

# Appraisal FAQs

## When does the financial appraisal process take place?

Financial appraisal takes place on completion of a year of your previous appraisal or on your corporate anniversary. For the freshers, the first appraisal is as mentioned in the offer letter. At any point of time, you can check your next appraisal month in [your profile page of Zoho People](#).

If the joining date is on or before 15th of the month, the appraisal month is considered to be the same month of the subsequent year, otherwise it would be subsequent month of the subsequent year.

Typically the financial appraisals are declared before the date of salary when one is supposed to receive the appraised amount. It can happen anytime in the last week of the preceeding month.

For example, if the joining date is 14th August, 2023, then the appraisal month will be August, 2024. The revision will be declared in last week of August 2024. The revised salary will be processed in the salary credited in September 2024.

## What parameters are considered for the appraisal process?

For assessing your appraisal, the company considers several parameters including your work performance, your behavioural performance, your potential, company performance, global economical situation & outlook, your current pay fairness, skillset match with the company's needs.

## How is my performance evaluated for the financial appraisal?

In a nutshell, performance is application of skillset, competence and knowledge to perform the the job. Performance does not necessarily equate solely with the skills one possesses.

Performance evaluation is done based on several parameters relevant for the role you are expected to perform in the project.

1. Work performance: Consistency of the quality in the responsibilities you are expected to perform. Note that the definition of quality becomes subjective for a developer at 1 year experience vs 3 year experience. Also, it is not only about coding (or just testing for QA),

however, the holistic view of the responsibilities one is expected to perform at the seniority level they possess in the team. Living upto OKRs is just one part of this.

2. Behavioural performance in the team
3. Potential showcased
  - a. For current performance gap
  - b. For the next level of responsibilities

## How does the company ensure fairness and objectivity in the appraisal process?

Common villains of fairness & objectivity can be recency bias, bias of the manager towards individuals and comparison with peers.

To beat these, the company has established the following processes.

1. 360 degree assessment: Take input about performance of individual from the peers, subordinates, leader
2. Continuous assessment: Ensure performance is assessed around the year rather than keeping it one-off activity at end of the year. If it happens only at year end, it can be subject to recency bias.
3. Avoid peer comparison: We strongly believe that every individual is different and they bring unique value to the organization & the team. For example, one may provide high velocity with reasonable quality, the other may be more quality focused with limited velocity and someone else may be a great collaborator, leader and communicator. Hence, we avoid peer comparisons and assess individuals on what they bring to the table, what responsibilities they are expected to perform, what are the gaps, what is the potential to fill up the gaps or go to the next level etc.

## My peer, who is junior to me is paid much higher.

At Brevitaz we believe more in a meritocracy. It doesn't mean that wisdom collected through years of experience does not matter. However, we do value the fresh energy, excellence and value additions that some juniors may be doing, which may be out of proportion.

Principally, we measure individual growth without peer comparison or any biases and bring fairness. Experience may be just a number and you may be assuming a lot while comparing compensation paid to others.

It is important to note that your salary and appraisal are highly confidential and must not be shared directly or indirectly with colleagues. Also one must not attempt to pull out such information from any other Brevitazian. Such a provocation or disclosure may lead to a reversal of the appraisal or other consequences.

The aim of the company is always to ensure fairness in appraisal.

**My friend, who is at similar experience level as me, working at a different company is paid much higher.**

Let us try to give you perspectives to consider when you go this route.

## Variables involved

When comparison is done between 2 things, the fundamental rule is to make change just in 1 variable and keep other variables constant for fair comparison. For example, would it be fine for a manager to say A should finish 5 stories in a week because B also finishes 5 stories in another project?

When you end up comparing your CTC with a friend working elsewhere, it's important to note that journey of every individual is different. Here are some non-exhaustive list of variables that play a role and make the comparison apple to orange.

- Individual level
  - Performance
    - We have heard perspectives that I studied with him/her and I know he wasn't that good or isn't that good based on our discussions when we meet 😊. How smart or scholar one was in college has no relation with performance at work. It's not possible to assess from a distance what value one is actually adding in their company.
  - WFH vs WFO
  - Unique value addition that company might be needing (specialised tech skills or soft skills already known or acquired as part of job)
- Company level
  - Industry of the company
  - Product vs service company
  - Location
  - Unique circumstances of the company/industry around the period

## Statistical significance

Comparing with with random 1 or 2 or small size of sample is prone to poor comparison. Higher the datapoints, better the research and basis for comparison. It requires large enough number of comparable datapoints to really be able to find the reasonable benchmark for comparison.

Websites like <https://payscale.com> can provide a reasonable basis to understand at broad level market, however, there area always nuances and variable associated when such sites are used and interpretations can be subjective at times. For example, one engineer thinks he is at equivalent level of “Senior Software Engineer”, and in such sites you see the salary range as 6L to 12L, and he tends to think that he should get 12L which is the far right end of the spectrum. However, far right end case might be anomaly and similarly far left end may be anomaly as well. The use of such tool should be to assess high level trend to see if you’re paid fairly based on your roles & responsibilities. It should not be considered to negotiate devitations as there will be too many variables and other aspects discussed in this document that comes in to picture to derive the final revision figure.

## Dimensions for comparison

Overall, by doing comparison, what we are doing is assessing what is net gain & net loss. It is important to assess other parameters for holistic comparison of net gain/loss. People often realise them once they end up with a bad experience.

