

Strategic Performance Management
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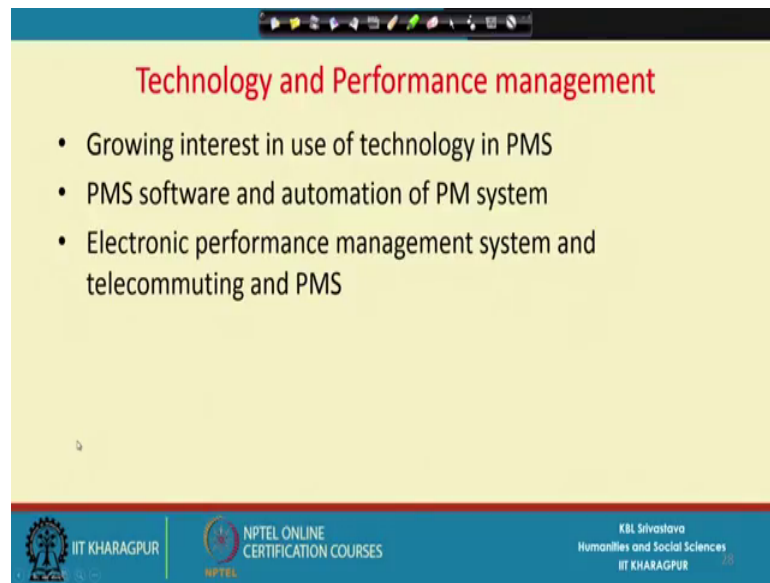
Lecture - 38
Technology and Performance Management

So, welcome back to the next lecture that is 30; lecture number 38 and in this lecture, we are going to talk about the role of technology in performance management system. So, how technology has influenced performance management system; now you see, the technology has influenced the organization and in a big way, people are talking about information technology, people are talking about technology that is used in the organization in different ways, right, starting with the production to sales. So, marketing, right and today we are also talking about big data analytics and these kind of things.

So, we have to see that how technology can be associated with performance management system and how technology has influenced the way performance management system is being implemented in the organization. Now you will remember that in many organizations, this performance management system is being automated, they are using tools in softwares for managing the performance of the employees starting with data collection reduce the performance starting with monitoring of the performance looking into the review and feedback everywhere, you are using technology.

So, now basically we are moving from a manual system to a technology enable to performance management system, right at different stages, you will find that performance management system in performance management system.

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Technology and Performance management

- Growing interest in use of technology in PMS
- PMS software and automation of PM system
- Electronic performance management system and telecommuting and PMS

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You have, we are using are making use of technology. So, when we are saying that that how technology is going to influence performance management system, you will find that as technology is definitely is being used in performance management because there are lot of tools and softwares and lot of automation is happening so far as performance management system not only performance management system.

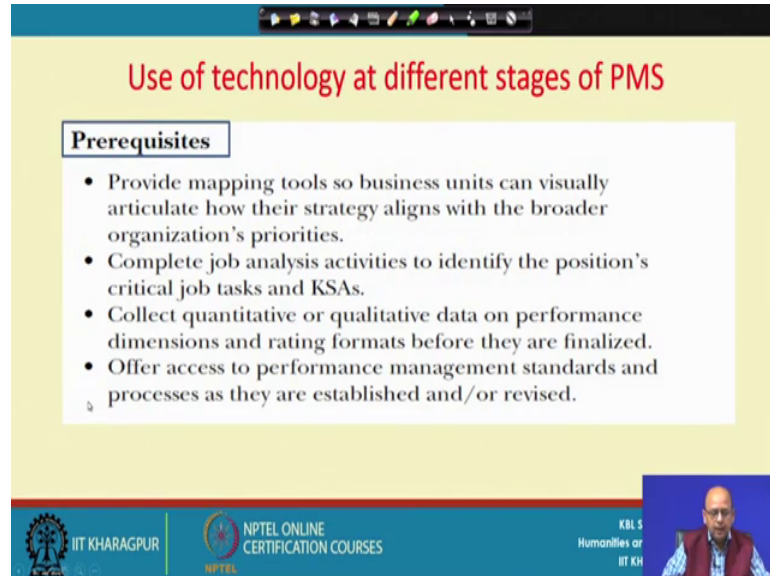
If you looked look at most of the HRM systems, today they are being automated whether it is recruitment, whether it is compensation management or whether it is performance management. Now you will find that lot of tools and techniques are available in terms of softwares and technologies which allow you to automate the performance management system ok.

For example, we will discuss about how electronic management system has been used right, what is the role of telecommuting in performance management system because you know that today we have a it enable systems which is going to measure a performance whether you are working in the organization or whether working in the virtual system, right.

So, when we are going to discuss the role of technology in performance management system, to start with, first of all, we will discuss that at look at the performance management process ok, starting with planning to evolution and at each at each of these

stages, how technology has had performance management system to be more accurate and transparent and error free right.

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The slide is titled "Use of technology at different stages of PMS" in red text. Below the title is a white box with a black border containing the heading "Prerequisites" in bold. Underneath, there is a bulleted list of four items. The slide also features a navigation bar at the top with various icons and a footer at the bottom with logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and KBL S Humanities or IIT KH, along with a small video inset of a speaker.

Use of technology at different stages of PMS

Prerequisites

- Provide mapping tools so business units can visually articulate how their strategy aligns with the broader organization's priorities.
- Complete job analysis activities to identify the position's critical job tasks and KSAs.
- Collect quantitative or qualitative data on performance dimensions and rating formats before they are finalized.
- Offer access to performance management standards and processes as they are established and/or revised.

