

PERFORMANCE APPRAISAL OF FACULTY OF HIGHER EDUCATIONAL INSTITUTIONS IN INDIA

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Abstract

Enrichment of overall academic and research standards of Higher Educational Institutions can be achieved through changes in Performance Appraisal practices. It is of utmost importance that institutions should design and pursue a Performance Appraisal System so as to compete well in market place to attract and retain the best faculty talent.

The entry of foreign universities in India will immediately increase competition for Indian educational institutes with resultant pressure on them to improve quality. Foreign universities are expected to bring with them the culture of rigor and excellence in research and academic standards with possible spin-off effects on their Indian counterparts.

Scientifically designed realistic reward system, which is aligned with annual work plan, is highly essential in order to recognize the significant contributions made by the faculty in teaching, research, and other institutional management/development activities.

This paper presents a well structured new system of Performance Appraisal that Engineering Colleges can adapt to enrich their effectiveness and efficiency.

1. Introduction

The contribution towards quality and excellence, from any amount of infrastructural and economic resources available in higher educational institutions will be limited by the level of competence and commitment of the faculty implementing the programme.

Performance appraisal of the faculty is the thrust area where the initiatives for enrichment of academic and research standards can be taken.

It is of utmost importance that engineering colleges should design and pursue a Performance appraisal system so as to compete well in market place to attract and retain the best faculty talent.

This paper presents a well structured new system of Performance appraisal that engineering colleges can adapt to improvise the Performance appraisal standards.

2. Concept of Performance Appraisal

Performance appraisal must really be intended to assess the outcomes of an activity and to arrive at decisions regarding the steps to be taken to achieve higher targets rather than to judge the individuals who have participated in the activity (ISTE, 1996). Faculties of higher institutions have to perform variety of tasks pertaining to diverse roles. In addition to teaching, faculty needs to innovate and conduct research for their own self renewal, keep abreast with changes in technology and develop expertise for effective implementation of curricula. They are also expected to provide service for industry and community. They should share administrative responsibilities with Head of the Department and Head of the Institution.

Performance appraisals are a critical aspect of the management of the engineering colleges (Eric A.B, 2006). An effective performance appraisal system for faculty is vital in

maximizing the contribution of individual teachers to institutional performance.

3. Importance of Performance Appraisal System

Experiences show that human resources can be influenced by appraisal which is the key to improve the effectiveness and accountability in higher education institutes (Chhipa.R.C. 2009).

The report of the National Accreditation and Assessment Council (NAAC, 2008), shows that only 30 percent of universities and 10 percent of the colleges are with 'A' grade or "Five star" institutions and the rest are tolerable or poor. Maintaining and improving quality of higher education is a great challenge in India (Muzammil.M, 2010).

Performance linked development system having validity and reliability will be a key factor for quality assurance and quality sustainability in engineering colleges. The performance appraisal system plays a major role in retaining quality faculty in the institution (Pandit, R.K. 2008).

Performance appraisal enables the faculty to understand his strength and weakness in relation to their job functions. It identifies the training and developmental needs of faculty for career and professional development of faculty.

Performance appraisal of the faculty is the thrust area where the initiatives for enrichment of academic and research standards can be taken.

4. Impact of entry of foreign universities on Performance Appraisal System of Engineering Colleges

The entry of foreign universities in India will immediately increase competition for Indian technical institutes (Beena.S, 2010) with resultant pressure on them to improve

quality. Foreign universities are expected to bring with them the culture of rigor and excellence in research and academic standards with possible spin- off effects on their Indian counterparts.

4.1. Existing system

A survey of the performance appraisal system of engineering colleges in Tamil Nadu state revealed that anyone or combination of the system are used for Performance appraisal.

- a. Performance appraisal by students
- b. Performance appraisal by H.O.Ds

The existing system of performance appraisal of faculty in most of the Engineering colleges has following deficiencies

- a. The lack of transparency and objectivity.
- b. Inadequate participation of the faculty in designing the performance appraisal system.
- c. Absence of previously agreed standards of performance against which faculty could be appraised.
- d. Absence of discussion between Head of the institution or Head of the department with the faculty regarding the target to be achieved and his actual performance.
- e. A poor linkage between appraisal system and faculty development and training system

4.2. Changes required in the existing System

Based on survey of related literature on performance Appraisal and specific inputs obtained from the work of the authors Kumar S. (1996), Brahadeeswaran D. (2006) and reports of Department of Education of MHRD(1993), certain changes to be made in the existing system of Performance Appraisal have been identified. They are listed below:

- i. An annual work plan specifying the work load and the target to be achieved

in each aspect of work such as teaching, research, and other services to be developed.

