



**Zeal Education Society's**  
**Zeal Institute Of Management And Computer Application, Pune**

**Performance Appraisal**

**Introduction**

*"Evaluate what you want – because what gets measured gets produced" – James A. Belasco*

Zeal Performance Appraisal System is a blend of Key Result Area (KRA), Key Performance Indicator (KPI) based that known as management by objective and 360degree feedback. Performance appraisal method. Zeal performance appraisal System is more development-focused than appraisal alone and supports competency enhancement of the staff in a better way.

Zeal Institute of Management and Computer Application (ZIMCA) constantly aligning employees' personal goal with that of the organization to enhance productivity. So to achieve goal and objective, employees are provided with open clan culture which enhances transparency and builds a sense of trust and confidence among the employees about the organisation, therefore, a 360-degree appraisal system is deployed. The major reason for selecting the 360-degree appraisal process, because it describes a human resource methodology that is frequently used for both employee appraisal and employee development.

At the beginning of each performance cycle, the employee and reviewer will review the Key Results Area (from the roles and responsibilities). The reviewer and employee document specific responsibilities, with outcomes that describe how successful performance will be measured. Employee and reviewer then assign a priority to each activity. Besides, employee and reviewer should discuss the Performance Factors and agree on how they apply to the employee's work. Ongoing communication regarding performance is expected, both in informal and formal settings throughout the year. Either the reviewer or employee should feel free to initiate discussion of performance progress,

expectations, priorities or obstacles. Meanwhile, feedback about the employee comes from all the sources that come into contact with the employee on his/her job or people with whom he/she interacts on daily basis especially, subordinates team members, students etc. The 360-degree appraisal has four components that include self-appraisal, superior's appraisal, subordinate's appraisal student's appraisal (Students Feedback) and management appraisal.

At the end of each performance cycle, a formal review of achievements concerning the performance standards is documented. This includes a summary of employee performance during the performance cycle concerning individual responsibilities and outcomes for complete one academic year.

**The Component of Performance Appraisal are as follows:**

- **Key Result Area( KRA) With Key Performance Indicator(KPI):** The key job responsibility of every individual is monitored periodically and @ the end of the academic year on various aspects like Student Results, Academic and Administrative capabilities, Research Publications, Projects, Research Guidance, Training courses & Conference/Seminars/Workshops attended and Papers presented, Industrial Relationship etc. Any additional responsibility that the employee undertakes over and above his/her key result area considered with due weightage.
- **360 Degree Peer feedback:** 360-degree feedback is a highly effective development tool especially for coordination and teamwork. Feedback recipients gain insight into how others perceive them and have an opportunity to adjust behaviours and develop skills that will enable them to excel at their jobs.360 feedbacks focus on behaviours and competencies more than on basic skills, job requirements, and performance objectives. This includes the defined behavioural skills which contribute towards achieving the KRAs. Statutory obligations.

**Policy statement:**

To strengthen the aim of achieving the vision and objectives of the organisation, Zeal Institute of Management & Computer Application (ZIMCA) believes that it is only possible with the contribution of a well-

motivated and competent workforce. So, therefore, ZIMCA supports all its employees to get apprehend their potential, to achieve their professional goals and their role relevancy towards achieving the organization's vision. ZIMCA has developed this policy to ascertain the behaviour of an employee anchored to performance and integrate with the organizational performance and on the other side, the policy helps employee of ZIMCA to outline the processes that will help to identify gaps between current and future levels of performance.

### **Objectives:**

- To maximize the performance efficiency and contribution of the employees.
- To foster a culture that encourages excellence of performance
- To ensure staff are well versed with their key roles and relations with vision, and mission of ZIMCA along with management expectations and performance measures.
- Promoting transparency and openness i.e. OCTAPAC (Openness – Confrontation – Trust – Autonomy – Pro-action– Authenticity – Collaboration) culture to identify job-related strengths, weaknesses, acknowledge accomplishments and improve work performance
- To motivate the employee to stay relevant to the organisation.
- To design the career path of the employee as per his/her competencies.
- To arbitrate employees behaviour (employee internal relations) with their peer's by 360-degree review.
- Promoting a results-oriented work outlook that will identify poor, satisfactory and outstanding performance and initiate appropriate action including rewards and sanctions.
- To ensure job description is properly matched with KRA (Key Result Area)
- To develop proper corrective actions to improve the performance of employees.

