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Performance Based Appraisal System for Technical Education: Challenges

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Abstract: Performance appraisal is the process of assessing the performance and progress of an employee on a given job and his potential for future development. It consists of all formal procedures used in the working organizations to evaluate personalities, contributions and potentials of employees. Now-a-days, the Performance Management Systems are widely recognized in the organizations, for driving strong business results.

Technical education is backbone of development functioning of any nation. The teachers are vital part of any education system. And thus the human resource policies are also equally applicable to teachers. Considering the importance of the topic of Performance Appraisal Systems, the UGC and AICTE has introduced Performance Based Appraisal System (PBAS) for college teachers. The proposed study is focused on challenges of PBAS in Development of Quality of Technical Education.

Keywords: Performance appraisal, Quality of Technical Education, PBAS, API.

I. INTRODUCTION, IMPORTANCE AND SIGNIFICANCE OF THE STUDY

According to Flippo, "Performance Appraisal is the systematic, periodic and an important rating of an employee's excellence in matters pertaining to his present job and his potential for a better job". Dynamic and effective employees can contribute effectively in development of organization. Organization can achieve its goals with employees and people who are competent and motivated. It is therefore necessary for every organization to ensure that, motivation and effectiveness of employees remain at high levels [1-3]. The quality of well-motivated employees will define the success of every organization. During the British period, the promotions were not considered on the basis of Performance. The System was very partial and biased. Generally the criteria for consideration were Perception, caste and creed, attitude, ethics. The main criteria at least in deciding the promotion policy was seniority of employee.

Till recent past, Performance Appraisal System was seen as a prerogative of the Manager, who used to write a report about his subordinates. Sometimes the report was kept confidential and was not open to employee for who the report was written by his manager [4].

A. Importance of Performance Appraisal [6,8,9,10]

- 1) **Performance Feedback:** Performance appraisal is a feedback process to employees who are interested in knowing their performance so that they can do better in a future. Bonus, promotions and merit pay will be dependent on performance appraisal of employee. Proper performance feedback is required for improving the employee's future performance. Proper performance feedback gives him satisfaction and motivation. In the case of technical higher education, the feedback of the performance will improve the teacher's performance in future.
- 2) **Employee Training and Development Decisions:** Inadequate knowledge or skills may lead to deficiencies in performance. The employee's need of additional training for improving his current job performance can be identified by the process of performance appraisal.
- 3) **Validation of Selection Process:** The performance of candidate to be selected for new job can be validated with the help of its previous appraisal reports. It will save the time required to correctly identify the suitable employee.
- 4) **Promotions:** Using Performance base appraisal, one can find the way out of which employee should be given a promotion. Selecting particular employee for promotions will get easier by the use of performance based appraisal.

- 5) *Transfers*: For transfer of employee the performance based appraisal seems to be useful tool. Transfers are of three types like promotional transfer, transfer at same job position as of previous one and demoted transfer. Performance appraisal is useful tool for identification of employees who can handle new responsibilities in the case of promotional transfer.
- 6) *Layoff Decisions*: Layoff decisions can be taken based on Performance appraisal. The weaker performing faculty may be asked for lay off, if the need arises.
- 7) *Human Resource Planning (HRP)*: Human resource planning (HRP) is benefited by performance based appraisal. Decisions for future employment of present employee can be taken by using accurate and current appraisal data.

II. CURRENT SCENARIO IN TECHNICAL HIGHER EDUCATION

In technical higher education, the manager is Head of Department and the Principal of institute. The Head of the institute was writing the confidential report (CR) of teacher under him. The report was sent to management after consultation with Principal of institute. As the report was confidential, the individual employee was not informed about his / her shortcomings, weaknesses and necessitating the improvements thereupon [1]. There were also chances of biasing about particular teacher.

Technical education is backbone of development functioning of any nation. The teachers are vital part of any education system. And thus the human resource policies are also equally applicable to teachers. Considering the importance of the Performance appraisal and its advantages; research work need to be carried out; related to recent trends in Performance Appraisal Systems and Practices followed in the Technical higher education. The proposed study is focused on challenges of Performance Based Appraisal System in Development of Quality of Technical Education [4]. In India; Technical education is governed by AICTE, who have designed its own PBA form in 2012 for degree engineering colleges [15].

To maintain the quality based on standards in higher education, University Grants Commission (UGC) established few regulations for the teachers in higher education institution [5,7]. Regulations are being established by UGC regarding minimum qualifications for appointment of teachers and other academic staff in universities and colleges. Which are published in the Gazette of India 2010, revised in 2013 (second Amendment) and recently 2016 (fourth amendment). Similarly AICTE has its similar guidelines for technical education in the form of PBA guidelines 2012. These regulations gives guidelines about qualifications and eligibility for teachers, along with norms for promotion to higher positions under Career Advancement Scheme (CAS). API and PBAS were introduced at the time of sixth pay commission. API has been protested by the Teacher unions [7].