- ii. Appraisal should be done by multiple set of stakeholders VIZ Students, HODs and self.
- iii. Interview should be conducted with faculty to discuss his actual performance and corrective action to be taken.
- iv. Faculty development and training programmes should be linked with appraisal.
- v. Scientifically designed realistic reward system, which is aligned with annual work plan, is highly essential in order to recognize the significant contributions made by the faculty in teaching, research, and other institutional management / development activities.

5. New system of performance appraisal System proposed

The following four steps are proposed in the new performance appraisal system.

Step1: Preparation of individual work plan by each teacher for every year.

Step2: Collection / analysis of information on performance.

Step3: Review of performance.

Step4: Determination of follow up action.

The details of the activities involved in each step are described below.

5.1. Preparation of Work plan

Each faculty member should prepare an annual work plan at the commencement of the academic year which would comprise following components

- a. Teaching.
- b. Learning resources development and utilization.
- c. Project work.
- d. Extension services and consultancy.
- e. Research and development.
- f. Other contribution.

The target can be set for each aspect. The target can be fixed at a realistic level to enrich the standard continuously. A format that can be used for developing the annual work plan is presented in Table-1.

Table-1: Format of the Annual Work Plan

Role	Tasks/ Objectives	Period of Activity	Weight- age	Appraisal Rating		Aggregate rating
				Self	Appraiser	
1	2	3	4	5	6	7
1. Teaching	1.1 1.2 1.3					
2. Learning Resource Development	2.1 2.2 2.3					
3. Project work	3.1					
4. Extension services/consultancy	4.1 4.2					
5. Research and Development	5.1 5.2					
6. Management Administration	6.1					
7. Any other important / significant work. (please specify)	7.1 7.2 7.3					

Individual

Head of the Department

Head of the Institution

5.2 Data collection and analysis

5.2.1. Data collection methods

Data on level performance can be collected from following three categories using suitable tools like Questionnaires and interview schedules.

- a. Self Appraisal
- b. Periodical interviews by H.O.Ds
- c. Appraisal by students

5.2.2. Data Analysis

The ratings of the three different categories are entered with respect to each aspect and then average aggregate rating is arrived by multiplying each rating by the weightage. A sample format that illustrates the calculation to be made is presented in appendix-I.

5.3. Review of Performance

With in each engineering college, a committee will have to review the appraisal information, considering the factors influencing faculty performance both individual as well as institutional.

5.4. Determination of follow up action

The follow up actions based upon the performance appraisal is critical for improving standards.

If the overall performance of a faculty member is satisfactory, he/she may be encouraged to improve upon his /her strengths, by providing opportunities for job enrichment /enlargement.

If he /she is assessed to have developed special interest and abilities in some specific area, he/she may be given support and encouragement by deploying him/her suitably.

If he/she has demonstrated potential abilities to assume higher responsibilities, he/she may be commended or suitably rewarded.

If one is wanting he/she may be given specific suggestion for improvement. His/her training needs may be identified and necessary facilities provided for training and development.

6. Conclusion

This paper is an attempt to provide a conceptual framework for developing well structured new system of performance appraisal for faculty of engineering colleges in order to enrich the overall academic and research standards to compete with foreign universities.

The actual tools that can be used for the Performance of faculty of Engineering colleges are being developed by the authors. After their validation the tools will be published.

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Appendix-1 Sample Calculation of the Aggregate rating of the Performance Appraisal

Role	Tasks / Objectives	Period of Activity	Weigh- tage	Appraisal Rating		Aggregate rating
				Self (%)	Other Appraisals (%)	
1	2	3	4	5	6	7
1. Teaching	1.1 Theory1,Theory 2 & Lab 1.2 Theory1,Theory 2 & Lab	ODD sem Even Sem	} 0.6	80	70	45.0
2. Learning Resource Development	2.1 Developing new experiments. 2.2 Preparing Computer Aided learning package etc	ODD sem Even Sem	} 0.1	60	50	5.5
3. Project work	3.1 Developing solar equipment.	Even sem	0.2	90	80	17.0
4. Extension services/ consultancy	-	-	-	-	-	-
5. Research and Development	5.1 Conducting a survey on maintenance task performed by mechanical diplomats	April-May	0.1	65	55	6.0
6. Management/ Administration	-	-	-	-	-	-
7. Any other important / significant work (please specify)	-	-	-	-	-	-
Total						73.5

Individual

Head of the Department

Head of the Institution

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