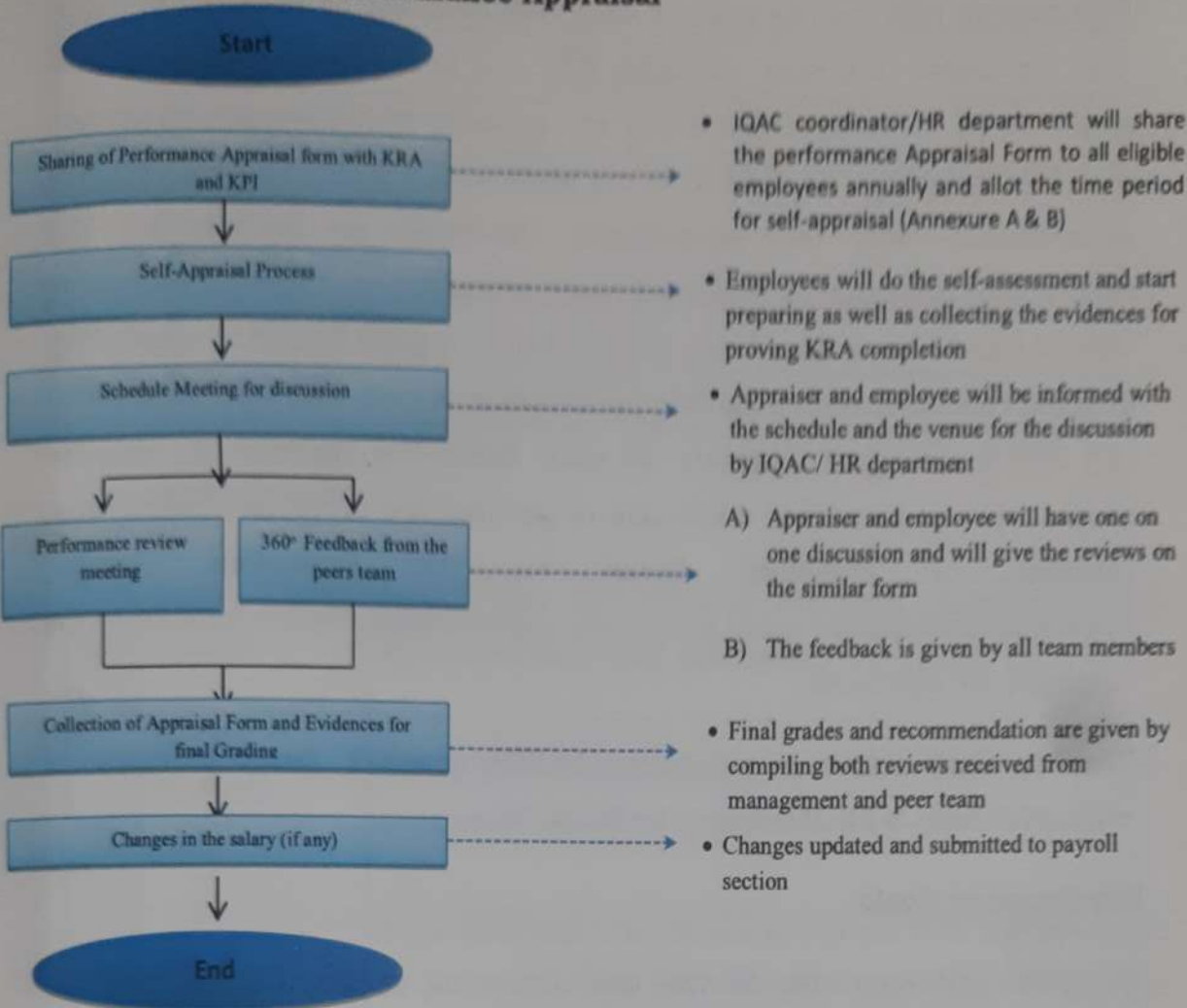
**Applicability:**

This policy will apply to all employees (who have completed their probationary period) of Zeal Institute of Management & Computer Application for yearly performance evaluation.