So, what we are going to discuss now is that how technology is has been used at different stages of performance management system right. So, starting with the prerequisites, this is this is the first stage when you go for executing and implementing are having a performance management system in the organization, what are the prerequisites that you look at right.

So, you look at the business strategy you see that how this business strategy is aligned with the goals and objectives of the organization right.

So, nowadays there are lot of mapping tools which can help you to see that; how business units have aligned their activities are their strategy with the goals and objectives of the organizations, even the job analysis can be done through this process, right and not only job analysis, but you can even also identify what are the critical activities and what are the knowledge and skill and attitude that is required. So, the mapping of job description in job specification is also possible with the use of technology, right.

Collecting data whether it is related to quantitative dimensions or qualitative dimensions, related to the performance right, and the kind of format that is to be used for evaluating performance before you are going to implement a performance management system that

can also be enabled with the help of the technology. It means can technology can assessed you to collect data, technology can also identify that what kind of rating formats, we are going to use for your performance management systems right, you can also identify; what kind of standards you need to have when you are going to adopt this process, suppose you go a we want to go for revision and that is also useful.

So, you will find that even when you are going for business alignments, you are looking into matching of the job with the function right or when a whether you are going to measure performance qualitative and qualitatively using performance ratings, right because these are the prerequisites, before you go for developing and implementing a performance management systems. So, all this information can be mapped using software tools, that is available in the field of what you called human resource information system.

So, from there, you get lot of information that could be used and fur further use for especially for performance planning and then other stages right.

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Use of technology at different stages of PMS

Performance Planning

- Use a shared electronic workspace to collaboratively create a performance plan.
- Incorporate automated messages to alert stakeholders when the performance plan is modified.
- Link the plan and associated performance competencies to an online database of organizational training and development opportunities.

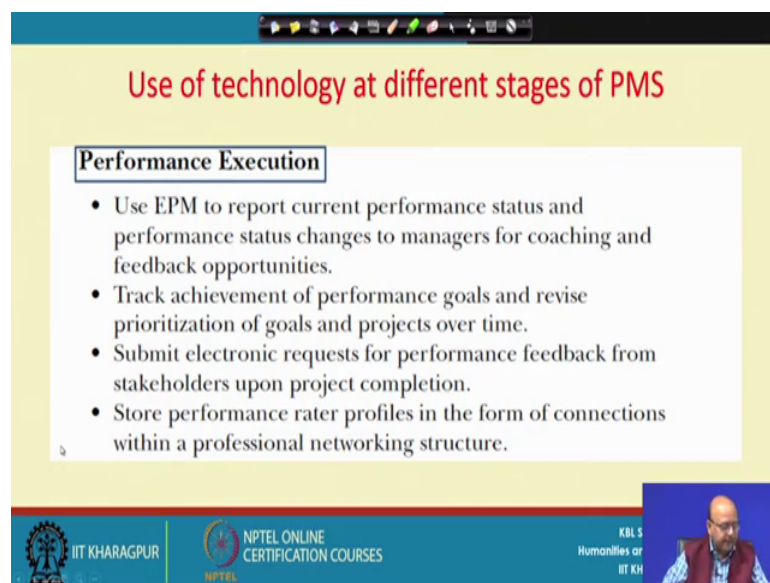
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So, we are moving from these two performance planning stage; how at the performance planning when you are going to plan the performance of the individual growths and the organizations in what way, technology is going to be used, right, you can use a share electronic workspace to create a performance plan, right, you can go for incorporating

automated messages to alert all the stakeholders individuals groups and others when you are going to make any changes in the performance plan right.

And when you want to link perform this performance plan and the competencies and want to create an online database for training and development all right that is very well can also make use of what you call technology, right. So, technology can help you in all these activities especially we were using communication information and communication technology. So, ICT has a big role to play even at the planning stage.

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Use of technology at different stages of PMS

Performance Execution

- Use EPM to report current performance status and performance status changes to managers for coaching and feedback opportunities.
- Track achievement of performance goals and revise prioritization of goals and projects over time.
- Submit electronic requests for performance feedback from stakeholders upon project completion.
- Store performance rater profiles in the form of connections within a professional networking structure.

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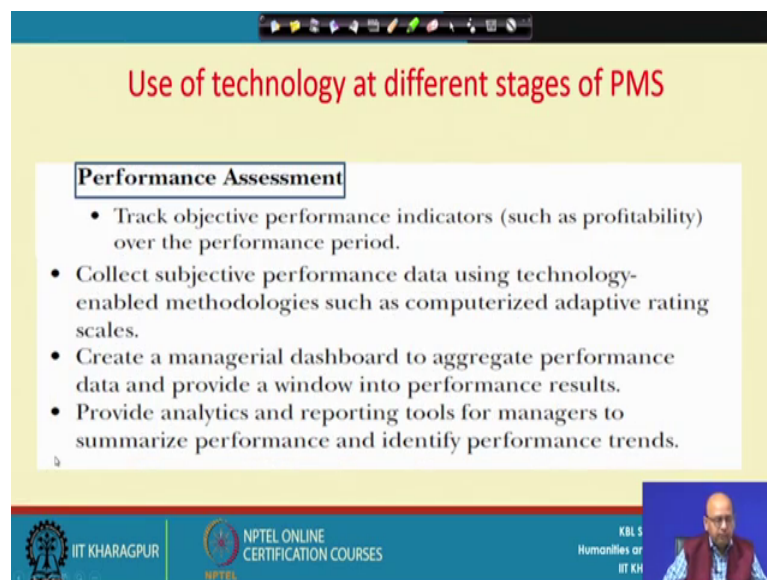
Now moving from planning stage, when you talk about the execution stage, right so, even at execution stage, when you are really implement performance management system. So, you are going to use EPM that is electronic performance monitoring to see that what is the current performance status; whether there is a change in the status or the performance or not and on the basis of that you can also take decisions for coaching that is improving performance and also feedback that ok, these are the feedback relates to performance and that is and what has need to be done that could be communicates to the employees.

