



1-4 May
Atlanta Marriott Marquis

US 2022

The Clinical Data
Science Conference

Professional Development Stream

PD05- Navigation of Professional development planning with Performance Appraisal Process

-Parag Shiralkar
(President, Sumptuous data sciences, LLC)
Parag.Shiralkar@sumptuous-ds.com



Prelude

Employer –Employee Relationship: Key Aspects of Continued Association

Employer

- 1) Talent Acquisition
- 2) On-boarding of a team player
- 3) On-boarding of talent at optimum cost
- 4) Inclusion of contributor to team

- 1) Productivity from employees
- 2) Qualitative work
- 3) Contribution of employee towards good and healthy work environment
- 4) Team efforts
- 5) Employee retention

Prior to Joining the job-
Talent Acquisition and
Onboarding Process

Job
Description

Job duration

Work
Documents

Performance
Appraisal

Employee

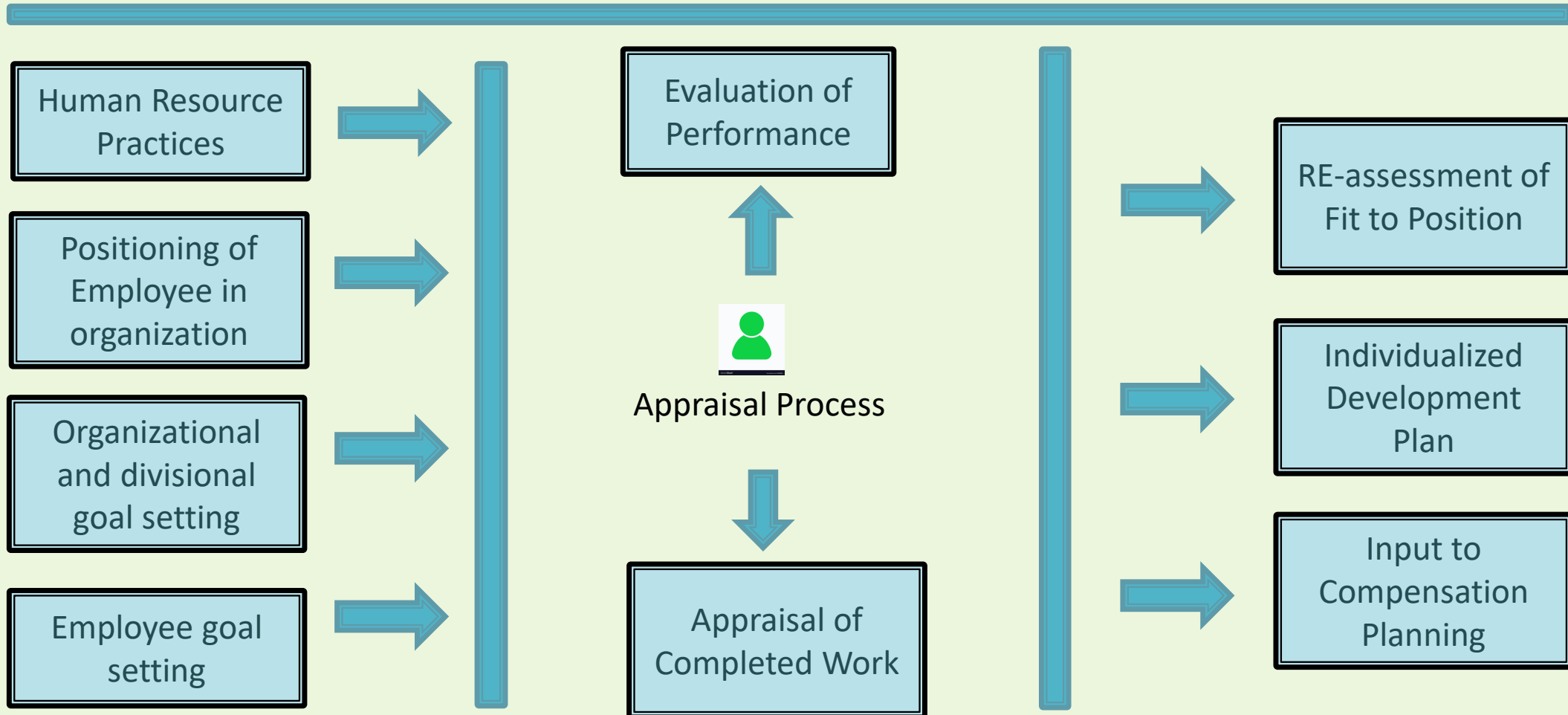
- 1) Association with a reputable and good organization
- 2) Good compensation
- 3) Challenging yet manageable job responsibilities
- 4) Work schedule flexibility and benefits

