

**This appraisal system is being started on experimental basis and is subject to change / alteration / deletion/ addition/ discontinuation of the format and/ or additional formatting by IJIRA Management based on the requirement of IJIRA**

IJIRA

MARCH, 2023

AIDE MEMOIRE ON THE NEW IJIRA APPRAISAL SYSTEM WITH RESPECT TO  
REVISED PAY SCALES

INTRODUCTION

In September, 2020 the Special Committee of IJIRA, COM had discussed a matter on Career Path in IJIRA. It has been deliberated that the guidelines regarding Personnel Appraisal may have to be revised after the payscales were revised. Payscales have been revised with prospective effect from April 2018. Thereafter, the Council of Management has given this task to an HR Consulting firm to revise the guidelines in the context of today.

The context of today incorporates some new factors. The most striking of these is the Gazette notification vide S.O. 2672(E) dated 6<sup>th</sup> August, 2020 issued by the Ministry of Textiles, Govt. of India. This along with COVID-19 pandemic has affected gravely IJIRA's resources position. Even more importantly, it has posed the challenge of what IJIRA should be doing hereafter in order to survive and be useful. The next section of this Aide-Memoire will deal with this challenge and its wider implications on personnel policies.

IJIRA has been following a liberalized policy of promotions and accelerated increments in the last decade. Partly, as a consequence of this, the average annual salary per employee has more than doubled from Rs.23,374.00 in 2010-11 to Rs. 71,386.00 in 2019-20. The total salary and emoluments today accounts for more than 71 % of the revenue expenditure of IJIRA, leaving hardly any resources for capital and other expenditure. Controlling the growth of the expenditure on salaries has become one of the requisites for the survival of IJIRA.

Even though the policy for promotions and accelerated increments had been liberalized, quite a few staff members have expressed the feeling that uniform yardsticks have not been practiced in evaluation of merit. The Council of Management of IJIRA has decided that the appraisal and reward system should be reexamined so that there is a clear perception that merit is uniformly assessed in all S&T disciplines. The criteria for appraisal should also be well known to all staff members. The present Aide-Memoire has been prepared in the light of all these considerations.

## PERSONNEL DEVELOPMENT VIS-À-VIS ORGANIZATIONAL GOALS

The Council of Management of IJIRA has accepted the recommendation of the IJIRA Special Committee that Personnel Appraisal and Development should be aimed at producing a cohesive work group which is dedicated to achieving the following organizational goals:

1. Making short-term improvements in industrial productivity and quality with minimum capital investment.
2. Catering to new needs of clients such as improved usage of man, material and machinery apart from reduction of pollution.
3. Developing areas of diversification for the organized industry.
4. Promotion of jute exports
5. Conservation of energy and water
6. Improvement of professional skills in the industry by training at all levels
7. Development of the decentralized sector
8. Creating an image of excellence in national and international forums
9. Enhancing the revenues of IJIRA

Hereafter, staff members in the S&T Divisions of IJIRA will be evaluated with respect to their success in achieving one or more of the organizational goals listed above. As in the past, the junior staff members will receive guidance. As they acquire more experience and get promoted, they are expected to be able to suggest their own areas of work and implement these with increasing self-reliance. They will be given every chance to do so.

Coming to supporting services, the maximum emphasis will be placed on improving their efficiency through better utilization of the time of support staff and the use of modern and laboratory aids apart from introduction to multitasking.

## FEATURES OF THE NEW APPRAISAL POLICY

The governing principles in the new Appraisal Policy will be the followings:

1. Appraisal should be on the basis of actual performance and tasks accomplished, not based on value judgements of qualities potentials of the appraisal.
2. There are different dimensions of performance, such as technical work, managerial work and personal components. As one climbs up the ladder in the organization, managerial and personal dimensions will become extremely important components of performance. The forms for appraisal and entire appraisal system will be redesigned to reflect the performance in all relevant dimensions.

3. Within each dimension of performance the work will be broken up into smaller components for easy evaluation. The criteria for accomplishment in each such component will also become increasingly more stringent as one climbs the ladder of payscales.
4. Utilization of time in the interest of IJIRA will hereafter constitute an important component of performance.
5. Performance as declared by the appraise will be evaluated first within the divisions and then by interdivisional committees before it reaches the PADC. Due note will be taken in these evaluations of the reports of the Special Committee/ Internal Review Committees on R&D as well as on the IJIRA delivery system.
6. While considering promotions to senior grades such as Scientists (Gr. 1-6 and Technical Officers (Gr. 1-7), the Director if required may take views of the external experts through the COM.
7. Evaluation will be cumulated over several months/years before labeling the level of performance as consistently excellent, good or just adequate.
8. The Appraisal Process in IJIRA has never been meant solely for deciding career paths. It is also meant for helping each appraise to improve his performance to the highest level of his capacity. Hereafter, Personnel Development will be given even greater attention than in the past.

#### CLASSIFICATION OF PERFORMANCE BY STREAMS

1. A very low level which is not acceptable in IJIRA. Such appraise will be encouraged and guided to improve to the required level and if such improvement is not seen, to leave the organization, since they will have no career path within.
2. A level of performance which is just adequate for meeting all the demands of the job in a satisfactory manner and does not attract adverse remarks. This is the minimum level needed for continuing in IJIRA service. This level will be denoted by 'A'. Staff members who attain only 'A' level will be helped from time to time to improve their performance.
3. A level of performance which is regarded as good, because the employee gives a higher level of performance than the minimum necessary. This level will be denoted by 'G'.
4. A still superior level in which the employee has given performance at a far higher level than is expected of him/her. This will be denoted by 'E'.