**Performance Appraisal Policy Principles:**

- 1) Zeal Institute of Management & Computer application believes in the evaluation and assessment tool to identify the real potential of the employees and not on any prejudices or preconceptions.
- 2) All staff must have an appraisal discussion at least once every 12 months.
- 3) The Institute provides the opportunity for its employees to do his or her self-appraisal at the initial stage.
- 4) The next level of performance evaluation is authorized to the direct reporting, who is the Head of the Institute.
- 5) Along with the superior authority evaluation, the feedback from the peer is also collected based on the defined parameter which establishes the collaborative approach to lead and develop people to improve performance.
- 6) An appraisal is an ongoing process with an annual formal meeting to review progress
- 7) The appraisal discussion is a two-way communication exercise to ensure that both the needs of the individual and the organisation are being met, and will be met in the next year.
- 8) The appraisal discussion will review the previous year's achievement and will set an agreed Personal Development Plan for the coming year for each member of staff.
- 9) Individual staff members are responsible for fulfilling the requirements defined in their staff performance framework (Key Result Area) including teaching and counselling plan, guest lecture, unit tests/examinations/ assignments for progressive assessment report which outlines tasks, objectives and Key performance index
- 10) The appraisal process will provide management with valuable data to assist with succession planning.
- 11) The appraisal process at ZIMCA will be fair enough and equitable process in line with our Equality Policy.

## Process of Performance Appraisal



Defined and Stated Key Result Areas (KRA) with their respective Key Performance Indicator for the Staff clearly and explicitly communicated to all Zeal Staff, before performance cycle begins. Working relationships for each area with departments and with other staff vertically and horizontally across committees will be explicitly defined. The organogram of the institute is also expected to provide the required escalation matrix. It would also be important to set these in a time frame. There should be an overall acceptance of the rating system with each of the KRAs. . It should then be signed by the employee and a copy given to him/her and another filed in respective personal file. The staff should revisit their approved performance plans at least once in a quarter along with the direct reporting authority to ensure that result achievements are progressing satisfactorily.

### **Performance evaluation planning:**

Performance plan for the year for each employee will be prepared in April-June timeframe each year specifying KRA and KPI against which respective results to be achieved. Opportunity to appraisee for self-evaluation is also given due weightage. At the end of the performance cycle, a formal review of achievements with the performance standards is documented. The performance evaluation is evidenced based procedure so respective measuring aspects should be produced and documented in a given format by appraising. Ongoing communication regarding performance is expected, both in informal and formal settings throughout the year. Either the appraiser or appraisee should feel free to initiate discussion of performance progress, expectations, priorities or obstacles. Based on the Evaluation Results, Appraisal/development goals for further improvement /Non-suitability of the employee are discussed.

The Appraisal form is in two sets:- (A) KRA and KPI based performance evaluation form & (B) 360-degree feedback form.

### **Development Goals**

Employee and Appraiser discuss and document development goals to be achieved during the next performance cycle. These may include formal training or education courses, hands-on training, temporary project assignments or mentoring programs. This should include an assessment of how much a priority the development goal is: (C) = Critical; (M) = Moderate; and (VA) = Value Added. Target dates for the achievement of these development goals are outlined, along with an explanation of how they will help the employee's personal or professional development. To identify these goals, employee and supervisor review development needs to be identified in the previous performance cycle. (Annexure C)

### **Performance Rating**

Enter the Total Ratings for KRA and KPI based performance and 360 degrees Peer feedback form. Add the Total Ratings and divide the sum by 2 to calculate the Overall Rating.

