Emerging Principles in Performance Assessment

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Presentation Structure

• A Framework for Performance Assessment for Judicial System
• Key Elements of a Performance Assessment System
• Designing a Performance Assessment System-Defining Indicators
• In Conclusion...
A Framework for Performance Assessment of Judicial System

- Adequacy of Inputs (Quality and Quantity)
  - Human, Material and Financial

- Efficient Conduct of Activities
  - Appropriate Procedures and Processes

- Effective Outcomes
  - Timely disposal
  - Affordable costs
  - Equitable
  - Convenient Access

- Reengineering Processes

- Periodic Review
- Continuous Monitoring
- Periodic Review

- Feedback Through Surveys
  - Impact on Society
  - Satisfied Litigants
  - Trust and Confidence
  - Respect for Judicial Institutions
Key Elements of a Performance Assessment System

• The purpose of Performance Assessment is to align the performance of a role and tasks of an Institution, department within the Institution, or an employee to organizational objectives so as to maximize their achievement.

• The performance needs to be measured on critical tasks through well defined indicators and compared against a benchmark.

• The actions that follow an assessment are important to influence behavior change
  – Provide accurate feedback, privately if negative, with emotional support, in doses that can be absorbed,
  – Provide infrastructure and training support,
  – Encourage employees to think about systemic improvements and share their ideas.

• Understanding your peers/subordinates and listening to them plays a key role
Designing a Performance Assessment System-Defining Indicators

- Understand the role and tasks performed
- Identify key tasks that are critical to attaining departmental objectives
- Explain how the performance on these tasks impacts the overall goals and objective of the department
- Define indicators to measure performance of key tasks
  - Quantum of work
  - Quality of work
- Performance can be measured on inputs, activities, outcomes and impact. A balanced focus on all types of indicators will identify gaps in efficiency and effectiveness.
- Indicators can be direct or surrogate
- Indicators should not be complex and opaque. Employees need to feel that their performance is entirely under their control-based on their actions
- Evaluate employee contribution to teams, helping others through peers
- Entire process of evaluation should be transparent to employees
A Process of Designing a Performance Assessment System

• Setting bench marks to compare performance
  – Past performance
  – With similar units
  – Best practices
  – Based on assessment of capability/potential
• Goals need to be set which would stretch an employee but appear to be attainable with reasonable effort
• Establish rewards and punishment to
  – Motivate to perform better
  – Help the employee to understand strengths and weaknesses and how improvement can be made
  – Provide necessary support to enable improvement to happen
In Conclusion...

• Continuous monitoring of performance is normally a by product of a well designed computerized MIS

• Periodic Performance Review will consist of quantitative and qualitative components (feedback from peers, superiors and subordinates)

• The quality of interaction (trust, empathy) between employee and supervisor will determine the degree to which behavior can be changed
THANK YOU

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Problem Areas in Admission Matters in Courts—a 1994 study

<table>
<thead>
<tr>
<th>Problem Area</th>
<th>Evidence</th>
<th>Possible Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large no of defective cases</td>
<td>68% in 2 month sample</td>
<td>Disqualifying lawyers; two stage scrutiny</td>
</tr>
<tr>
<td>Time for curing defects</td>
<td>6-12 months</td>
<td>Closer monitoring</td>
</tr>
<tr>
<td>Lag between registration and first listing</td>
<td>One month</td>
<td>Allocate more time for admission matters</td>
</tr>
<tr>
<td>Number of adjournments</td>
<td>6-7</td>
<td>Monitor and discourage</td>
</tr>
</tbody>
</table>
## Problem Areas in Regular matters – a 1994 study

<table>
<thead>
<tr>
<th>Problem Area</th>
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<th>Possible Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time taken for first listing for regular hearing</td>
<td>1-5 years; indefinite</td>
<td>Allocate more time and reduce cases by special mention</td>
</tr>
<tr>
<td>Large number of adjournments</td>
<td>7 in 6 years</td>
<td>Monitor number and causes</td>
</tr>
<tr>
<td>Time for which cases are not ready</td>
<td>SLP-80% of pendency</td>
<td></td>
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<tr>
<td>Large number of inactive cases</td>
<td></td>
<td>Review and eliminate/expeditious settlement/compromise</td>
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<td></td>
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<td>Penalize neglect by contesting parties</td>
</tr>
<tr>
<td>Declining number of cases disposed</td>
<td></td>
<td>Increase capacity and limit time for arguments</td>
</tr>
<tr>
<td>Time for writing judgements</td>
<td>6 months</td>
<td>Make info available to judges</td>
</tr>
</tbody>
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