So, if you have a good electronic performance management which is going to monitor electronic performance monitor, sorry, then it is going to help you to track of your performance status changes in the system identifying your coaching requirement and also giving you feedback right and you can also track achievement of the goals and objectives

and if you think that it is not possible for you to achieve, then you may even revise it. So, revising priorities of the goals and objectives can also be taken care, you can submit electronic requests of performance feedback, right from your supervisors once the project is complete. So, he will give you feedback.

The only problem is that in this kind of execution, you do not meet face to face, but everything happens with the help of technology that is you are using information and communication technology. So, your system is ICT enabled and that is how it is communicated right and you can also store data related to performance having a good networking structure so, that you can later on retrieve the data whenever it is required by you right.

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The slide is titled "Use of technology at different stages of PMS" in red text. Below the title is a white box with the heading "Performance Assessment" in bold. Under this heading is a bulleted list of four points. The slide also features a navigation bar at the top with various icons, and a footer with logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and NPTEL, along with a small video inset of a speaker.

Use of technology at different stages of PMS

Performance Assessment

- Track objective performance indicators (such as profitability) over the performance period.
- Collect subjective performance data using technology-enabled methodologies such as computerized adaptive rating scales.
- Create a managerial dashboard to aggregate performance data and provide a window into performance results.
- Provide analytics and reporting tools for managers to summarize performance and identify performance trends.

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So, moving away from performance execution, then ultimately assessment when you are going to evaluation so, you have already have data related to performance standards at different levels right and you have collected subjective data using technology right.

Then you are going to see that; what are the ratings. So, allow computers today have software same programs which is going to rate individuals depending upon what they have done, right and that is where you have less human interference right.

You can also create a dashboard to show the performance data to the employees, right, they know what are the performance of the employees and you will also use analytics to

find out that trend, how in what way the in what direction the performance is moving right. So, all this could be done with the help of ICT technology and that is where in this stage, when you are going to evaluate the performance, you can compare it, right, you can see that whether the ratings are accurate or not; you when you can use dashboard to provide data and related informations to the employees and you can also identify the trend that is happening; it could be on a day to day basis or quarterly basis, you can see whether the in what we are the performance of the employees are moving, right. So, you can identifying the trend using certain analytical techniques.

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The slide is titled "Use of technology at different stages of PMS" in red text. Below the title is a white box with a blue border containing the heading "Performance Review". Underneath, there are three bullet points:

- Use data from an integrated performance portal to identify the appropriate time for a performance review, rather than basing it on the calendar year.
- Offer online managerial training of performance review and feedback best practices.
- Utilize technology services to conduct the performance review in the case of virtual manager-subordinate relationships.

The slide footer includes the IIT Kharagpur logo, the NPTEL Online Certification Courses logo, and the text "KBI S Humanities or IIT KH". A small video inset in the bottom right corner shows a man in a blue shirt and red vest speaking.

Then coming to the feedback and review ok; at this stage also, you can use data because you have already a performance in integrated portal for performance and then you when you call people for review, can you what you need to do is that you ok, you communicate the information to the employees related to his performance to the electronic way right.

And then you when you are going to review, then you see that opportunities that is available relate to feedback relate to training right. So, you can make use of technology to conduct the review, right in many cases, you know that managers are not sitting suboedin subordinates are not with you they might would be working at geographically dispersed places.

So, when virtually you can connect them and give your ratings review to relate to the performance right and that is how technology has helped in review and feedback process.

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The slide is titled "Use of technology at different stages of PMS" in red text. Below the title is a white box with a black border containing the sub-section "Performance Renewal and Recontracting" in bold black text. Underneath this sub-section are three bullet points: "Use performance reports to revise the previous performance plan.", "Update performance goals at the individual and business unit level to reflect new performance initiatives and to align with new organizational strategic goals.", and "Aggregate performance data over the employee lifecycle to create a graphical timeline of performance." The slide footer includes logos for IIT KHARAGPUR, NPTEL ONLINE CERTIFICATION COURSES, and NPTEL, along with a small video inset of a man in a red vest.

Use of technology at different stages of PMS

Performance Renewal and Recontracting

- Use performance reports to revise the previous performance plan.
- Update performance goals at the individual and business unit level to reflect new performance initiatives and to align with new organizational strategic goals.
- Aggregate performance data over the employee lifecycle to create a graphical timeline of performance.

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Then renewal and contract recontracting; this is the last stage, first I look at the performance, review the reports, hence you and then you when you have to develop certain performance plan what you need to do you update information to the goals and objective see, it is aligned well, but the new initiative that is to be taken, how it is going to be aligned with the new goals and strategies of the organizations.

