

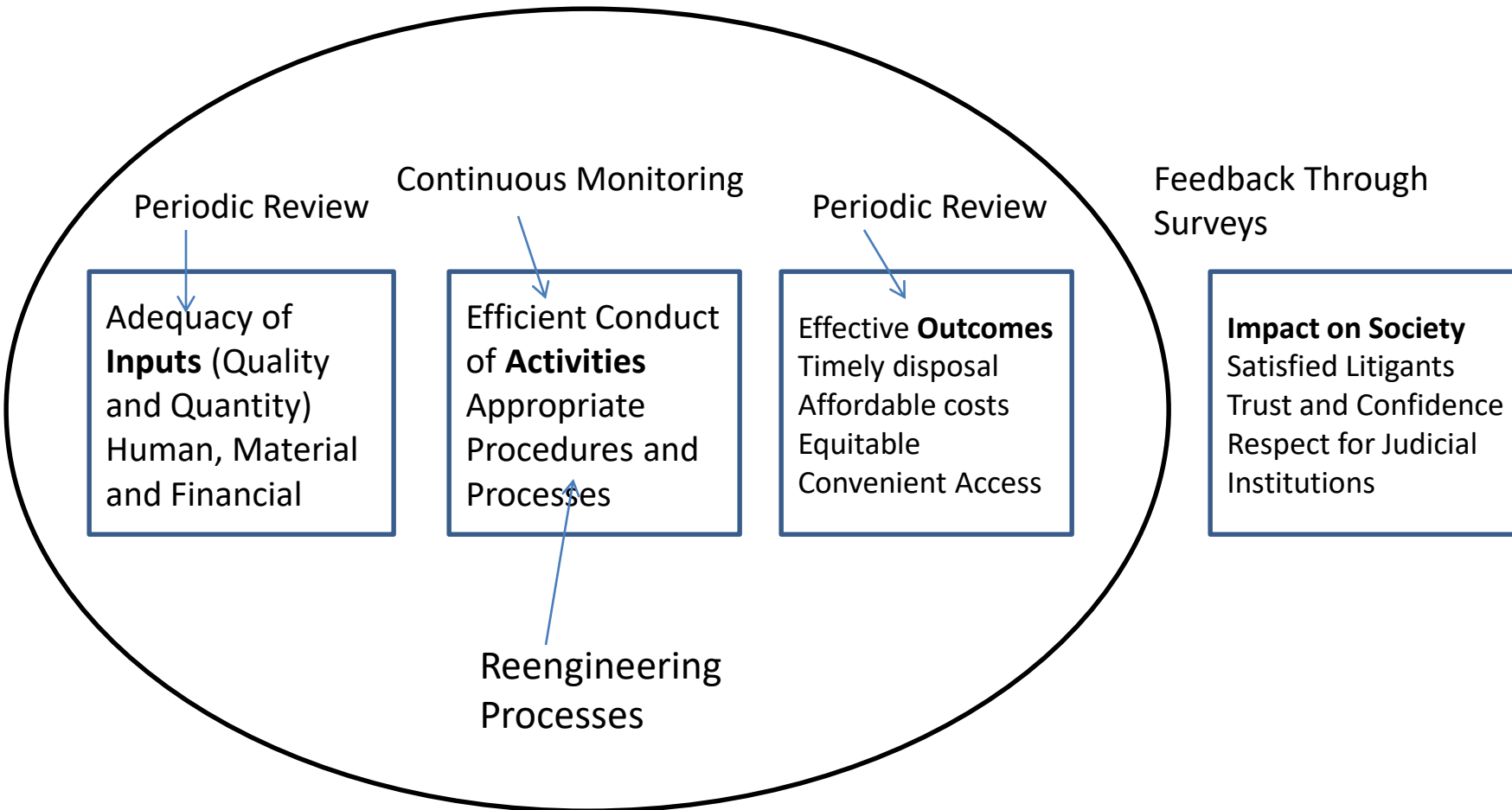
Emerging Principles in Performance Assessment

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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



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 bench mark*.
- 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

Problem Area	Evidence	Possible Solution
Large no of defective cases	68% in 2 month sample	Disqualifying lawyers;two stage scrutiny
Time for curing defects	6-12 months	Closer monitoring
Lag between registration and first listing	One month	Allocate more time for admission matters
Number of adjournments	6-7	Monitor and discourage

Problem Areas in Regular matters – a 1994 study

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