

Storyline

The client operates a group of educational institutions, including a deemed University, having more than 30 institutions consisting of graduate and post graduate colleges, schools, residential schools and management institutions. The group has student strength in excess of 20,000 and faculty strength of about 1,500.

NCRCL[®] designed a Faculty Performance Appraisal System (FPAS). The FPAS enabled the client to implement a uniform and transparent appraisal system across its institutions.

Once upon a time

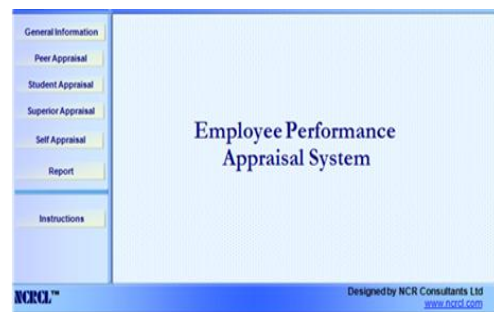
NCRCL[®] had earlier conducted a study of best HR practices in educational institutions for the client. The client looked at implementing the study recommendations by putting in place a Faculty Performance Appraisal System (FPAS). The team was required to conceptualize, brainstorm and document the FPAS and provide a roadmap for implementing the same.

Moving on

A team of experts from NCRCL[®] initiated the process by first developing a framework for FPAS. The focus of the framework included three aspects i.e. self appraisal, student appraisal and peer appraisal.

A mathematical model was developed to make the entire appraisal objective and uniform. Questionnaires and checklists were developed to make the whole process of data collection and analysis structured. Flowcharts clearly showing the working of the FPAS were developed. With these in place, the FPAS was brainstormed with the client and finalized. A spreadsheet based tool was deployed for data analysis and score generation.

The team of specialists leveraged on the insights gained through the best practices study and the inputs from the research team to come up with a workable solution for the client. The focus was on the process as much as on the appraisal model, thus providing the client with a comprehensive solution.



The FPAS took a comprehensive view of faculty performance including their participation in research, student development, administrative work and other such factors. A 360 degree appraisal philosophy was adopted with each faculty member being appraised by himself, his peers, his superiors and his students. A spreadsheet model for the FPAS ensured that data capture, analysis and archiving was systematic and that there was uniformity from day one of running the system.

Finally

The FPAS was accepted by the client after successive rounds of brainstorming. This ensured that the requirements of all the stakeholders were considered before finalizing the FPAS. The client went ahead with implementation using the spreadsheet based tool developed by NCRCL[®]. The FPAS along with the structuring of the compensation package which was taken up simultaneously has ensured a holistic approach towards implementing HR improvement initiatives in the client institutions.

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