And that is how, you are happens; you are have aggregate data relate to the performance of the employees you see that how it is moving ok. So, these are the, at these are stages and we have seen that how technology can be used at different stages of performance management system.

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The slide is titled "Use of technology at different stages of PMS" in red text. Below the title is a white box with a blue border containing the heading "Succession Planning" in blue. Underneath, there are four bullet points in black text. The slide footer is blue and contains logos for IIT Kharagpur, NPTEL Online Certification Courses, and KBL Silvastava.

Use of technology at different stages of PMS

Succession Planning

- Use data from the performance management system to identify and track high-potential employees.
- Create a networking portal for employees to post professional profiles and review developmental and mentoring opportunities.
- Administer online developmental and promotional assessments to identify employee strengths and weaknesses.
- Offer tools for employees to map their anticipated career paths.

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Then finally, at the career planning and succession planning also, since, you have they top performance management you can identify who are the high potential employees, right, you can also create a networking portal to boost their personal profile to professional profiles, identify what are the opportunities that is available for employees is little development and mentoring right.

And you can use certain assessment techniques which are available online, especially to development and promotion of the employees and you can also identify the strengths and weaknesses and accordingly, we are going to decide what needs to being with the employees right.

Now, you will have tracking tools for employees to see that what could be their career path. So, you can even develop anticipated career paths with the help of the technology to see that how they have been performing and in what way; they can could grow in the organizations right. So, the it can also help you to decide the career path of the employees right ok.

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The slide is titled "Role of Technology in PM" in red text. It contains a list of five bullet points. The first bullet point is "Electronic Performance Monitoring- EPM includes the surveillance, measurement, recording, and compilation of work - related activities of employees using electronic means". The second is "EPM Contributes to the effort to measure performance, via indicators such as productivity, accuracy, speed, and errors". The third is "Benefits of collect real time information: objective measurement, continuous observational opportunity, immediate reporting, and assessment of physically distant employees". The fourth is "Contribute to the development of performance standards by requiring managers to contemplate the content and frequency of". The fifth is "assessment measures prior to requesting monitoring data". At the bottom of the slide, there are logos for IIT Kharagpur, NPTEL Online Certification Courses, and KBL S Humanities or IIT KH. A small video inset shows a man in a blue shirt and red vest.

- **Electronic Performance Monitoring-** EPM includes the surveillance, measurement, recording, and compilation of work - related activities of employees using electronic means
- EPM **Contributes to the effort to measure performance**, via indicators such as productivity, accuracy, speed, and errors
- **Benefits** of collect real time information: objective measurement, continuous observational opportunity, immediate reporting, and assessment of physically distant employees
- Contribute to the **development of performance standards** by requiring managers to contemplate the content and frequency of
- assessment measures prior to requesting monitoring data

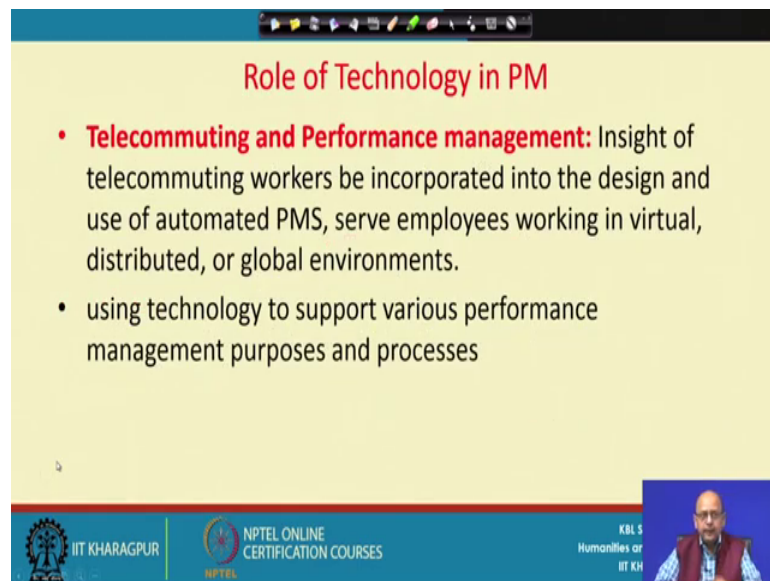
So, now we have been talking about that how technology has been helping employees at different stages of the performance management system. Now, what we are going to discuss is that; how technology doing this, right. So, the most important thing is electronic performance monitoring, right. So, what does it include? It include surveillance measurement recording and compilation of work, all this is done electronically. So, there is a less human interference. So, you are using electronic means to collect data to measure data for recording the information due to the performance and then aggregating the data related the performance right.

So, if you look at this electronic performance monitoring system, it is going to contribute in your efforts to measure performance right, depending upon what are your dimensions like your productivity, accuracy, speed and errors because if you are using EPM, then you can measure performance more accurately at a higher speed without any error. So, these are some of the advantages what you call of a electronic performance managing system.

Similarly, it has it also offers certain benefits like you collect real time information the object measurement is more objective ok, it is going to continuously observe your performance. So, it provides opportunity for continuous observations, it you can get a real time information means that you have immediate reporting assessment of an employee's; whether they are sitting in the office or anywhere else right.

It also helps you to develop performance standards; right because employees have to contemplate the content and the frequency of assessment measures how frequently they are going to measure how frequently, they are going to monitor this data right. So, the electronic performance monitoring tools have been very very helpful in all these areas and that is why they have been used for performance management system right.