<b>Total Rating</b>	<b>A) KRA and KPI Based Performance + B) 360° Degree Peer Feedback</b>
<b>Gradings</b>	
<b>Grade A+</b>	>= 91 %
<b>Grade A</b>	81 - 91%
<b>Grade B+</b>	61 - 80%
<b>Grade B</b>	40 - 60%
<b>Grade C</b>	< 40%

### Mechanism

<b>BEFORE THE APPRAISAL</b>	Keep good records	Both praise and criticism are most meaningful when supported by factual examples
	Review previous goals	Use previous years (last years KRA) goals to evaluate progress
	Get input from others	Seek feedback from others who work with the appraisee in areas they will have objective knowledge of and get examples where available
	Prepare carefully	Prepare in advance so that you can deliver the message that you intend to
	Prepare administrative details	<ul style="list-style-type: none"> <li>• to agree on a time - set aside at least one hour. Avoid postponing the appointment, and give the employee full attention.</li> <li>• select a location - conference room if available for peaceful discussion.</li> <li>• ask the employee to prepare - ask the employee to review his/her goals, and come prepared with questions.</li> </ul>

DURING THE APPRAISAL

Explain the meeting agenda	Outline what is about to happen for the session
Encourage communication	<ul style="list-style-type: none"> <li>• listen</li> <li>• encourage two-way communication</li> <li>• ask for ideas on how they can improve their performance</li> <li>• ask for how they feel you can help them</li> <li>• ask for feedback on the appraisal section</li> </ul>
Stay focused	Keep the session focussed on past and future performance, summarise discussion issues often to ensure agreement
Communicating shortcomings	The employee expects and should know what he/she needs to improve
Be open	Be versatile and open-minded if you hear things that cause you to change your opinion
Evaluation process	<ul style="list-style-type: none"> <li>• Begin with the positive things that were well done</li> <li>• Follow this with areas that need improvement and a plan on how to address them</li> <li>• Conclude with a reinforcement of your desire to help the person grow and improve</li> </ul>
Making promises	Don't make promises you do not have control over (e.g. salary increments, promotions, transfers etc)
Review goals	Concentrate on a few areas- things that make a difference. Try to encourage continuation and growth in the areas of strength. Set up "smart" goals that will build strength in areas needing attention



<b>AFTER THE APPRAISAL</b>	<b>Administrati on</b>	<ul style="list-style-type: none"> <li>• Complete the paperwork required for the results of the appraisal</li> <li>• Make sure the appraisee signs on the bottom line</li> <li>• Mark the calendar on when your next appraisal session with the person will be</li> </ul>
	<b>Follow-up</b>	Follow-up on agreements made during the appraisal
	<b>Learning</b>	Review what you have learnt about the employee, your records and systems, yourself, the appraisal process and your management style

### **Duties and Responsibilities:**

- *Responsibilities of the employee (the appraisee)* - To participate fully in the appraisal process. Refusal to participate in an appraisal will be considered to be a disciplinary matter and should be dealt with through the management.
- *Responsibilities of HOD/Director(the appraiser)* -
  - Appraiser ensures that each member of staff has an up to date job description/person specification.
  - The appraiser must understand the responsibilities concerning the appraisal process. The appraiser must ensure that the discussion during the meeting should be very peaceful and relevant.
  - Appraiser ensures that an appraisal takes place before an employee's incremental date and insufficient time that any payroll changes necessary can be put in place before the incremental date. Failure to do so will mean that the individual will not progress through the incremental pay scale.
  - Fair, unbiased and unprejudiced assessment should be done on the reviewed performance.
- *Responsibilities of IQAC/HR Department)* - IQAC/ HR is responsible to conduct the complete process very smoothly by

overcoming all barriers and also ensure that there will be no inconvenience to the appraiser or appraisee.

- *Responsibilities of Peer Team Members* - To ensure Fair, unbiased and unprejudiced assessment should be done on the reviewed performance.

