

# How energy sector is approaching the performance evaluation and appraisal month

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Well! Covid has been a life-changing event for some industries, whereas for some others, it was not. However, the basic HR practices have evolved for every sector irrespective of the services they provide. An entirely new dimension of working online necessitated a rethinking of HR systems and processes, especially [performance evaluation](#).

As we approach the month of appraisals, ETHRWorld interacted with several industry leaders in the [energy](#) sector performing the herculean task of the employee performance evaluation and assessment this year.

To evaluate performance, energy service company [Energy Efficiency Services Limited](#) (EESL) divided its performance cycle into two parts. The period from April 20 to October 20 was evaluated against targets based on Key Performance Areas, Competency and Core Values displayed.

For the balance period, a new [Performance Management](#) System (PMS) was launched based on the most critical targets of EESL in terms of Revenue, Collection and Physical installations, which had a 50 per cent weightage and the rest was based on feedback from its employees, vendors and customers.

A 30 per cent weightage was assigned to [Transformation](#) initiatives taken up by employees during the [pandemic](#). “The focus of this new PMS was team targets and collaboration so that work from home would not affect the performance assessment of individual employees in a major way,” said Harleen Sachdeva, Additional General Manager - HR, EESL.

Independent Power Producer CLP India also evolved its outlook towards performance evaluation, to become more empathetic towards its teams working in these extraordinary circumstances.

For instance, once the larger goals have been set, CLP managers are empowered with a lot more flexibility to decide how they want to manage their tasks.

“Reasonable checks and balances along with greater flexibility help drive optimal performance. Over the last year at CLP India, there has been a clear movement away from micromanagement, which is an aspect that has a profound impact on performance evaluation as well,” said Gopinath Govindan, Director – [Human Resources](#), CLP India.

Overall, the company is moving towards being a more collaborative, matrix organisation.

### **Role of technology**

Unquestionably, the role of technology has been intrusive in almost every aspect. Necessitated by the disruptive pandemic, HR leaders found themselves at the crossroads of human approach and leveraging machine intelligence. However, the answer was to find something new and artistic: Why not blend both approaches?

Raja Radhakrishnan, Human Resource Director of Hitachi ABB Power Grids India, a global leader in power technologies, said more than technology, HR leaders must dwell on the strategies deployed to ensure quality performance.

“We cannot effectively use technology without a sound strategy. For us, our employees are our top priority and our brand ambassadors. It is of prime importance that they feel taken care of, assisted and unhindered in their aspirations for further development, whatever the crisis,” he asserted.

“Today, we have all the technologies to connect remotely – MS Teams, Skype, etc – that ensure a two-way communication channel,” he added.

And for Radhakrishnan, regular feedback, training programmes, employee query and grievance mechanisms are a must to ensure [robust performance management](#).

Sachdeva from EESL opines technology has been an enabler in ensuring the performance assessment process remains robust and smooth.

“Constant connectivity was ensured across the organisation through mobile applications and adequate provision of laptops to all employees,” he said.

Furthermore, he revealed monthly reviews of Business Verticals and Support Functions at the highest level of management to assess the status of achievement of targets were conducted through video conferencing, webinars and virtual meetings.

### **Synergy between employee engagement and performance management**

Some leaders think the pandemic has brought upon new synergies between employee engagement and performance management.

Govindan from CLP India propounds performance management is one of the determinants of employee engagement, so the two are inextricably linked. However, he also believes the pandemic-induced work scenario has provided the corporate world with the opportunity to step back and review the ways of work.

“Trust, transparency, and fairness have come to the forefront as organisations re-imagined their systems. We have re-imagined what growth means – individuals are now encouraged to be more experimental, creative and take calculated risks to achieve desired career outcomes,” he said.

He further said this is also the right time to rethink organisational frameworks and the intersection of performance management with engagement – an effort that will be impossible unless companies look at growth beyond the vertical.

“In the present scenario, our ability to take each day at a time is being tested, making it an excellent opportunity to explore new synergies between engagement and evaluation,” he added.

Throughout the pandemic, EESL floated multiple surveys for its employees to assess the impact of the pandemic and whether the support being extended from EESL was sufficient. A special online survey was also undertaken for its women employees, keeping in mind the challenges being faced by women during the pandemic.

“The results of these surveys were used in providing appropriate employee benefits during the remote working period. We also carried out a myriad of employee engagement exercises for their Performance Assessment,” Sachdeva said.

The surveys showcased that EESL employees were satisfied with the organisational support during the pandemic, and particularly hailed the role of exemplary leadership and interdepartmental coordination.

“Online connectivity throughout this pandemic has brought better synergy in terms of employee engagement,” he added.

Link: [Performance Evaluation Series: How energy sector is approaching the performance evaluation and appraisal month, HR News, ETHRWorld \(indiatimes.com\)](#)