

Chapter 7

Conclusion and Recommendations

7.1 Conclusion

Indian Air Force has done immense progress in stressing the importance of its core values, *'Mission, Integrity and Excellence'* and making it a way of life. These core values provide a good framework for incorporating 360 Degree Performance Appraisal System and its feedback to the Officers Community, in the context of professional and moral implications of his/her actions, both on and off duty.

In doing so, the potential pitfalls of the 360 Degree performance Appraisal Feedback System needs to be kept in mind vis – s vis with the good advantages it offers to the overall growth of an organisation by constantly providing good feedback to its employees for their development. The human capacity building should be the core target area of any modern and ever evolving organisation in both military and civil sector. The Indian Air Force being a modern fighting force may explore options to incorporate 360 Degree into its existing appraisal and feedback programme. The aim should be to capitalise the strengths of the existing processes, fill the practical gaps if any and then refine the processes by obtaining benefits from 360 Degree.

The transition needs to be smooth to draw good inferences by putting the required procedures in place with explaining the meaning of the new concepts and training to all the stakeholders.

To conclude, the available research & literature sufficiently brings out the fact that the 360 Degree Performance Appraisal and Feedback System can be used successfully as an additional measure to the conventional system of appraisal. However, it is not feasible to use it as a standalone system of appraisal because of its inherent few shortcomings. It is only a part in the development process and not the whole development process in itself. It was also found that the system is not being used properly as its importance has not been clearly understood by the various organisations but if it gets into the mind of people properly and if it is handled properly then it can actually lead to the improvement and positive growth of the organizations as well as individual performances and it can reshape the internal & external communication in a very desirable manner.

Active participation of all the sources can make a lot of difference. Like any other process innovation, 360 degree feedback is also as good as the people who are operating it. Success of any new thing depends on the acceptance by the people who are going to use it. Similarly, the success of 360 degrees feedback depends on the employees and management and on how they perceive it. It can be successful only if it is followed by a desirable action of providing development training. The system should also measure the leadership competency of the managers only then it will be useful in providing the managers with the useful feedback. If the criteria for measuring performance are not set in accordance with the organization's mission, vis

and core values, then it will prove to be a sheer wastage of time and effort. Good news is that the majority of respondents in the survey, all senior officers from the Armed Forces and majority of them from the Air Force, have also given their consent to try out the 360 Degree concept in an honest but planned manner.

Sample Emotional Competency Framework of Australian Defence Organisation is enclosed as Annexure 'B'. A sample of feedback from Spydergap is enclosed as Annexure 'C' and 360 Degree performance evaluation form, currently in use at one Civil organisation, namely (Civil Engineers' Corporation, Gurgaon) is enclosed as Annexure 'D'.

7.2 Recommendations

In view of the above, the recommendations are as follows:-

- (i) 360 Degree concept as a development tool may be used for both Permanent Commission and Short Service Commission Officers of all branches of the Indian Air Force.
- (ii) Appraisal feedback should be treated only as a part of developmental process and not the way for development. Other existing developmental factors should be linked with appraisal process to motivate the employees to improve their performance.
- (iii) The periodicity of this 360 performance appraisal and feedback system may be kept as a biannual exercise for recording and monitoring the developmental changes, if any and its subsequent positive reminders.
- (iv) More importance should be given to the decisions to be taken after the feedback process is complete. The process should not end at