- **List of Annexures**

Sr. No.	Annexure No.	Name
1.	A	Performance Appraisal Policy for Teaching Staff
2.	B	Performance Appraisal Policy for Non-Teaching Staff
3.	C	Development Goals for next years

B4. Industry/ Networking (Please attach Proof)				Max:100
Student Internships (Summer/Winter Internship)	25	Per Internship through personal contacts and other than T & P Office	10	10
Student Placement	25	Per Placement through personal contacts and other than T & P Office	10	10
Industry Sponsorship for any event inclusive of infrastructure support	10	Per 10K of sponsorship	00	00
Signing MOUs with Industry	20	Per MOU	00	00
Training Program for Industry	20	For 1 Week Industry Training	00	00
B5. Competency Development				Max:200
Student Orientation	40	Student Activities Conducted, Guided Students for external competitions, Introduction of Additional Certificate Courses.	10	15
Open for additional responsibility	40	Additional Responsibilities carried out.	30	35
Enhancement of Skill Sets	40	New skills acquired through MDP/FDP/additional degree/diploma	25	30
Attitude & behavior	40	Self rating by Individual Faculty	30	35
Team Management Skills	40	Self rating by Individual Faculty	35	35
TOTAL	1000			

Please mention Additional Responsibilities / achievements if any:

Faculty Signature

Head Management Programme





**ZEAL EDUCATION SOCIETY'S  
ZEAL GROUP OF MANAGEMENT INSTITUTES, PUNE  
NARHE | PUNE -41 | INDIA**



**FACULTY APPRAISAL SCHEME 2021 -22**

Name : Deepak Sate  
ZIBACAR ZIMCA ✓

ZCOER MBA

No. of years with Zeal : 4 Mths.  
Appraisal Period : 1/11/2021 to 31/12/2021

Sr. No.	Performance Parameter		1000
	A	B	
<b>A</b>			
Mandatory Compliance			
Self-Appraisal			
B1.	Faculty Feedback by student		300
B2.	Research		300
B3.	Training		100
B4.	Industry Networking		100
B5.	Administration		200

- A. Compliances**
- A.1 : Mandatory Compliance**
- NPTEL/MOOC/ATL FDP Courses (Minimum 1 in a semester)
  - Load Conduction – Stipulated Theory Lectures – (As per AICTE Teaching Scheme)
  - Load Conduction – Stipulated Practical Sessions – (As per AICTE Teaching Scheme)
  - Adherence to Minimum 8 Working Hours / Day – Accumulated and averaged during Instructional & Non- Instructional Slots. Adherence to meetings and responses.
  - Contribution in Student counseling and Quality Improvement Initiatives (NBA, ISO, AICTE, etc.)
  - Adherence and Compliance of Society/ Institute/ Department level Portfolios

Parameter	Marks	Remarks	Faculty Self Appraisal	Evaluation By Head MP
B1. Faculty Feedback by student (Please attach Proof)	300	Rate Yourself based on the student feedback in the last academic year <u>above 90%.</u>	<u>270.</u>	Max.300 <u>265</u>
B2. Research (Please attach Proof)	50	Per 10K Research Grant (newly acquired / Ongoing Project) as per amount actually received	<u>00</u>	Max.300 <u>00</u>
Publications	100	JCR/SCI Indexed International/National Journal/Conference publication / Book published by International / National/Publisher/ Scopus Indexed International/National Journal/Conference publication/ Book Chapter published by International / National/Publisher/ Non-Scopus UGC listed International / National Journal / Conference publication/ Local Book Publication	<u>00</u>	<u>00</u>
Session Chair / Reviewer for Conference / Reviewer for Ph.D thesis / Book or Book Chapter/Reviewer for Research Ph. D. Registration / Completion/ Guideship	50	International or National Conference or Journal	<u>00</u>	<u>00</u>
Copyright & Patents	20	For each Patent Filed / For each Filed patent when Published	<u>00</u>	<u>00</u>
Consultancy	50	Per 10K Consultancy (newly acquired / Ongoing) as per amount actually received	<u>00</u>	<u>00</u>
B3. Training (Please attach Proof)	30	Marks for attending FDP/STTP programs (to be described as per norms)	<u>00</u>	Max.100 <u>00</u>
Workshop/ Seminar/ STTP/ Conference Conducted for Faculty, Students (External or Internal participants)	30		<u>00</u>	<u>00</u>
Industry Internship	20	Internship of minimum one month	<u>00</u>	<u>00</u>
Awards & Recognition	50	For International Recognition / Award/National Recognition / Award/For State / Board / Award/For any other Recognition / Award	<u>00</u>	<u>00</u>