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Role of Technology in PM

- **Telecommuting and Performance management:** Insight of telecommuting workers be incorporated into the design and use of automated PMS, serve employees working in virtual, distributed, or global environments.
- using technology to support various performance management purposes and processes

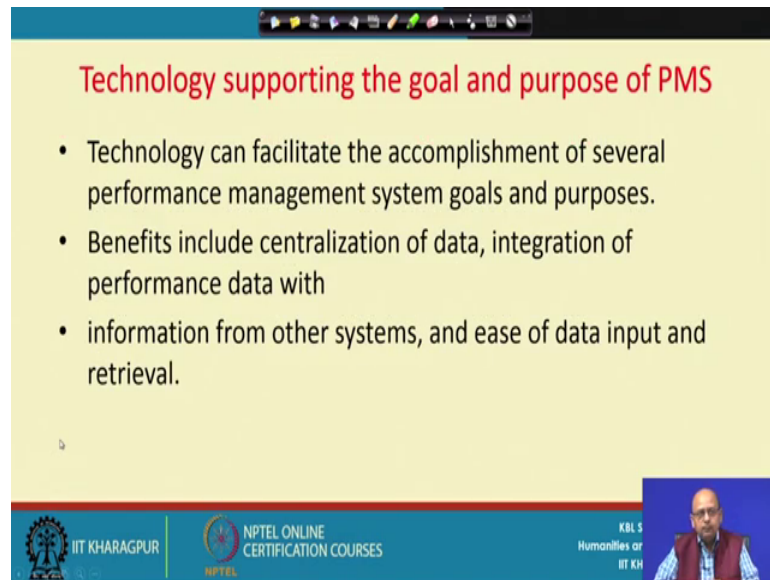
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Then telecommuting right how telecommuting I am; so, how performance management is done, especially, in case of those employees, who are not working in the organization, but they are sitting at a you can see at a different place because now most of the organizations are working at different places different sites, right. So, those who are telecommuting ok, those who are only connected through networks and these kind of things right.

So, it is how we are going to a design and use and performance management system which is fully automated, right because they are working in virtual distributed or global environment because they are sitting at different place right and it is very difficult to monitor their performance physically. So, you are using these kind of systems to see that how you can develop a system which is ICT enable to see that their performance is measured right.

So, both the cases where it is electronic performance management or sorry electronic performance monitoring or telecommuting communicating, you are going to make use of performance management data.

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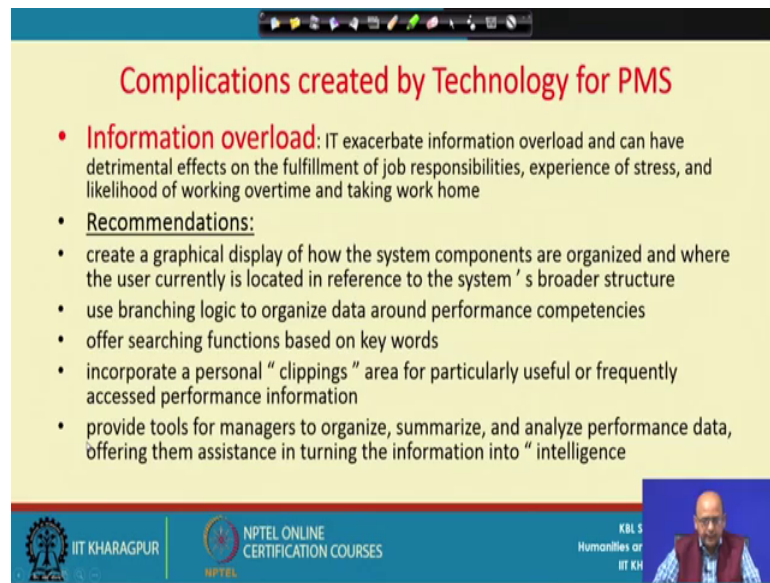
Technology supporting the goal and purpose of PMS

- Technology can facilitate the accomplishment of several performance management system goals and purposes.
- Benefits include centralization of data, integration of performance data with
- information from other systems, and ease of data input and retrieval.

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So, now we have understood that as technology is going to facilitate the accomplishment of several performance management system and goals, right, it also offer certain benefits in terms of centralization of the data, integration of the data and the data is going to be more accurate objective and error free right. So, and once you have this data archive with your system, then you can anytime, you can make use of this data for making any kind of decisions. So, the input and retrieval, it becomes much more easy because you have developed a system where you have stored the data.

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Complications created by Technology for PMS

- **Information overload:** IT exacerbate information overload and can have detrimental effects on the fulfillment of job responsibilities, experience of stress, and likelihood of working overtime and taking work home
- **Recommendations:**
 - create a graphical display of how the system components are organized and where the user currently is located in reference to the system 's broader structure
 - use branching logic to organize data around performance competencies
 - offer searching functions based on key words
 - incorporate a personal "clippings" area for particularly useful or frequently accessed performance information
 - provide tools for managers to organize, summarize, and analyze performance data, offering them assistance in turning the information into "intelligence"

