



## Faculty Performance Management System

Taking stock of the organization structure of teaching and non-teaching staff at Devgad College, the Expert Committee believes that the keystone of the growth story is the quality of people that Devgad College brings in and nurtures. The two main groups of persons to which this applies is the student body and the faculty. The best way to ensure a strong, capable and self-reliant student body that will do the College proud is to ensure a stellar faculty. And the most critical ingredient for ensuring a high quality of faculty members is strong processes for recruitment and for performance management.

If the College is to reach the high standards of achievement and excellence that its chief stakeholders hope for, then it is imperative to institute a **stringent performance management system that upholds the following principles:**

- Takes account of faculty performance based on **criteria** of objective student feedback, student progression, novelty of teaching methods employed, research activities, participation in non-teaching activities of the College, collaboration with College Departments other than own, etc.
- Provides for an appraisal process that is conducted at **regular and frequent intervals**, at least once every semester, and ideally once every quarter
- Provides a **rating system** with clearly-defined performance bands into which each faculty member would be slotted based on the above criteria
- Provides **differential incentives and/ or disincentives** for different levels of performance

Keeping the above objectives and principles in mind, the Expert Committee recommends the following:

### 1. Instituting a Faculty Performance Management System (FPMS)

- The FPMS must use the following **criteria** for performance assessment in addition to others:
  - Student feedback,
  - Student progression record,
  - Innovation in teaching methods employed,
  - Research activities - proposals, projects, papers published, etc.
  - Participation in organizing non-teaching activities/ initiatives of the College, e.g. Sports, Cultural activities, Administrative, etc.
  - Collaboration with College Departments other than own

- The FPMS criteria must have **weights** assigned to each of them totaling 100%, depending on the criticality of each criterion for the **classification of faculty members** by appointment (JC/ SC/ PG faculty), tenure (junior member/ senior member), and whether aided or not
    - The FPMS **process** must include:
      - Quarterly one-on-one meetings with HoDs and Principal, to discuss key areas of focus and assistance required, if any, for the quarter and semester
      - Bi-annual (twice in a year, once each semester) feedback reports from students and other Departments
      - Bi-annual (twice in a year, once each semester) one-on-one meetings with member(s) of the Governing Council to discuss all assessment criteria
      - Random lecture attendance by Guest faculty/ Experts for each faculty member at least once in a year
      - Annual performance review discussion with HoD, Principal and member(s) of the Governing Council, resulting in a composite performance rating for each faculty member
    - The FPMS process must be rounded out by the **detailing of incentives** based on the performance rating of each faculty member in Appraisal Letters to be issued to each faculty member at the end of the process. The policy for incentives must be guided by University Rules for aided faculty and by College Rules for self-financed faculty
    - The FPMS must include **documentation** for all steps of the process to be tracked from semester to semester and year to year for each faculty member
2. A similar performance management system (**NTPMS**) must be instituted for the **non-teaching** staff as well.
  3. All PMS activities, except the random lecture attendance, must be **marked in the calendar for the financial year**.
  4. The FPMS for the current year should ideally be concluded by **February 2018**.

Amit Jamsandekar

Chairperson EC