720 Degree Performance Appraisal: Moving Towards An Overall Review of Employee Performance

Suman Si
Research Scholar
Indian Institute of Foreign Trade

Abstract
While 360 degree performance appraisal is a well-known performance appraisal system practiced in many organizations, recently in the modern management, 720 degree performance appraisal system is also gaining popularity. 720 degree performance appraisal is an integrated method of performance appraisal where, the performance of an employee is evaluated from 360 degrees (Management, Colleagues, Self and also customers) and timely feedback is given and performance is evaluated again based on the targets that are set. Hence, 720 degree performance appraisal can be stated as twice 360 degree performance appraisal: once when the appraisal is done and the targets are set and he second where the feedback is given and the boss gives tips to achieve the goals. Hence, there is a pre and a post evaluation of performance appraisal.

Keywords: 720 Degree Performance Appraisal, Feedback, Self appraisal

Introduction
720 degree as the name suggests is 360 degree twice 720 degree feedback is performing a feedback after the main 360 degree appraisal, which is doing the appraisal once, where the performance of the employee is analyzed. It is like having a good feedback mechanism where the boss can sit down with the employee another time and can give him feedback and tips on achieving the targets set
720-degree approach provides for two rounds of feedback (a pre- and post-test) or a feedback approach which is done again after nine to twelve months. The pre intervention results sets the baseline. The development intervention is then done to improve the participant .(training ,coaching etc). Post intervention survey shows the amount of improvement in the results.
A 720 DEGREE APPRAISAL Template typically contains key skill/capability type Skill component/element Question number (purely for reference and ease of analysis) Specific feedback question Tick-box or grade box (ideally a,b,c,d or excellent, good, not good, poor, or rate out of 5 or 10 )
To use the 720 degree system, assessment system should be 360 degrees first. Assessment should be done twice or thrice a year. Different assessments should be tabulated and compared for a given period. In this an information campaign is conducted that highlights the benefits and fairness of 720 feedback, and outline the process in some detail.
It should be ensured that the rating instruments are relevant, valid and . Raters Encourage and train on how to provide accurate ratings .Employees should be treated with sensitivity and respect .
This system is more development focused than performance alone, and supplements training and development functions in a better way. A powerful developmental tool because when conducted at regular intervals it helps to keep a track of the changes, others’ perceptions about the employees
Many organizations are beginning to realize that the skill base of their executives and managers does not match the requirements of a rapidly changing environment.
Without these critical competencies, executives and managers are less likely to be able to lead these organizations toward successful implementation of strategic changes.
It is a powerful tool to calibrate, refine and reward the performance of the employee. It helps to analyze his achievements and evaluate his contribution towards the achievements of the overall organizational goals. By focusing the attention on performance, performance appraisal goes to the heart of personnel management and reflects the management's interest in the progress of the employees. The success of an organization depends on the performance of the employees and it is the human tendency to judge everything and everyone around them.

If there are no fixed standards of judging they will start judging based on informal standards that can create negativity and impact the performance of the employee and in turn, the organization.

Hence, it is necessary that we set the right standards to judge the performance of the employees.

The major setback in the previous methods of appraisal was that it did not guide the employee after the appraisal hence the 720 degree appraisal was introduced when the employees performance is measured, analyzed and targets are set in the first appraisal and after a short period his performance is measured again and proper feedback and guidance is given to ensure that the employee achieves the target.

Performance appraisal is important, because it plays a vital role in any organization human resource framework. There are clear benefit from managing individual & team performance to achieve organizational objectives. Performance appraisal is an important tool in the hands of personal management because this technique accomplishes the main objective of the department of the development of people by appraising the worth of the individual.

The performance management process provides a vehicle through which employees and their supervisors collaborate to enhance work results and satisfaction.

This process is most effective when both the employee and the supervisor take an active role and work together to accomplish the objectives of organization. Appraisal takes place annually between the manager and the employee. However there are number of trends that are changing the style and relationship of the appraisal.

The performance of the employees is plays a vital role in the success of an organization and it is very common phenomenon that the human always try to judge everything and everyone around them. The judgment of human being in an organizations is always affected by self-made parameters, that is not necessarily effective always and it may be negatively affect the performance of the others and organization as well.

So, it is required to prepare the common and right set of parameters to judge the performance of the employees in an organization. This helps the employees to work enthusiastically. Now a day's the organizations hierarchy is replaced by the latest concepts like teamwork, participative leadership style, reengineering processes etc. This helps the employees to enhance their personnel development, as the organizations always want more productivity with lesser resources. Because of which the layer of management is reduced which leads to increased workloads and the managers has to manage the larger spans of control.

To Judge the performance of the employees, the traditional approach is no longer effective, because of heavy workload of managers and supervisors, they unable to give sufficient time for judgment and for fair, accurate performance appraisals. The major problem in the traditional methods of appraisal was that it did not guide the employee after the appraisal that's why the 720° performance appraisal was introduced. Which will helps the managers to measure, analyzed the performance of the employees at the same time it will provide proper feedback and guidance to the employees to achieve their set target effectively.

