



**ANNUAL PERFORMANCE APPRAISAL AND INCENTIVE**

Health of an organization, to a great extent, depends on the performance of its employees. All employees do not make equal contribution to the growth and welfare of the organization. It is, therefore, important to assess the performance of the employees and to suitably reward the superior performers for the benefit of the organization and its stakeholders.

Performance of employees over a given period of time is reviewed through a system of performance appraisal. It provides an avenue to assess whether the targets provided for the period have been achieved and to identify the weaknesses if any, for course correction and counseling. Performance appraisal will help in identifying employees who perform better than the others and they may be given some incentive in recognition of their superior performance.

With this objective, the university management has decided that appraisal of all the employees will be carried out during the month of March every year and incentives will be provided in terms of additional allowances for better performers. This additional allowance will be applicable for one year, i.e., from the month of April to March next year. The next year's performance will be used for deciding the incentive for the subsequent year.

Performance incentives will be awarded to employees based on two counts: (1) the performance of the school/ department to which he/she belongs; and (2) individual performance of the employee. Employees will be awarded allowances varying from 0 to 5% of their basic pay based on the performance of the school/department. Assessment of performances of schools/departments will be initiated in the Financial year 2019 – 20 and the methodology will be notified at appropriate time.

Based on the individual performances, employees will be categorised into three groups and the members of these group will earn 5%, 2.5% and 0% of their basic pay as incentive based on the category to which they belong. All employees of the university, however, will be eligible for a standard increment, which is 3% of their basic pay, irrespective of the result of performance appraisal.

Appraisal of individual performances for the year 2018 – 19 will be initiated in the month of March 2019 and methodology as laid down below will be followed for appraisal of performance and award of incentive for all employees of BSDU.

**METHODOLOGY**

**Appraisers**

Immediate superior authority in the chain of supervision will be the Appraiser for the concerned employee.

**Appraisal Process**

HRO will supply the "Performance Appraisal Forms" duly filled in with personal details, to the appraisees for their self-appraisal. Employees will be rated as per the qualities and points given in the "Performance Appraisal Forms" as applicable.



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Appraisees after completing the self-appraisal, will forward the forms to their Appraisers. An appraiser after rating an appraisee under his/her supervision, will show the rating awarded to the appraisee and both of them will sign the appraisal form to record their acceptance of the appraisal rating. The appraisers will then forward the form to the HR office for their records and grant of incentive in due course.

If an appraisee declines to sign the appraisal form, the appraiser will record the fact on the form and send it to HR office. The appraisee can submit his/her grievance in writing to the Registrar within 15 days of appraisal for suitable redressal. Otherwise not signing the appraisal form may be treated as an act of indiscipline.

### Processing of Performance

All employees will be assessed out of 100 points as per the format as applicable to the category to which they belong. Since some of the appraisers may be liberal and others strict in their assessment of their subordinates, there is a need for moderation of assessments by appraisers to bring them on par. This will be done as follows;

1. Average of all scores for the given category in the University will be calculated, i.e.

Sum of scores of all employees rated in the  
given category in the university

Overall average score, OAS = -----

2. Average of all scores given by a particular appraiser in a given category will be calculated as follows: -

Average score by an Appraiser, AAS = -----

3. The correction factor for the ith Appraiser,  $K_i$  for the given category will be calculated as follows:

$$K_i = \frac{\text{OAS}}{\text{AAS}}$$

4. Scores of all employees in the given category assessed by the ith appraiser will be multiplied by this correction factor,  $K_i$ . The correction factor will be less than 1.0 if the appraiser has been liberal and more than 1.0 if he has been strict.
5. After applying the correction factor, the list of all employees will be sorted on the scores in the descending order. The top 20% employees will be rated as 'A++', the middle 60% as "A+" and the bottom 20% as "A".
6. The lists thus prepared will be forwarded to a committee constituted for the purpose of award of performance based incentives.





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### **Constitution of Committee for Performance Based Incentive**

A Committee consisting of the following members will decide the performance based Incentives to be granted to individual employees based on the appraisal of performance for the preceding year: -

- |     |  |               |
|-----|--|---------------|
| (a) | President                                    | - Chairperson |
| (b) | Provost                                      | - Member      |
| (c) | Registrar                                    | - Member      |
| (d) | Dean/Principals of three schools by rotation | - Member      |
| (e) | HRO  | - Member      |

The decision of the committee will be final and binding.

### **METHOD FOR CALCULATION OF PERFORMANCE INCENTIVE**

Employees will be given a standard increment and a Performance Incentive. The details are as given below:

#### **Standard Increment**

The standard increment shall be 3% of the basic pay of the individual and will be added to the existing basic pay to determine the new basic pay. This will ensure that all the employees get normal increment in their salary every year irrespective of their scores in the performance appraisal.

It will be effective from the date of completion of one year from date of joining/ last increment irrespective of the date of performance appraisal. It will be added to the pay on the effective date.