B4. Industry Networking (Please attach Proof)				Max.100
Student Internships (Summer/Winter Internship)	25	Per Internship through personal contacts and other than T & P Office	25	25
Student Placement	25	Per Placement through personal contacts and other than T & P Office	20	20
Industry Sponsorship for any event inclusive of infrastructure support	10	Per 10K of sponsorship	00	00
Signing MOUs with Industry	20	Per MOU	10	05
Training Program for Industry	20	For 1 Week Industry Training	00	00
B5. Competency Development				Max.200
Student Orientation	40	Student Activities Conducted, Guided Students for external competitions, Introduction of Additional Certificate Courses	30	30
Open for additional responsibility	40	Additional Responsibilities carried out.	40	40
Enhancement of Skill Sets	40	New skills acquired through MDP/FDP/additional degree/diploma	35	35
Attitude & behavior	40	Self rating by Individual Faculty	40	40
Team Management Skills	40	Self rating by Individual Faculty	40	40
	TOTAL	1000		400

Please mention Additional Responsibilities / achievements if any:

Faculty Signature

Head Management Programme





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**FACULTY APPRAISAL SCHEME 2021 -22**

Name : Prof. Vikrant Nangare

ZIMCA

ZCOER MBA

Performance Parameter

No. of years with Zeal :

Apraisal Period : 1/1/2021 to 31/12/2021

Sr. No.	A	Mandatory Compliance	Self-Appraisal	Performance Parameter	Max
B	B1.	Faculty Feedback by student			1000
	B2.	Research			300
	B3.	Training			300
	B4.	Industry Networking			100
	B5.	Administration			100
<b>A. Compliances</b>					
<b>A.1 : Mandatory Compliance</b>					
1.	NPTEL/ MOOC/ ATAL FDP Courses (Minimum 1 in a semester)				YES / NO
2.	Load Conduction – Stipulated Theory/ Lectures – (As per AICTE Teaching Scheme)				YES / NO
3.	Load Conduction – Stipulated Practical Sessions – (As per AICTE Teaching Scheme)				YES / NO
4.	Adherence to Minimum 8 Working Hours / Day – Accumulated and averaged during Instructional & Non- Instructional Slots. Adherence to meetings and responses.				YES / NO
5.	Contribution in Student counseling and Quality improvement initiatives (NBA, ISO, AICTE, etc.)				YES / NO
6.	Adherence and Compliance of Society/ Institute/ Department level Portfolios				YES / NO
<b>A. Self-Appraisal</b>					
Parameter	Marks	Remarks	Faculty Self Appraisal	Evaluation By Head MP	Max.300
B1. Faculty Feedback by student (Please attach Proof)	300	above 90%.	280	275	Max.300
Faculty Feedback by student	300	Rate yourself based on the student feedback in the last academic year	278	275	Max.300
B2. Research (Please attach Proof)	50	Per 10K Research Grant (newly acquired / Ongoing Project) as per amount actually received	00	00	Max.300
Research Project / Funded Project/Live Projects	50	JCR/SICI indexed International/National Journal/Conference publication / Book published by International / National/publisher/ Scopus Indexed International/National Journal/Conference publication/ Book Chapter published by International / National/publisher/ Non-Scopus UGC listed International / National Journal / Conference publication/ Local Book Publication	00	50	50
Publications	100		00	50	50
Session Chair / Reviewer for Conference / Reviewer for Ph.D thesis / Book or Book Chapter/Reviewer for Research	50	International or National Conference or Journal	00	00	00
Ph.D. Registration / Completion/ Guideship	30		00	00	00
Copyright & Patents	20	For each Patent Filed / For each Filed patent when Published	00	00	00
Consultancy	50	Per 10K Consultancy (newly acquired / Ongoing) as per amount actually received	00	00	00
B3. Training (Please attach Proof)	30	Marks for attending FDP/STTP programs (to be described as per norms)	20	15	Max.100
Workshop/ Seminar/ STTP/ Conference Conducted for Faculty, Students (External or internal participants)	30		20	15	Max.100
Industry Internship	20	Internship of minimum one month	10	10	10
Awards & Recognition	50	For International Recognition / Award/National Recognition / Award/For State / Board Recognition / Award/For any other Recognition / Award	00	00	00



