

## This season of appraisals and financial target setting

Dr R K Pachauri, April 25, 2011

This is the period of the year when colleagues in TERI generally experience two sets of concerns. The first deals with the appraisal process and its outcome in terms of rewards for each individual. Let me say that in general TERI staff have been performing better and better, even though in some cases there is a basis for disappointment. But, as a philosophy I believe that people must be given an opportunity to discover themselves and the real talent they have within themselves, which often needs a process of laboured discovery. I think every person in TERI should be treated with positive expectations and a fair amount of perseverance in helping a person discover his or her inner strengths. I have seen a large number of professionals blossom when initially their growth seemed stunted and stagnant. The purpose of the appraisal process is to reward those who have found their true potential and are utilizing it effectively and to help motivate others to make larger efforts in the future.

The other concern that several colleagues have at this time is the setting of financial targets. I am afraid this issue is being clouded by some misdirected thinking, which actually will prove counter-productive to the growth of specific individuals and the Institute as a whole. The effort seems to be suppress certain parameters in any particular area or division that might increase financial targets. This disappoints me because it is only when one has almost unattainable goals in life that one actually rises to prevail and achieve those goals. And, in any case, we have a rational basis for setting targets which is being consistently reviewed and refined. Financial targets, may I say, are a must. TERI has reached where it has only because we have been focused on our financial autonomy and good health. It is also necessary for us to generate enough surplus by which we keep modernizing our equipment and services and enter into areas which are going to be of importance tomorrow. If we do not carve out and get into new opportunities, the Institute as a whole and certainly parts of it will become irrelevant.

Let me also say that getting financial support is not difficult at all. I have seen too many innovative and dedicated colleagues generating resources in remarkable ways that one would not have even thought of. Besides, I have personally made efforts to see that we get long term and stable funding for some activities that we must carry out for the benefit of society and TERI's own effectiveness. The Norwegian project and the DfID project, currently under consideration, are such examples. More recently, we have just signed an agreement with ICICI Bank for `22 crores loan, which is effectively provided at zero interest. In the past we have got a significant injection of funds for our corpus from SDC. However, none of these should be treated as easy money and I would like to see colleagues make major efforts to secure additional funds without the comfort of assured flows from these projects. I would also like to see a sense of determination and pride based on the imperatives of a financially strong TERI, because an institute cannot guarantee the welfare of its employees if it is penny-pinching and struggling to make both ends meet. If TERI prospers so does each one of us!