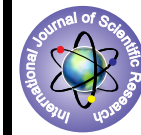


Why Performance Needs to be Planned in Performance Appraisal System



Human Resource Management

KEYWORDS : Planning, performance, activity, task analysis, key performance area

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ABSTRACT

Each every aspect of work is should be planned. Without planning nothing can work. For any event there should be planning how it should go on. Who should be guest .each and every aspect of event to be planned in such way to become successful . In organization all the task should be planned. The most important task for HR to planning performance for role clarity, accountability and effectiveness in performance management. Planning for performance is the first step in performance management. Planning gives a sense of direction and ensures good economics for the company. Performance planning gives organized outlining of the activity that the manager is predictable to undertake during specific period. Planning individual performance through performance appraisal which gives opportunity for performance planning. There are many ways in which individual performance can be planned. This article gives the ways from which are performance can be planned. There are many ways but this article explain task analysis or activity analysis, key performance areas, key result areas , task and target identification, activity planning and goal setting exercise. Important from this is individual should be able to plan their work and should have clear of the activity in which the individual have to put more effort.

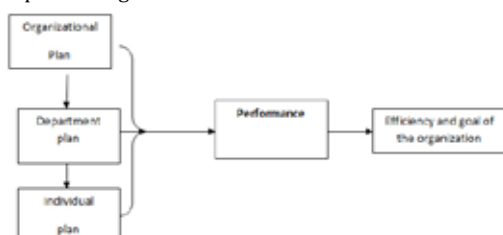
Introduction-

Performance Planning is the first step in the Performance Management process. Performance planning helps establish and agree upon performance expectations ,clarify what the employee will be evaluated on, and set the stage for ongoing feedback and coaching throughout the year .In the Core Performance Management Process, it is expected that the employee willengage in a performance planning discussion at least once annually; ideally, performance planning should occur at any point in which performance expectations change. It is suggested that the supervisor document the agreed-upon expectations and make a copy for the employee. Review the job description to ensure that information is accurate and up to date Know what constitutes "successful performance" in the core competencies and effectively communicate this, Identify priority areas, if appropriate, among the core and job-specific competencies that will be emphasized in the evaluation. Communicate how the results of the employee's work contribute to the unit's goals.

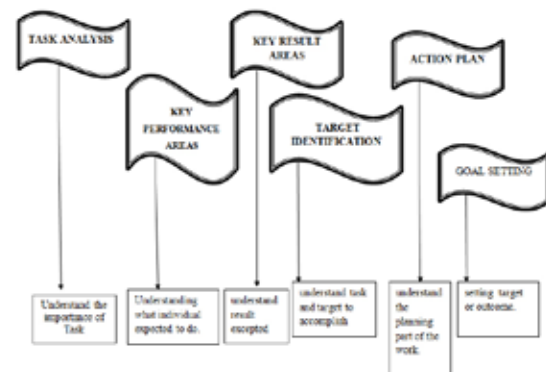
Organization life is interdependence .effective performance of one individual may depend on other individual. individual waste time in sorting out the ego problems. If they have plan the work effectively than no need to under go or more involved in ego problems. performance planning fix accountability, set the boundaries helps better time management. It also gives organized outline that the individual excepted to do.

It easy to plan the individual performance rather than planning the organization performance . it easy because the individual understand the actuality and situation under which excepted to perform. individual plan should be action oriented that help in achieving organization goal. Organization goal, corporate goal, mission statement, annual report, budget statement, performance guideline this all time to time provide the frame work for formation of department goals and this department goal provide base for the individual performance plan.

Department planning- the guidelines of CEO provide the department to understand or formation of department goal. The department set the goal by knowing the what the department have done last year, what influence the performance, how to improve the performance, what are new challenges for this year. How to improve the quality. This all help to plan the department goal



Organization should plan their strategies. Department and other sub system should delineate their roles and plan their contribution. Individual should plan their performance. This is the sequence the usually follows organization plan to department plan than the individual plan. There are problems when the lack of information from organization plan directly effect the department plan and individual plan. the block diagram represent how the organization plan lead to department it help the individual to plan . this all perform the task according to the plan the will reach the efficiency or organization productivity or achieve the goal of the organization. To achieve the organization goal there should be perfect plan of the organization plan , department plan and individual plan all help or work effectively than goal of the organization will achieved merely. All this interconnected so one of the plan fail the whole organization face the problem. To have strong individual plan there be ideal organization and department plan. if one plan fail it effect one other plan. It sequences which has to follow.



TASK ANALYSIS OR ACTIVITY ANALYSIS

Objective:-

- To help individual understand the list of all activities for improving performance of individual employees and firms

Introduction

Task analysis is managing job. Task can be defined as the process of identifying the task of particular job in particular organization. Job always consists of many tasks. As in this changing environment understanding the modern days jobs is very fundamental. as per job analysis is the done by HR department . They will state the job description for each jobs in the organization. Whiling planning the performance of the individual their should be detail task activity to be performed. If individual is not clear about his task to be performed in the organization then how the individual accomplish the goal. In this task analysis qualities required for the analysis. The observation help in the planning the activity- there should be the clear observation by the supervisor

so be outline the detail of the task. Behavior is the part of the task analysis the supervisor should understand how the individual will behave to the particular task and how much he his involved in the particular task.