**DIMENSIONS OF 720-DEGREE PERFORMANCE APPRAISAL**

All the current IT organizations aim at achieving higher rate of employee satisfaction and transparency in the working environment. In order to achieve the above goals, 720 degree performance appraisal would be a vital tool as it is used to appraise the performance of an employee from different dimensions and helps to overcome the barriers of bias, prejudice and discrimination. The performance is appraised from 5 dimensions and feedback or the appraisal meeting is conducted twice (pre and post feedback) to ensure the efficient
performance of the employee. Including the pre and the post feedback, that plays a vital role, the 720 Degree performance appraisal has 7 phases.

a) PRE APPRAISAL FEEDBACK
This is the first appraisal step that is done after the feedback is collected from the different dimensions or people with whom the employee would interact. In this step, the performance is evaluated, targets are set and feedback or training is organized to help the employee achieve the target.

b) SELF APPRAISAL
The employee is given a questionnaire and asked to evaluate his performance and through this method, the employee gets an opportunity to express his thoughts and his valuation of strengths, weakness and judge his performance. This is an appraisal by the person himself/herself.

c) PEERS/COLLEAGUES APPRAISAL
The feedback from the peers or colleagues is important as it helps to understand the ability of the employee to work as a team, co-operate, co-ordinate with others and bring out the best. The peers are supposed to give a
d) CUSTOMER APPRAISAL
In order to survive in the current competitive market, Organizations aim at achieving high customer satisfaction. Customer feedback helps to analyze the customer’s point of view and help to improve the person and the Organization.

e) SUB-ORDINATES APPRAISAL
The feedback of the subordinates is essential to analyze the organizing skills of the employee and to understand his abilities like communication and motivating abilities, ability to delegate the work, leadership qualities and way of handling responsibilities.

f) MANGERS/SUPERIORS APPRAISAL
In this, the performance, responsibilities and the attitude of the employee is evaluated by the Superiors or Managers.

g) POST APPRAISAL FEEDBACK
It is this step that makes the 720-degree performance appraisal different and better than the 360-degree performance appraisal method. In this step, the performance is evaluated based on the target set in the Pre appraisal and feedback is given. Timely feedback and guidance helps to make the employee improve his performance.

720° Review Model
RATING SCALES OF PERFORMANCE APPRAISAL FORM:
We can use scales as follows for this performance appraisal form.

- Unsatisfactory: Major improvements needed.
- Needs Improvement: Less than Satisfactory could be doing better.
- Meets Expectations: Performing duties as directed with minimal Supervision.
- Excellent: Performing all duties in a cost-effective manner with positive, measurable results.
- Outstanding: Performing at a level above and beyond the duties of the current position’s requirements.

IMPORTANCE OF 720° PERFORMANCE APPRAISAL IN TODAY’S BUSINESS WORLD
It is required to prepare the common and right set of parameters to judge the performance of the employees in an organization. This helps the employees to work enthusiastically. Now a day's the organizations hierarchy is replaced by the latest concepts like teamwork, participative leadership style, reengineering processes etc. this helps the employees to enhance their personnel development.

The performance of the employees is plays a vital role in the success of an organization and it is very common phenomenon that the human always try to judge everything and everyone around them. The judgment of human being in an organizations is always affected by self-made parameters, that is not necessarily effective always and it may be negatively affect the performance of the others and organization as well. As the organizations always want more productivity with lesser resources, it becomes more important.

Because of which the layer of management is reduced which leads to increased workloads and the managers has to manage the larger spans of control. To Judge the performance of the employees, the traditional approach is no longer effective, because of heavy workload of managers and supervisors, they unable to give sufficient time for judgment and for fair, accurate performance appraisals.

The major problem in the traditional methods of appraisal was that it did not guide the employee after the appraisal that's why the 720° performance appraisal was introduces which will helps the managers to measure, analyzed the performance of the employees at the same time it will provide proper feedback and guidance to the employees to achieve their set target effectively.

Here, we try to enhance the awareness of the 720° Performance Appraisal system in the Organizations.

It is the latest appraisal method that has been introduced in New Economy companies. Accurately and objectively measuring the performance of an employee is the most difficult part of the Performance appraisal.

MERITS OF 720-DEGREE PERFORMANCE APPRAISAL:
720 Degree performance appraisal will help in creating a synergetic work environment and will help to bring out the best of each employee. The other benefits of the 720 degree performance appraisal are as follows:

- Helps to develop a better and co-operative team
- Reduces the appraisal barriers like prejudice, bias and discrimination
- Customer feedback is valued. Better customer service and satisfaction can be obtained
- Encourages transparency and feeling of treated justly.

DEMERITS OF 720 DEGREE PERFORMANCE APPRAISAL:
- 85% of the appraisers consider that 720 Degree performance appraisal method is a time consuming process.
- 10% of the appraisers consider that the monetary requirement is higher for 720 Degree performance appraisal method as appraisal/feedback has to be done twice.
✓ 5% of the appraisers consider that there might be quality problem as all the 7 dimensions of appraisal in 720 Degree performance appraisal method might not be accurate.

WHY COMPANIES SHOULD USE 720…?

This system is more development focused than performance alone, and supplements training and development functions in a better way. A powerful developmental tool because when conducted at regular intervals it helps to keep a track of the changes, others’ perceptions about the employees. Many organizations are beginning to realize that the skill base of their executives and managers does not match the requirements of a rapidly changing environment. Without these critical competencies, executives and managers are less likely to be able to lead these organizations toward successful implementation of strategic changes.

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