- 1) Professional career growth
- 2) Job satisfaction
- 3) Work life balance
- 4) Healthy work environment.

Appraisal process: Background

Input

Outcome



Perception about appraisal process

Employer



- Milestone for Providing Feedback to Employee about Work performance
- Re-assess and revalidate positioning of employee to the role (s)he is in
- Put a formal assessment and documentation in place for next steps/actions to be taken



Employee

- Perception of management about work performed
- Anxiety about the possible decisions to be taken by management based on performance appraisal
- Possible impact of performance appraisal on position, title, role, and compensation

Appraisal methods

Critical Incident Method

Overview:

- Conduct appraisal based on the events 'immediately after they occur'.
- Assess performance of the employee based on the contributions to the milestone/events.
- Usually this method is applied in conjunction with other methods of evaluation.

What it means to us?

- * Powerful technique to evaluate contribution of employee to key milestones in clinical data reporting and submission

360 degree feedback

Overview:

- Soliciting feedback from customers, supervisors, direct reports, and support function point of contacts of an employee to solicit feedback.
- This needs to be extremely well planned to avoid negative impact on morale of employee.
- Not recommended for deciding promotional aspects and compensation

What it means to us?

- * This could be used to provide sufficient input to decide learning opportunities for employees.

Appraisal methods- Continued

Management by Objective Method

Overview:

- Supervisor and employee set a mutually agreeable measurable goals and objectives against which the performance of employee is measured.
- It is critical that supervisor does frequent 'reality checks' to ensure that the goals remain realistic during the time progression.

What it means to us?

- * Effective method if the goal setting is aligned with the job description of an employee

Behaviorally Anchored Rating Scales

Overview:

- Evaluate employee with a 'defined set of performance dimensions' by designing Likert scales (5, 7 or 9 points).
- Collect data and conduct this analysis through critical incident method as well as throughout the employee life cycle with the organization.

What it means to us?

- * More detailed assessment of employee competencies in specific skill sets required for clinical programming

Example- behaviorally anchored rating scale

Dimension- Applying knowledge of ADaM

Level- 1: Employee has basic knowledge of ADaMIG and the types of ADaM datasets. Employee is able to understand the ADaM specification and knows when to refer to what study documentation.