B4. Industry Networking (Please attach Proof)									
Student Internships (Summer/Winter Internship)	25	Per Internship through personal contacts and other than T & P Office							Max:100
Student Placement	25	Per Placement through personal contacts and other than T & P Office							
Industry Sponsorship for any event inclusive of infrastructure support	10	Per 10K of sponsorship							
Signing MOUs with Industry Training Program for Industry	20	Per MOU For 1 Week Industry Training							
B5. Competency Development									Max:200
Student Orientation	40	Student Activities Conducted, Guided Students for external competitions, Introduction of Additional Certificate Courses							
Open for additional responsibility	40	Additional Responsibilities carried out.							
Enhancement of Skill Sets	40	New skills acquired through MDP/FDP/additional degree/diploma							
Attitude & behavior	40	Self rating by individual Faculty							
Team Management Skills	40	Self rating by individual Faculty							
TOTAL	1000								

Please mention Additional Responsibilities / achievements if any:

Faculty Signature

*[Handwritten Signature]*



Head  
Management Programme

*[Handwritten Signature]*



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**FACULTY APPRAISAL SCHEME 2021 -22**

Name : Prof. Sachin Wadkar No. of years with Zeal : \_\_\_\_\_  
ZIBACAR ZIMCA ZCOER MBA Appraisal Period : 1/1/2021 to 31/12/2021

Sr. No.	Mandatory Compliance	Performance Parameter	
		Self-Appraisal	1000
A	B1.	Faculty Feedback by student	300
	B2.	Research	300
	B3.	Training	100
	B4.	Industry/Networking	100
	B5.	Administration	200

**A. Compliances**

- A.1 : Mandatory Compliance**
1. NPTEL/MOOC/ATAL FDP Courses (Minimum 1 in a semester)
  2. Load Conduction – Stipulated Theory Lectures – (As per AICTE Teaching Scheme)
  3. Load Conduction – Stipulated Practical Sessions – (As per AICTE Teaching Scheme)
  4. Adherence to Minimum 8 Working Hours / Day – Accumulated and averaged during Instructional & Non- Instructional Slots. Adherence to meetings and responses.
  5. Contribution in Student counseling and Quality improvement initiatives (NBA, ISO, AICTE, etc.)

**A. Self-Appraisal**

Parameter	Marks	Remarks	Faculty Self Appraisal	Evaluation By Head MP
B1. Faculty Feedback by student (Please attach Proof)				Max.300
Faculty Feedback by student	300	above 90%	285	285
B2. Research (Please attach Proof)				Max.300
Research Project / Funded Project/Live Projects	50	Per 10K Research Grant (newly acquired / Ongoing Project) as per amount actually received	270	270
Publications	100	JCR/SCI indexed International/National Journal/Conference publication / Book published by International / National/Scopus Indexed International/National Journal/Conference publication/ Book Chapter published by International / National/Publisher/ Non-Scopus UGC listed International / National Journal / Conference publication/ Local Book Publication	50	40
Session Chair / Reviewer for Conference / Reviewer for Ph.D thesis / Book or Book Chapter/Reviewer for Research Ph.D. Registration / Completion/ Guideship	50 30	International or National Conference or Journal	00 00	00 00
Copyright & Patents	20	For each Patent Filed / For each Filed patent when Published	00	00
Consultancy	50	Per 10K Consultancy (newly acquired / Ongoing) as per amount actually received	00	00
B3. Training (Please attach Proof)	30	Marks for attending FDP/STTP programs (to be described as per norms)	30	25
Workshop Seminar/ STTP/ Conference Conducted for Faculty, Students (External or Internal participants)				Max.100
Industry Internship	20	Internship of minimum one month	15	10
Awards & Recognition	50	For International Recognition / Award/National Recognition / Award/For State / Board Recognition / Award/For any other Recognition / Award	00	00