Task analysis-

There is no hard or fast rule regarding number of task. the job holder should be clear about the task to be performed. some the individual get many task which is not related to the thier job . wide performance depend upon the capability. If the person is overloaded with the task he cannot performance well he may be some get frustrated from the work but some time individual will feel the more task means the organization feels he more capable and like to perform the work therefore each job should be divided into what all task to perform for specific job.

The task analysis of specific job to be planned by the present job holder and supervisor of the job should come up with task should be performed by this job because the present job holder can give what all task he his performing at present and supervisor is the best to tell you how you are performing and what all task is achieved so the detail of task can be outlined by the job holder and superior for specific task or during the performance appraisal the individual should under go the task analysis there should format for the task analysis for individual.

Format of task Analysis

General task

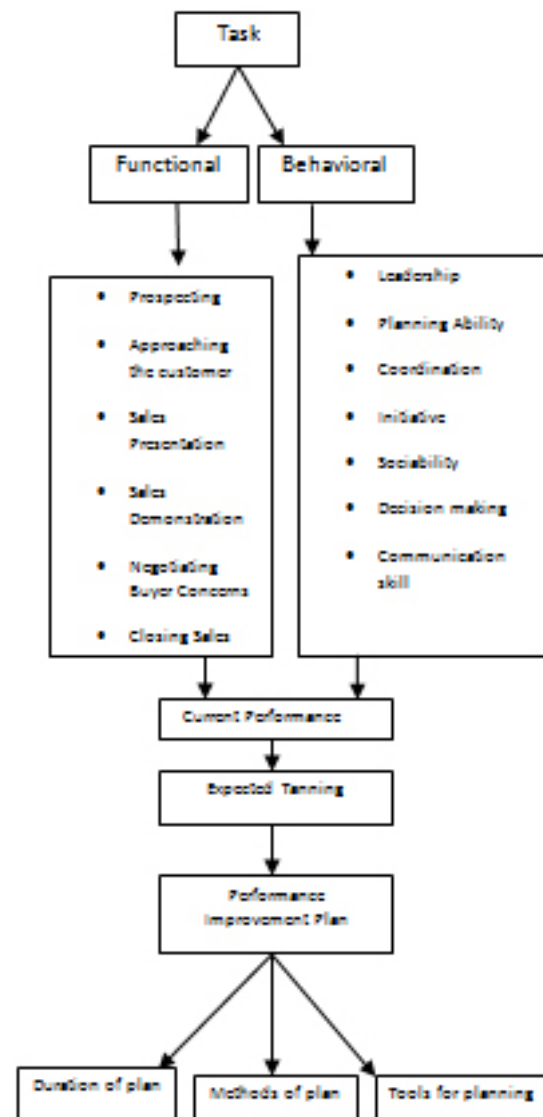
Sl.no	Task Title	Task assigned	Expected Outcomes	Achieved Outcome	Evaluator Comment

Specific task

Sl.no	Special project	Task assigned	Expected Outcomes	Achieved Outcome	Evaluator Comment

This format help to plan the task of the job. The superior and employee should under go task analysis. Where the individual can know the what all task is assigned to him and how much task he has accomplished and the superior evaluator can find the gap which task he has not completed and what are the problem faced by the individual then he can comment on the what he should work from this the superior understand what exactly task and how much he his working. Some times the individual will be given the task but he has perform the task. its unidentified and other individual taken the benefits. some time in the group task. Task will performed by other employees but the credit goes to other employees because the superior do not know who have put efforts for the task. There also should be group task identification how much work is done by each individual. If this happen the who have worked for the task loss the interest in job because oversight by the superior.

The planning the individual performance the task analysis is important the individual must be clear what is his task for his job. Than only individual perform better.



KEY PERFORMANCE AREAS

Objectives :- To help individual to understand what individual expected to do.

key performance areas- Identifying KPA is one way of planning ones performance. Every job has set of function to be performed by its holders

Every job has set function to be performed by its job holders. As one go higher in the organization or there is change of designation for Example-marketing manger certain period need to focus on marketing i.e. survey, developing marketing strategy, promotion, placing the product and period he may required to spend time on sales management i.e.

So its necessary to individual to identify the key function to be performed for particular job or particular period.

Example of Key performance areas

For sales officer key performance area

1. Contacting potential customer
2. Attending customer complaints
3. Closing the sales

The performance improvement can be done by understanding the key performance area of individual for his particular job. KPR area is also used to identify the target for particular job.