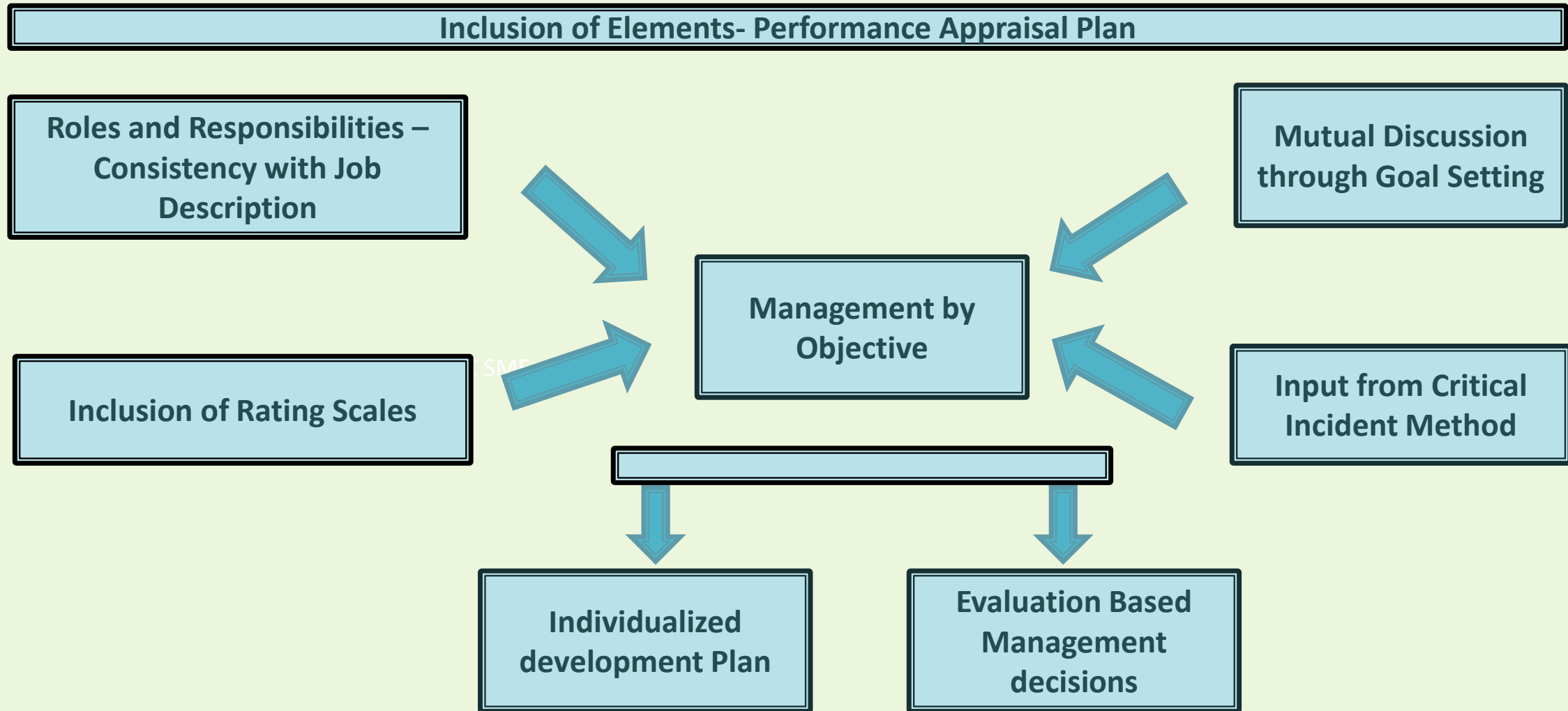
Level- 2: Employee can validate the specifications of ADaM and has ability to develop/apply programming algorithms for implementation of such specifications.

Level- 3: Employee is able to develop ADaM specifications based on the data reporting and representation requirements and is able to discuss such specifications with other stakeholders.