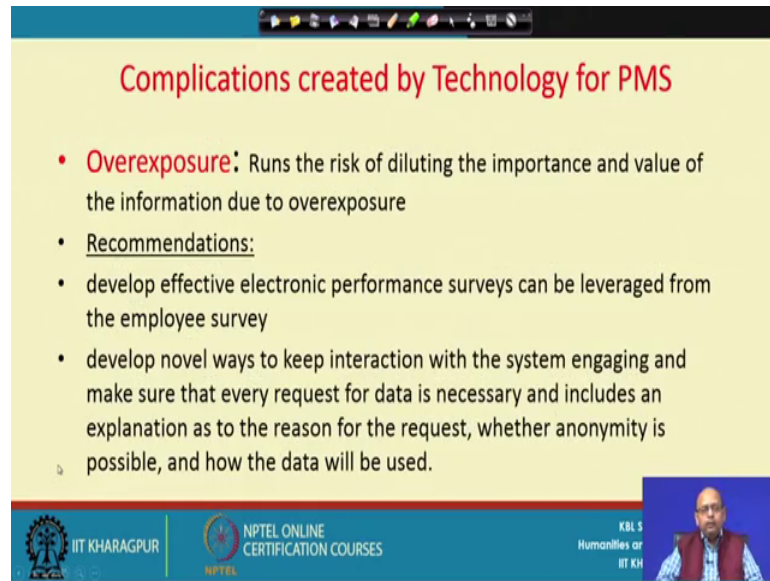
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Now, some of the issues that we are going to discuss now is relate to the complications that is created by the technology sometimes what happens you are overlaid it flooded with lot of informations, right and this could be detrimental in fulfilling your responsibilities, you use this lot of stress, ok, you need to work overtime even some time you to take work at your home because you are getting data through networks and these kind of things without realizing that the workload that you are going to have is going to be too much creating lot of a stress right.

So, how to avoid this kind of problem, those recommendations are like creating a display of how the system components are organized when the USI currently located right, you can go for branching logic branching logic that is you are going to organize data around performance competencies and see which one is relevant for the individual only that kind of data is communicated right.

You can also use search functions based on keywords ok. So, that people look forward to only those kind of information which is required right, you can incorporate personal clippings especially when you are which is frequently used by the individual information related to the performance and you also provide tools for managers to organize summarize and analyze performance data. So, that they can help, sorry so that it helps them to see that what kind of information is being derived from this data which could be use for decision making purposes.

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The slide is titled "Complications created by Technology for PMS" in red text. It contains a bulleted list with the following items:

- **Overexposure:** Runs the risk of diluting the importance and value of the information due to overexposure
- Recommendations:
- develop effective electronic performance surveys can be leveraged from the employee survey
- develop novel ways to keep interaction with the system engaging and make sure that every request for data is necessary and includes an explanation as to the reason for the request, whether anonymity is possible, and how the data will be used.

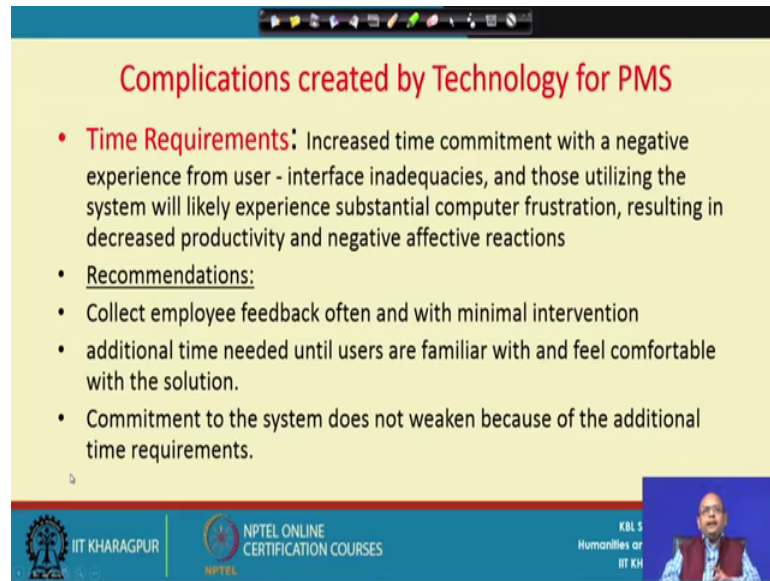
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So, in addition to information overload that could be overexposure also and when we are talking about overexposure means that when you are running the risk of evaluating and the importance and value on the information and this happens because of information overload sometimes what happens, we are getting lot of mail, some of them may be important, but we overlook it because we are doing something that is not very important though it could be urgent.

So, we basically content ourselves in this dilemma of what we call important versus urgent. So, sometimes we do not take up those matters which are important which have more value compared to that which we take up those activities which are less important, but more urgent right. So, it the recommendations are that you need to develop a system especially in a EBM system which comes from the employee. So, they know that what did not what needs to be done and similarly, it is important to see that you are going to filter the data which is to be given to the employees not necessary that all the data has to be given to everybody right.

So, you need to see that how you are going to how the system interacts with the employees, what kind of request for the data is required and only that kind of data is given to them, right. So, that relevant data goes to the individual and then they are not going to be over exposed to all kind of data because of information only.

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The slide is titled "Complications created by Technology for PMS" in red text. It contains two main bullet points. The first, "Time Requirements", states that increased time commitment with a negative user experience leads to frustration and decreased productivity. The second, "Recommendations", lists three points: collecting feedback often, allowing time for user familiarity, and maintaining commitment despite additional time needs. The slide footer includes logos for IIT Kharagpur, NPTEL Online Certification Courses, and KBL's Humanities at IIT KH, along with a small video inset of a speaker.