AICTE is governing technical education, also has its own PBA form (AICTE 2012 format of PBA, Nov 2012). This is applicable to all degree Engineering colleges in India. The PBA form have mainly three categories as explained below [14][15][25]:

A. *Category I : Teaching- learning Evaluation Relate Activities*

- 1) Direct Teaching (Includes actual number of hours for teaching out of desirable number of hours)
- 2) Examination duties (question paper setting, Invigilation, evaluation of answer scripts) as per allotment
- 3) Innovative Teaching - learning methodologies, updating of subject contents/courses, mentoring etc. (Included mainly the course file and its contents)

B. *Category II : Co-Curricular Extension and Profession related activities*

- 1) Student related co-curricular, extension and field based activities.
- 2) Contribution to corporate life and management of the department and institution through participation in academic and administrative committees and responsibilities.
- 3) Professional Development activities

C. *Category III: Research and Academic Contribution*

- 1) Research Papers
- 2) Research Projects / Consultancy
- 3) Research Guidance (to ME/MTech and PhD students)
- 4) Training Courses And Conference / Seminar / Workshop Papers Attended

There are criteria setup for promotion of teacher in higher grade (AGP). The teacher has to complete a specific time period e.g. three years and he has to obtain minimum API points to be eligible for promotion.

III. DISCUSSION AND SUGGESTIONS ABOUT PBA SCHEME

A. Ongoing PhD students should also be awarded with few minimum points.

It is observed that under research category, marks are awarded only for completed or submitted PhD students. PhD is long process for engineers which takes average 3 to 4 years to complete it. Each guide can take only eight students for guidance. So it is recommended that certain minimum marks should also be awarded for ongoing PhD students, may be 1 marks per ongoing student.

B. Exam duties for higher positions like senior supervisor, Subject chairman higher weightage should be given. The higher positions have high responsibility as compared to junior supervisors others. So Marks weightage should be higher for these more responsive work.

C. Workshop coordinated

There are many programs are being conducted in college like Seminar / Conference/ Workshop/ Short term course/ Faculty Development programs. The coordinator / Convener of these programs are doing extra effort in organizing and conducting the events. The coordinator should be awarded with few points.

D. QIP Grants

It is observed that the no weightage is given to Quality Improvement Program Grants (QIP) received by faculty. Quality Improvement Program

1)BCUD, SP Pune University Supported Programs

2)UGC supported programs

3)DST Supported programs

4)DTE Supported Program

5)MHRD Supported Programs

6)TEQIP Supported Programs

7)AICTE Supported Program

8)CSI Supported Programs

9)ISTE Supported Programs

The coordinator / Convener of the program are doing extra effort in getting financial support from various QIP funding agencies. The coordinator should be awarded with few points.

E. Copyrights

The Copyright is one of the tools to protect the Intellectual property of human intellectuals. One can take copyright of Books, Computer Program or Technical diagrams. The copyright is a real achievement in the technical field other than patents. The marks should also be given to copyrights. It is seen that marks only for patents are given. There are different categories of patents status, like Patent applied, Patent published, Patent granted. The marks distribution must be clear for each category.

F. Interaction with outside world

The faculties are interacting with outside the institute should be awarded few points in API. Exchange of Ideas and technical knowledge gain is possible because of interaction with other institute faculties. The interaction with industry and industry persons is also necessary to get updated with latest trends in industries, which will ultimately benefits to the students.

G. Invited Resource persons

In criteria III, E, 3 the marks are awarded to the persons invited for delivering the lectures in seminar or conference.

The marks should also be awarded to the faculties invited for judge for various conferences or technical events or symposium. Now a day's many colleges are organizing technical event 'TechFest' in which many event are organized for students like roborace, Circuit simulation, Poster presentations, for all these activities expert judges are required. The faculties having expertise in the specific area are invited as judge or session chair.

H. Invited reviewer

Many reputed international journals require a reviewer with good expertise. The expert faculties are invited for review process by many well-known international journals. The work is of honorary type. For this work also the marks should be awarded in API.

I. In-House Resource development

In-House resource development should be motivated. The circuit and small working model can be developed within college itself. Some assemble can be created with the help of available college staff. The expert college teacher can work as expert for others in his college also. For this work also the marks should be awarded in API.

10) Impact factor calculation is not clearly mentioned.

It is observed that the marks are awarded with respect to impact factor of journal. Now a day's many journals have various impact factors as follows

- 1) Thomson Impact Factor
- 2) JCR Impact Factor
- 3) SCI Impact Factor
- 4) JCI Impact Factor
- 5) ISI Impact Factor
- 6) JISI Impact Factor
- 7) Global Impact Factor

The UGC and AICTE guidelines have not cleared which impact factor should be considered for the purpose of calculation.

J. Online lectu

It is observed that use of Online tools needs to be given certain weightage which includes following points

- 1) ICT content preparation
- 2) Making such documents available to public academic use
- 3) Attending online lectures
- 4) Delivering online lectures
- 5) Answering the online question in reputed forums.

K. Plagiarisms Policies

There should be clear idea regarding the allowable plagiarism in papers. The plagiarism in the case of figures and the writing in regional language, need to be define properly.

IV. CONCLUSION

The performance based appraisal system is useful to both teachers and management of college. There is need of reformation of PBA form for better implementation of the performance based appraisal system in technical higher education.

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