Performance Appraisal:

- It is the process by which seniors examine and evaluate an employee's work by comparing it with defined standards, document the results of comparison and provide feedback to employee where improvements are needed.
- It is a review of employee's performance regarding assigned duties and responsibilities.
- The appraisal is based on results obtained by employees during his job.
- It helps in identifying areas for performance improvement and professional growth.
- The goal of performance appraisal is to evaluate job performance, recognize achievements/ failures and then design trainings for further improvement.
- Performance appraisals are also done for increase in pay and other incentives.
- Performance appraisals are done to determine, who will be promoted, demoted, retained or fired.

Attributes of performance appraisal system:

Relevancy:

- Job analysis identifies, what is to be done.
- Performance standards specify, how well work is to be done.
- These standards can be quantitative or qualitative.
- Relevancy of appraisal system means a clear linkage between:
  - requirements of job analysis ----- performance standards ---- and criteria for evaluation mentioned on appraisal form

Sensitivity:

- It means that performance appraisal system must be sensitive enough to distinguish between effective and ineffective performers.
- Appraisals required for employee promotion are different from appraisals required for employee development.
- In case of promotions, appraisal forms are designed to seek information for the purpose of comparing individuals with each other.

- In case of development, appraisal forms are designed to seek information for the purpose of looking within the individuals about areas of training and development.

Reliability:

- It means consistency of appraisal system in judging the performance of employees.
- In order to ensure reliability, different appraisals can be collected independently of one another and then compared to see the differences.
- Assessor must have an adequate opportunity to observe, otherwise unreliability can be confused with unfamiliarity.

Acceptability:

- It means that appraisal system must be having the support of all those individuals and departments, who are the stakeholders.
- Common mistake should be avoided in which appraisal system is usually considered to be only for HR department in their decision making related to promotions and incentives.
- In order to increase its acceptability, all concerned people should be involved while designing an appraisal system.

Practicality:

- It means that appraisal system must be easy to understand and use by concerned people.
- It should be practical enough to get right inputs and also give the best possible outputs for which it is designed.

Career Management:

What is Career?

- An objective career is a sequence of positions occupied by a person during the course of a life time.
- A subjective career is the growth of career from the perspective of self-concept and consists of:
  - Perceived talents and abilities
  - Basic values and beliefs

- o Career motives and needs
- Both these perspectives, objectives and subjective, focus on the individual.
- Both assume that people have some degree of control over their careers and they can make the best use of opportunities to maximize their success.
- Career management is important because the consequences of career success or failure are closely linked with individual's satisfaction regarding professional and personal life.
- Nowadays, the responsibilities for career developments are usually shared between individuals and organizations.
- Organizations help people in planning, where to go and how to go in their careers.
- One of the important contributions, a company can make to employees career development is to provide the honest performance feedback.
- It helps employees to know about their present level of skills/ capabilities and then preparing themselves for new responsibilities by acquiring new skills or bringing improvement in present level of skills.

Career management by individuals:

- Following guidelines can help individuals in managing their careers:

Selecting a field of employment:

- One cannot manage a career unless you have a long range objective.
- The first step is to think, where you ultimately want to be.
- However, these goals can be changed over time due to your extended knowledge, exposure and external changes.
- Analyse existing/potential job in terms of your long range goals that how well it serves to achieve your goal.
- To accept short term trade-offs for long term objectives is not a bad policy.

Knowing where you are:

- Always be aware of opportunities available to you in your current position. e.g., training programs that can further your career development.
- Carefully and honestly assess your current performance.

- Try to recognize, when you and your organization have outlived your utility for each other.
- It means reaching a point, where your organization can do little for you and also, your contribution can make little difference in your organization.
- There are five symptoms for it:
  - You are not excited by what you are doing.
  - Your Advancement is blocked.
  - Your organization is poorly managed and is losing market share.
  - You feel that you are not adequately rewarded for your work.
  - You are not going to achieve your long term goals.

Planning your exit:

- In order to plan your exit, you must know two things well:
  - When it is time to leave?
  - Establish networking relationships, while you still have a job.
- Leave your organization in good terms and not questionable circumstances.
- Do not leave current job, until you have another one, because it is easier to find a new job when you are currently employed.
- However, you must be having a solid reason to convince your potential employer about the reason of leaving the present organization.