Complications created by Technology for PMS

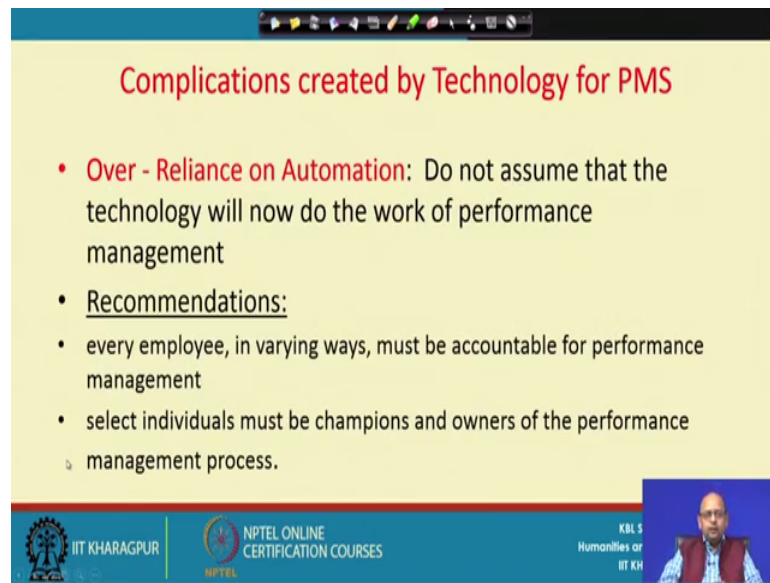
- **Time Requirements:** Increased time commitment with a negative experience from user - interface inadequacies, and those utilizing the system will likely experience substantial computer frustration, resulting in decreased productivity and negative affective reactions
- **Recommendations:**
 - Collect employee feedback often and with minimal intervention
 - additional time needed until users are familiar with and feel comfortable with the solution.
 - Commitment to the system does not weaken because of the additional time requirements.

Time; time is an important factor because you have minimum time and you have to do lot of things. So, you have to see that when you are going to have a system and you are going to use this make sure that the interaction with the system is good system is not slow because if the system is slow, it is not working, then it leads to decrease productivity and you have a negative reactions after that.

So, you see that how you can ensure that there is a less intervention, especially related to the user interface. So, that is the, that needs to be adequate right make sure that enough time is available and people know and feel comfortable while dealing with these kind of problems.

And make sure that if additional time is required to fulfill the information of the data, then it is available ok, sometimes, we will do not have enough time to complete all jobs. So, additional time is given. Sometimes, you know the deadlines from the projects to be completed their timelines that is together too, but the system is not working at the other problem related to user interfaces because of which you are not able to complete the job in time. So, make sure that these things are taken care.

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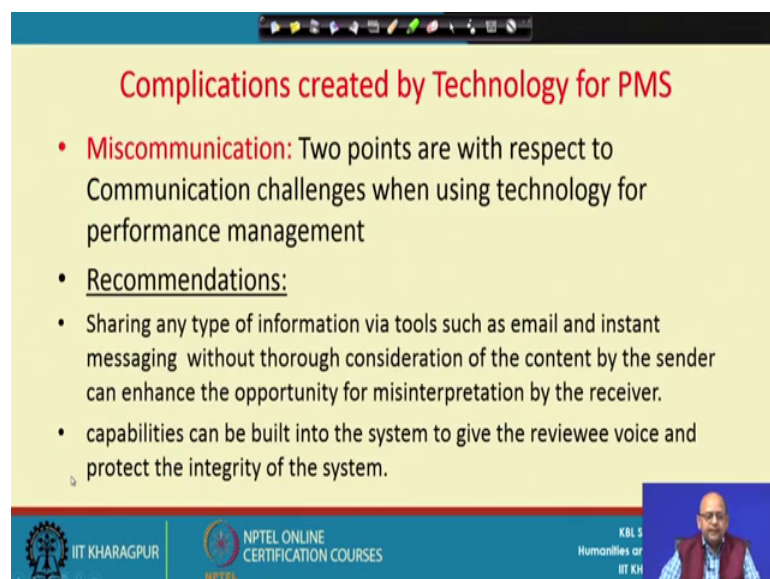
Complications created by Technology for PMS

- **Over - Reliance on Automation:** Do not assume that the technology will now do the work of performance management
- Recommendations:
 - every employee, in varying ways, must be accountable for performance management
 - select individuals must be champions and owners of the performance management process.

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Then over reliance on automation, what does it mean to sometimes, what happens; we say that ok. Now we have developed a PMS and it will take care of the performance. So, the idea is that do not assume that technology will now do the work of performance management you are going to do the performance technology is going to assessed you right. So, employees should be accountable for performance management system is not going to accountable, you are going to use this system to measure from monitor to retrieve to archive data relates to the performance management right that is more important.