#### **Performance Incentive**

##### **Incentive based on personal performance of the employee**

All employees will be graded out of 100 points. After moderation for the appraiser's strictness/leniency, the employees will be put in three groups as follows:

- |      |     |   |
|------|-----|---|
| I.   | A++ | Top 20% of the employees based on performance will be graded A++  |
| II.  | A+  | Next 60% of the employees based on performance will be graded A+  |
| III. | A   | Bottom 20% of the employees based on performance will be graded A |

The performance incentive will be awarded as an allowance for one year as follows:

- |      |     |  |
|------|-----|--|
| I.   | A++ | Approximately 5% of the individuals' basic salary.   |
| II.  | A+  | Approximately 2.5% of the individuals' basic salary. |
| III. | A   | Nil  |

Performance incentive will be independent of the standard increment. Performance incentive as applicable will be given for one-year w.e.f the month of April every year. This will not be carried forward in the subsequent year. It will vary every financial year as per performance of the employee during the preceding financial year.

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Registrar  
BSDU

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**BHARTIYA SKILL DEVELOPMENT UNIVERSITY JAIPUR**

**PERFORMANCE MANAGEMENT SYSTEM 2018– 2019 (Teaching Staff)**

(Appraisal Period..... 2018 – .....2019)

<b>Name of the Employee</b>	
<b>Employee Code</b>	
<b>Designation</b>	
<b>DOJ</b>	
<b>Department/School</b>	
<b>Name of Appraiser</b>	

**COMPETENCIES ASSESSMENT - RATINGS & COMMENTS**

	<b>Competencies</b>	<b>Score Out of</b>	<b>Self-Rating</b>	<b>Appraiser's Rating</b>
1	Subject Knowledge & Technical Skills	20		
2	Class Management & Presentation/ Communication Skills	20		
3	Research/Consultancy	15		
4	Creativity & Innovation in Teaching	10		
5	Student's Feedback	10		
6	Interpersonal Relations & Capability to work in a team	5		
7	Willingness to accept additional responsibility	5		
8	Discipline & Punctuality	5		
9	Ability to Mentor Subordinates/ Colleagues	5		
10	Honours & Recognitions	5		
<b>Total Score (out of 100)</b>		<b>100</b>		
Signature: _____				
Appraiser _____ Appraisee _____				
(To be signed after the scores are awarded by both appraisee and appraiser)				

**Overall Grading by the Committee**

<b>Name</b>	<b>Signature</b>	<b>Remarks if any</b>
Brig (Dr.) S S Pabla, President		
Col. (Dr.) R K Gosain, Provost		
Prof. A Choudhury, Registrar		
Member 1(Dean/Principal)		
Member 2(Dean/Principal)		
Member 3(Dean/Principal)		
Dr. Rinku Raghuvanshi Head, HR		

Note: Please submit duly filled & signed form to Head-HR, BSDU in sealed envelope.

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**BHARTIYA SKILL DEVELOPMENT UNIVERSITY JAIPUR**

**PERFORMANCE MANAGEMENT SYSTEM 2018– 2019 (Non-Teaching Staff)**  
(Appraisal Period..... 2018 – .....2019)

<b>Name of the Employee</b>	
<b>Employee Code</b>	
<b>Designation</b>	
<b>DOJ</b>	
<b>Department/School</b>	
<b>Name of Appraiser</b>	

**COMPETENCIES ASSESSMENT - RATINGS & COMMENTS**

	<b>Competencies</b>	<b>Score Out of</b>	<b>Self-Rating</b>	<b>Appraiser's Rating</b>
1	Job Knowledge	20		
2	Leadership Skill	15		
3	Work Quality & Work consistency	15		
4	Confidentiality & Work Ethics	15		
5	Capability to handle higher position	10		
6	Interpersonal Relations & Capability to work in a team	5		
7	Willingness to accept additional responsibility	5		
8	Discipline & Punctuality	5		
9	Ability to Mentor Subordinates/Colleagues	5		
10	Honours & Recognitions	5		
	<b>Total Score (out of 100)</b>	<b>100</b>		

Signature: _____
Appraiser _____ Appraisee _____
(To be signed after the scores are awarded by both appraisee and appraiser)

**Overall Grading by the Committee** \_\_\_\_\_

<b>Name</b>	<b>Signature</b>	<b>Remarks if any</b>
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Col. (Dr.) R K Gosain, Provost		
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**PERFORMANCE MANAGEMENT SYSTEM 2018– 2019(Dean/Principal/HOD)**  
(Appraisal Period..... 2018 – .....2019)

<b>Name of the Employee</b>	
<b>Employee Code</b>	
<b>Designation</b>	
<b>DOJ</b>	
<b>Department/School</b>	
<b>Name of Appraiser</b>	

**COMPETENCIES ASSESSMENT - RATINGS & COMMENTS**

	<b>Competencies</b>	<b>Score Out of</b>	<b>Self-Rating</b>	<b>Appraiser's Rating</b>
1	Leadership Skills	20		
2	Strategic Planning Ability	10		
3	Personnel Management	10		
4	Confidentiality & Work Ethics	10		
5	Liaising outside BSDU	10		
6	Performance of the School/Department	10		
7	Willingness to accept additional responsibilities	10		
8	Discipline & Punctuality	10		
9	Interpersonal Relations	10		
	<b>Total Score (out of 100)</b>	<b>100</b>		

Signature: _____	
Appraiser	Appraisee
(To be signed after the scores are awarded by both appraisee and appraiser)	

**Overall Grading by the Committee** \_\_\_\_\_

<b>Name</b>	<b>Signature</b>	<b>Remarks if any</b>
Brig (Dr.) S S Pabla, President		
Col. (Dr.) R K Gosain, Provost		
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