Identifying the KPA can be done by group of people. They are who performing that role at present and those who performed that role in the past and supervisor of the job because who is performing the job he can enlighten about how is doing in the job and what activity he is performing for the particular role. Who performed the role he can enlighten in- out of the role what all activity should the individual should undergo. The supervisor of the role always know what activity or task should be perform by individual for the particular role. so these are best person under go the identification KPA for the particular role . These group of have form the list of task to be perform by the role. After the identifying they identify most important key performance area for the particular job. This can be done by giving weighted to the each key performance areas. one can get to recognize which is the most important KAP for the job and which all activity should be perform and which should be given most important activity for the particular role. This help the individual to plan his performance.

Using KPA requires KPA definitions and quality's to set up their execution using the above. KPA implementation, there will be a number of stages that need to be addressed. The following outlines those stages. In practice, it will be necessary to undertake a scoping exercise to ensure that all items necessary are taken into consideration. The size and cost of this exercise will depend on the nature of the requirement. The scoping exercise will outline the areas under consideration. The following items will need to be addressed, either at the scoping or in the KPA set up phase:

- Identify and enumerate all KPAs
- For each KPA, establish what is to be achieved by the use of this KPA
- For each KPA, define the method of measurement
- For each KPA, define what data will be used to measure and where that data is
- For each KPA, define the algorithm that converts data to KPA
- For each KPA, define the normalization or criteria
- For each KPA, identify the organizational units to which the KPA applies
- For each KPA, define the organizational reporting hierarchy
- For each KPA, define the reporting requirements (table output, graphical output etc)
- From the KPAs, identify and enumerate all data sources
- For each data source establish how "live" the data is and define its input
- For each data source establish the connection mechanism to its KPA object
- As appropriate set up a data connection mechanism for the data source
- Define an appropriate security model that will allow appropriate personnel access to appropriate data

KEY RESULT AREAS

Objectives: - To help individual to understand result excepted

"Key Result Areas" or KRAs refer to general areas of outputs . This all are the role the KRAs are to be attend.

- Set goals and objectives
- Prioritize of work
- Clarify roles of individual
- Focus on results rather than activities
- Communicate their role's purposes to others

Every employee at the beginning of the year is required to define the key result area and the goals under each KRA , specifying the weighted to each goal depending on the priority assigned to the same .

TASK AND TARGET IDENTIFICATION

Objectives :- To help individual to understand task and target to accomplish.

It is possible to identify performance target under each KPA. These performance target may be qualitative or quantitative

,but should be time bound and should specify level of acceptable performance for getting high performance ratings. The target should focus more on the nature of efforts to be made by the appraise in relation to each of the KPAs.

ACTION PLAN

Objectives :- To help individual to understand the planning part of the work.

Action plans provide a permanent and reliable record of the agreements reached during the interview. For the administrative performance appraisal the usual record is a report that is sent to the decision-making body (e.g. the selection panel in promotion).

Highlighting successful (as well as less than successful) efforts of site management;

- Helping managers identify resource gaps so they may better manage their sites;
- Improving accountability;
- Improving communication among sites, stakeholders and the general public;
- Fostering the development of clear, concise and, whenever appropriate, measurable outcomes;
- Providing a means for managers to comprehensively evaluate their sites in both the short and long term;
- Fostering an internal focus on problem-solving and improved performance;
- Providing additional support for the resource-allocation process; and
- Motivating staff with clear policies and a focused direction.

This review should look at the effectiveness of action plan. Where activities and projects were successful, document best practices to share throughout the organization. Where goals were not met, many organizations determine the cause and decide what corrective or preventive actions should be taken

GOAL SETTING

Objectives :- To understand importance of setting target or outcome.

Setting goals is a key part of this process. It's important to understand the roles of the supervisor and the employee before thinking about goals more thoroughly. The role of the supervisor is to be a good coach for his or her employees. As the coach for the entire team, each supervisor must ensure that each employee understands the expectations of their position, has the tools to meet those expectations, and is fairly evaluated on the quality of the work they perform. The supervisor is responsible for tracking the employee's progress and establishing effective methods for measuring performance. It is the employee's role to map out steps to assure that goals will be met.

Goals have a starting point and an ending point. They also have points along the way to help gauge the employee's level of success in reaching desired results. The employee and supervisor start with a vision of what the employee needs to accomplish in order to have peak performance on the job. This vision leads to the development of specific, realistic goals with milestones and a timetable for completion. Milestones are checkpoints along the way that help measure how well the employee is progressing toward the goal. For example, if it is now July 15 and one of your goals is to add newly-required components . You will need to develop a timeline that identifies steps you need to take to make that happen. Then stay on track and check at pre-set points along the way to make sure you are completing the necessary steps.

Conclusion:

Performance need to be planned. There are different ways of planning the performance as above converse in the article Task Analysis Or Activity Analysis, Key Performance Areas, Key Result Areas, Task And Target Identification, Action Plan, Goal Setting. There is no standard technology available for each of these

methods. What is important is that the individual should be able to plan his work. Different organizations use different performance planning methods. Planning the performance fixes accountability, sets role boundaries, helps better time management. It also helps the manager to understand and analyse his contribution and increase his responsibility for continuous performance.

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