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Complications created by Technology for PMS

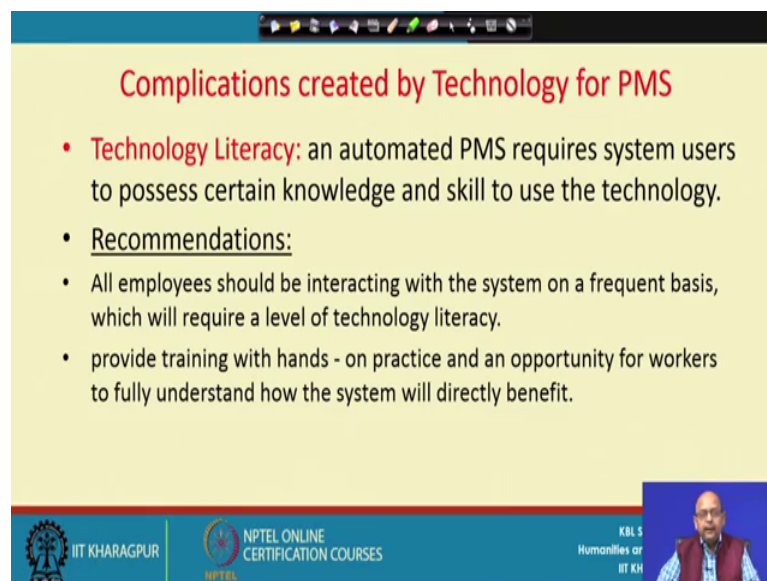
- **Miscommunication:** Two points are with respect to Communication challenges when using technology for performance management
- Recommendations:
 - Sharing any type of information via tools such as email and instant messaging without thorough consideration of the content by the sender can enhance the opportunity for misinterpretation by the receiver.
 - capabilities can be built into the system to give the reviewee voice and protect the integrity of the system.

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Then miscommunication two points are very important with respect to communication challenges, when it comes to use of technology sharing any type information where tools like email and messaging without considering the content by the sender can enhance the a positives in misinterpretation. So, make sure that when you are going to share any information through these electronic mediums, make sure that the content that they receiver is going to receive is interpreted properly.

So, this no miscommunication that happens and similarly, it has to be interactive. So, you need to develop capabilities. So, system has to be more interactive nature. So, that to you give your concern, you can you can express your concern, analyze and make sure that the integrity of the system is maintained right and that is how it is very very important and these are some of the problems that I have discussed especially, really to technology when you are going to use for performance management.

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The slide is titled "Complications created by Technology for PMS" in red text. It contains two main bullet points. The first is "Technology Literacy: an automated PMS requires system users to possess certain knowledge and skill to use the technology." The second is "Recommendations:" followed by three sub-bullets: "All employees should be interacting with the system on a frequent basis, which will require a level of technology literacy.", "provide training with hands - on practice and an opportunity for workers to fully understand how the system will directly benefit.", and "provide training with hands - on practice and an opportunity for workers to fully understand how the system will directly benefit." The slide footer includes the IIT Kharagpur logo, NPTEL ONLINE CERTIFICATION COURSES logo, and a small video inset of a man speaking.

Complications created by Technology for PMS

- **Technology Literacy:** an automated PMS requires system users to possess certain knowledge and skill to use the technology.
- **Recommendations:**
 - All employees should be interacting with the system on a frequent basis, which will require a level of technology literacy.
 - provide training with hands - on practice and an opportunity for workers to fully understand how the system will directly benefit.
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Then literacy right literacy means that the person who are going to use it automated performance management system in an organization, they must know how to make use of the system, there must be computer literate that is more important, they must know that how to make use of technology for doing different kind of activities, whether, it is a relate to surveillance, whether, it relates to measurement, whether it is relate to monitoring with, it relate to giving feedback right. So, you should give an opportunity to

the employees to interact with the system on a regular basis right which will increase their literacy relate to the technology right.

And you also provide them training and opportunity. So, that they can understand it very well that how the system works and if they understand how the system works, they know how to make use of it probably derive greater benefit from the technology.

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Best Practice Recommendations for using Technology for PM

- allow ready access to PM information across the enterprise
- disseminate PM information to a wide group of stakeholders and update
- aggregate PM data and integrate with data housed in other human resource applications.
- facilitate the continuous process of PM whereby performance data are consistently entered, accessed, updated, and used
- document performance - related conversations and actions
- to automate requests for performance feedback on a project basis
- support the summarization, analysis, and interpretation of performance data
- offer access to positions ' competencies and provide career pathing tools

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Now, these are some of the best practices the recommendations are using technology for performance management, right.

So, make sure that the access to information is available especially to the performance management system, right and then whatever information is required by group of stakeholders, it is disseminated are distributed to them and you make sure that whatever information is available, it is updated on a regular basis, right and then aggregate performance management data and integrate the data with other HR applications, for example, you might be using performance management, management data for training for career planning for succession planning also right.

So, make sure that performance management data is integrated with other hr applications. So, that you can make use of performance related data for other activities in the organization, maybe career planning, maybe succession planning, even for rewarding

employees, right, or even taken certain administrative decisions suppose the performance is not good.

Then you need to facilitate the continuous process of performance management ok, it means make sure that the performance management data is continuously updated accessed updated and revised, it means that you have revised updated data relates to performance management.

And then document all the performance related conversation and actions right. So, to automate request for performance feedback on a project basis; so, if somebody are wants this information ok; so, it should be provided and when a as and when it is required right.

Then support the summary analysis; the interpretation of the performance data make sure that whatever performance data is it is able to communicate, what is your performance level whether you have been achieve able to achieve the performance and standards are not and what needs to be done, right offers access to positions competencies employed greater career career path in tools, it means that it is able to identify; what are the competencies rate to job whether the people had those competencies are not and based upon their performance, what are the career advancement opportunities that is available to the individuals.

So, if you have these kind of automated tools, they are going to indicate or they are going to take certain decisions related to this whether your competencies are mapping whether you could be a promoted to the next higher level or not right. So, these are some of the best practices that has been recommended for the use of technology.

Thank you very much.