpower**, people who were **supposed to give interview** were also **managing the entire process** of performance appraisal.

Many **members** who have to conduct **teams** for appraisal were **absent during their training** program so **lacked knowledge of procedure., guidelines, formats and marking procedure** and they were **dependent on other members of the team** which created a **lot of confusion** which affected the **smoothness of the whole process**.

Upright Findings & Shortcomings

S. No.	Observation Criteria Of PA	Alirajpur	Bhopal	Sehore	Ujjain
1	Guidelines Followed	Average	Good	Good	Poor
2	Well formed Teams	Good	Good	Good	Poor
3	Execution of Process	Average	Good	Average	Poor
4	Facilities	Poor	Good	Average	Poor
5	Coordination of Management	Poor	Average	Average	Poor
6	Well managed ,Available & Cooperative	Average	Average	Average	Poor
7	Completion of Target on Time	Average	Good	Poor	Poor
8	Space Availability	Poor	Average	Poor	Good
9	Transparency	Good	Average	Average	Poor

CONCLUSION & RECOMMENDATION

S. No.	Observation criteria	Alirajpur	Bhopal	Sehore	Ujjain
1	Absenteeism	No	No	No	No
2	Communication Gap	Yes	Yes	Yes	Yes
3	Malpractice	No	Yes	No	Yes
4	Confusion in PA Formats	Yes	Yes	Yes	Yes
5	Distraction caused due to other programs	Yes (IndraDhanush)	No	No	Yes (Simhasth)
6	Complained of Time Limitation	Yes	Yes	Yes	Yes

Guidelines given were managed and **followed** properly and systematically especially in District Bhopal (J P Hospital), & Sehore (District hospital) satisfactory performance in District Alirajpur, and not as per guidelines in Ujjain.

The **teams** in respective districts were **well formed** especially in Dist. Bhopal, Dist. Alirajpur, Dist. Sehore but not in Ujjain.

Facilities in some districts provided **were average but improved from second day**. (In Alirajpur and Bhopal lack of space and lack of team coordination was seen that led to chaotic situation but from second day in Bhopal different rooms were made available for different purposes.)

Staffs were well managed, cooperative, available and easily approachable in almost all districts.

Targets of each day were completed **irrespective of time** in all districts

No absenteeism or chaos observed **except** for some who resigned, or females who were on **maternity leave**.

Apart from **first day** which was obviously a **learning day** or period, **whole process** was **executed more properly from next day** and **sustained** with same accuracy except in Dist. Ujjain.

PA should also be done for Permanent Employees to improve and sustain the overall functioning of organization as: 60-65yrs employee are not able to do the field work which should be addressed and mutually adjusted by other employees and others lack sincerity because they have no fear of termination.

Presented by : Dr. Arpit Datey, Dr. Pragati Gurjar, Dr. Rupal Shrivastava