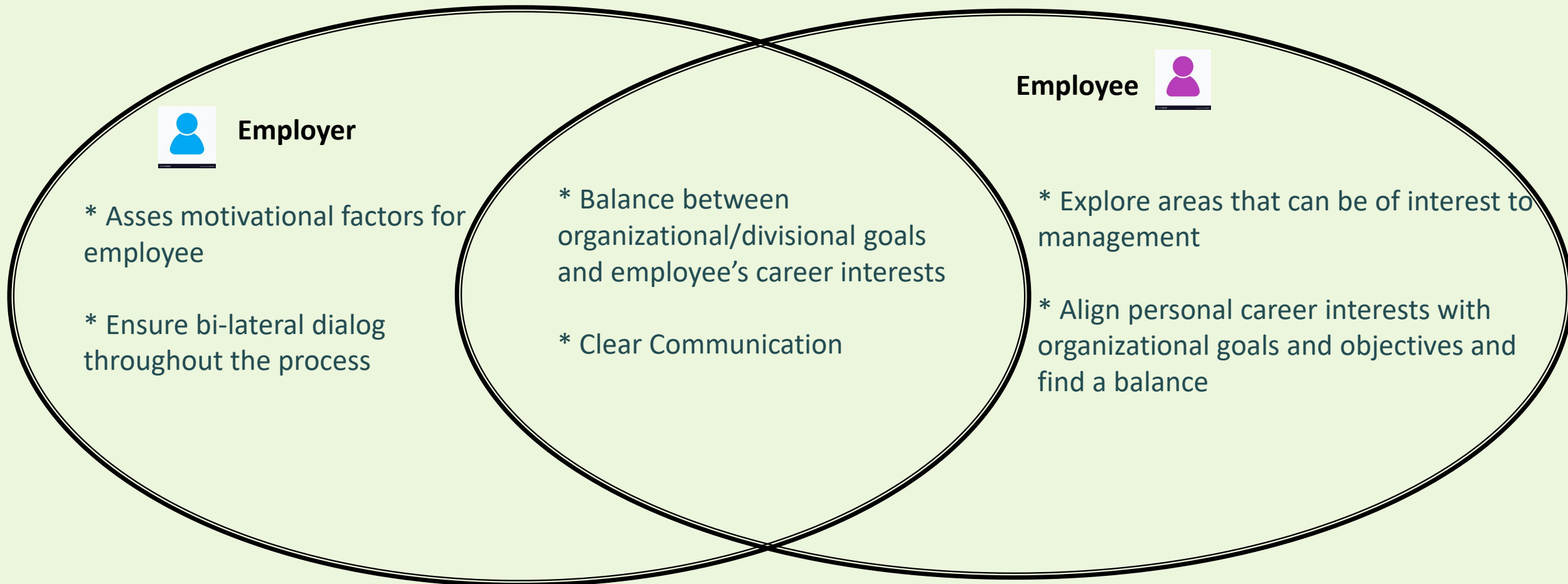
Level- 4: Employee is able to develop specifications and do programming for basic data structure ADaMs with minimal supervision.

Level- 5: Employee can independently do all ADaM specific activities without supervision

Appraisal methods- An Example of Design



Leveraging individualized development plan (IDP)



Scenario- allocation of work/fit to position

Background:

* Senior Programmer in your team is an expert in PK/PD and biomarker specific programming and data reporting

She gained lot of experience in this area for past three years and has been supporting this explicitly with highest quality and timely delivery. She is happy with her work and working with the team.

One day she goes to her manager and expresses her desire to work on regulatory submission specific integrated data programming for upcoming PMDA submission scheduled in next year.

Questions and Decision Making through Evaluation Process

- 1) What approach the manager needs to take here to deal with this request?
- 2) What is a 'necessary' and 'sufficient' documented assessments to support and justify the decision of manager in this case.
- 3) How the decision needs to be conveyed and communicated to the employee?
- 4) What steps need to follow to honor the request from employee and yet take mitigable and calculated risk for the organization?

Individualized Development Plan

For Each Goal-

- 1) Define time duration- What's the expected time duration to achieve measurable progress in the goal?
- 2) Put a criticality rating explaining how much critical the goal achievement is for professional career of employee

Short Term Goals

Long Term Goals

Components

Technical Skills- Software applications and knowledge of utilities/tools

Process specific Skills- Knowledge of organization and industry specific processes

Soft skills and Communication skill- this includes presentation, writing, and other soft skills

Upfront as well as on-going discussion- At what time points, how much, and with what way can management/supervisor help employee achieve these goals?

Key takeaways

Performance Evaluation Plan needs to be well –planned by incorporating key elements of different methods/techniques

Consider it as an opportunity to establish and grow rapport as opposed to simply a Human Resource Requirement

Its an on-going process with milestones for planning and documentation only

It plays instrumental role in developing and nurturing healthy work environment

It offers opportunity to both supervisor and employee to voice their opinions and expectations

It can lead to better job satisfaction for employees and productive and qualitative output from employee for employer



References

- 1) [What Is The Critical Incident Method of Performance Appraisal? \(performance-appraisals.org\)](https://performance-appraisals.org/)
- 2) [Assess Pros and Cons of 360-Degree Performance Appraisal \(shrm.org\)](https://shrm.org/) - 10
- 3) [MBO Management By Objectives Performance Appraisal Employee Evaluation \(performance-appraisal.com\)](https://performance-appraisal.com/)

Questions?

For further information, questions, please contact

Parag Shiralkar at Parag.Shiralkar@sdatasci.com