Such classifications of performance may be felt to be arbitrary, especially by those who are placed at the 'A' level. However, the work content of the staff member, as declared by him and carefully scrutinized by several tiers in the evaluating hierarchy, should minimize chances of making arbitrary classifications. Past experience of the COM indicates that evaluators differ very little in their evaluations of performance when detailed and itemized accounts of performance are placed before them.

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<b>Quarterly KRA Review</b>					
<b>Instructions for filling up the form :</b>					
<ol style="list-style-type: none"> <li>1. This form is divided into two parts: Part I &amp; Part II</li> <li>2. Part I has to be filled in by the Department Head/ Project Investigator after validation of KRA Achievement data from Admin &amp; Accounts department</li> <li>3. Part II has to be filled by the KRA Review Committee / Admin department</li> </ol>					
<b>Department / Project Group Name;</b>				<b>Departmental Head/ Project Leader:</b>	
<b>Year of Review:</b>		<b>Date of Review:</b>		<b>Period of review: (Tick one)</b>	<b>Q1/ Q2/ Q3/ Annual</b>

<b>Details of Direct Departmental/ Project Group Staff:</b>	
Sl. No.	Name

<b>Part I – KRA Achievement</b>																
Sl. No.	KRAs	Annual target	Wtage.	Q1			Q2			Q3			Q4			Annual Avg. KRA Ach.
				Tgt.	Ach.	% KR A	Tgt.	Ach.	% KR A	Tgt.	Ach.	% KRA	Tgt.	Ach.	% KR A	
<b>Total</b>																

<b>KRA Achievement Verified By:</b>		<b>Date:</b>
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<b>KRA Achievement Approved By:</b>				<b>Date:</b>	
<b>Quarterly Work Contribution Assessment</b>					
<b>Instructions for filling up the form :</b>					
<ol style="list-style-type: none"> <li>1. This form is to be filled p quarterly for all employees eligible under the Performance Pay Policy by the Department Head/ Project Head</li> <li>2. This form is divided into two parts: Part I (common for all- Dy. Directors, Officers, T.Os, ) and Part II (to be filled up only for Sr. S&amp;T staff)</li> <li>3. Once the forms are filled up, the final ratings have to be approved by the Director</li> </ol>					
<b>Department / Project Group Name:</b>					
<b>Year of Review:</b>		<b>Period of review: (Tick one)</b>	<b>Q1/</b>	<b>Q2/</b>	<b>Q3/ Annual</b>
<b>Employee Name: (Appraisee)</b>				<b>Employee No.</b>	

<p><b>Rating Scale Description:</b></p> <p><b>0 – Never meets the criteria</b></p> <p><b>1 – Rarely meets the criteria</b></p> <p><b>2 – Meets the criteria sometimes</b></p> <p><b>3 – Meets the criteria most of the times</b></p> <p><b>4 - Always meets the criteria</b></p>
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Sl. No.	Work Assessment Criteria	Appraiser Ratings for (Rating Scale 0-4)			
		Q1	Q2	Q3	Q4
<b>A. Part I: Common for all</b>					
1	Quality of work (Delivers a high quality output of functional goals on time through effective use of skills, expertise and practical experience)				
2	Quantity of work/ output (Achieves specific deliverables/ performs assigned tasks as per instructions accurately in a time bound manner through effective use of resources)				
3	Result orientation/ Initiative (Sets specific, challenging goals for self and others and takes reasonable risks to achieve an efficient/ quality outcome. Seeks opportunities to excel. Exhibits creativity, drive and initiative)				

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4	Job Knowledge (Possesses required skills, expertise and experience to dispense ably with the responsibilities and duties of the assignment)				
5	Attitude and Cooperation (Willingness to work with enthusiasm and in harmony with other people. Willing to accept responsibility for job performance and to perform the job well)				
6.	Commitment Level/ Sense of Duty (Strong sense of ethics and values, Commitment, Ownership & Loyalty with the organization)				
<b>Sub- Total A:</b>					
<b>Grand Total for Staff (Max. 24)</b>					
<b>Yearly Average (Staff)</b>					

<b>B. Part II: Only for S&amp;T Officers</b>					
7	Planning and Organizing Skills/ Time Management (Plans objectives and activities well ahead, provides logical and effective course of action for self/ group for achieving targets, provides alternate action plan in case the original plan changes or is inappropriate due to altered situation)				
8	Problem Solving/ Crisis Management Skills (Possesses effective conflict management skills, seeks win/ win solutions whenever possible, applies principles of consensus, able to shape and carry through alternative plans in crisis)				
9	Team work and Leadership Skills (Takes the lead, capably delegates responsibility, supports, develops and empowers people, encourages teamwork, open to other people's ideas and views)				
10	Strategic/ Future Skill (Contributes to long term results and strategic development of the organization, prioritizes contribution to the organization's results, sense of planning with an overall organizational perspective)				
<b>Sub- Total A:</b>					
<b>Grand Total for S&amp;T Officers (A+B) (Max. 40)</b>					

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<b>Yearly Average (Dy. Director, Officer)</b>				
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**Annual Overall View of Performance (please circle the Correct Rating % and Rating Description)**

<b>Rating Scale for S&amp;T staff</b>		
Rating Points	Rating %	Rating Description
0-10	0-45	Less than acceptable
11-16	46-69	Acceptable
17-19	70-80	Good
20-21	81-90	Very Good
22-24	>90	Outstanding

<b>Rating Scale for S&amp;T Officer</b>		
Rating Points	Rating %	Rating Description
0-18	0-45	Less than acceptable
19-27	46-69	Acceptable
28-32	70-80	Good
33-36	81-90	Very Good
37-40	>90	Outstanding

<b>Appraised By:</b>		<b>Date:</b>	
<b>Approved By:</b>		<b>Date:</b>	