Here is non-exhaustive list of of dimensions

- Company & team culture
- Freedom & flexibility provided at company
- Challenges in work
- Learning & development opportunities
- Management style

Having said that, it is our moral duty to ensure fairness as per the market standards as well. To ensure that, we ensure that at broad market perspective, the “pay fairness” at Brevitaz stays well above average in the market.

We encourage people to think of the journey with any company like an investment where you get compounding returns in all terms starting from trust, responsibilities, pay, benefits etc. The rate at what you can add value to organization drastically increases over the years and creates win-win situation over the time.

## I performed better this year compared to the previous year, yet my appraisal percentage is much smaller than last year.

It is often natural for one to compare their appraisal to previous years. Here are several pointers to keep in mind.

1. As explained in other questions, several parameters are taken into account in the appraisal process. It is not solely based on your performance.
2. Due to the very nature of how “percentage” works, the appraisals should not be measured or compared in % terms. At a low CTC level, the appraisal can easily look very high in % from 25% to 50% or even higher in some cases. As the CTC increases over the years, the appraisal in terms of % is bound to drop.
3. As you grow in your experience, you are expected to perform at a higher level of maturity and hence benchmarks and parameters for “good performance” are going to change. For example, performance expectations and evaluation parameters for fresher or 1 year-experienced individuals are much different than for someone with 4-5 years of experience level. At a higher experience level, just delivering good quality as an independent contributor may not be sufficient enough depending on your role.
4. % increase in compensation due to market alignment shouldn't be considered a baseline. Market alignment happens once in a while with a certain context related to the external factors involved. For example, what we did during COVID shouldn't be considered the norm.

## What if I still don't feel satisfied with appraisal?

If you don't feel satisfied with your financial appraisal, there are several steps you can take to address the situation:

**Understand the appraisal:** Carefully review the details of the appraisal to ensure you fully understand how your financial situation was evaluated. Identify the factors that were considered and the reasoning behind the appraisal decision.

**Seek clarification:** If you have any questions or concerns about the appraisal, reach out to the management. Share your perspective about the appraisal and what reasons make you feel the appraisal not being justified enough. The management will try best to address your questions or concerns. This clarification may provide you indicator if your individual performance is a primary limiting factor for the appraisal or there are other factors out of your (and potentially company's) control involved e.g. global economic situation.

**Request a meeting:** If you feel strongly that the appraisal is not fair for you, consider requesting a meeting with the management. Prepare your points in a clear and concise manner, focusing on what was the expectation from the role through out the year and how fared against those and what additional value you bring to the table beyond your role. It is important to come to such meetings with open mind, with facts researched. Carry out the discussion assertively, respectfully and professionally during the meeting.

## What criteria are used to determine promotions or career advancements?

Levels in designation are pretty limited(to be introduced soon) at Brevitaz. However, at ground level, the culture of teams is more open when it comes to allowing individuals to take up more responsibilities to explore their own strengths.

We consider individuals for promotions, when we observe no clear limiting factor for individual to explore next role dedicatedly for any project. It means that it is possible that you may be playing a role of "Senior" in a project, but not promoted yet. That can be because the project can be seen less demanding on certain parameters and it would allow us to give opportunity to other potential upcoming senior to explore the next level of responsibilities.

For career advancements, we follow OKRs framework. Every quarter, your manager or lead would make sure that your OKRs are aligned to your role, fill-in the gap that might be seen to boost your performance or your development to the next level.

## What role does seniority, experience or current CTC play in the financial appraisal?

Seniority, experience and current CTC is involved in setting the "baseline performance expectation" for the team member.

For example, performance expectations for 3 years experienced employee is significantly different than 1 year experienced employee. 3 year experienced employee is expected to be fully independent in technical work e.g. requirement understanding, design, coding, testing and is expected to deliver high quality in the same. At the same time, he would be expected to be independent in client communication verbally and in written. When opportunity arises, he should be able to mentor team members or even in some cases, may be expected to lead a couple of

team members. At that level, just doing good enough in good technical work may not be good enough. While you would usually be aware about expectation from you, you are always encouraged to clarify expectations from you with your lead and management.

## Can I request feedback on my appraisal and areas for improvement?

That is highly appreciated behavior at Brevitaz in general. Usually, you wouldn't need to request that in appraisal, as your lead or management would ensure a review meeting is scheduled with you periodically to share with you your strengths and improvement areas. If it hasn't happened for a while with you, it is encouraged to take follow up upwards to help yourself and get clarity about improvement areas. You can also request feedback from your peers in Unleash Teams - a tool used to request & share feedbacks and align OKRs.

## How can I align my goals with the company's expectations to improve my appraisal results?

That is an excellent mindset to have. First set of expectations are to get your performance to peak and push the limits to find next level of responsibilities that you can start taking up. Once you have started doing really good in your current job responsibilities, the goal for any individual should be

1. Make some other team member your replica, so your time can be freed up to take bigger responsibilities
2. While doing #1, start upskilling and trying a bit of next level of responsibilities so you can become replica of someone else performing higher level of responsibilities. At times, this may not be obvious to you. In such cases, talk to your manager or management directly to get more clarity on how you can channel your learning efforts.

This growth mindset creates WIN-WIN situation for the individual and company. When every employee truly lives up to this, the growth of the company becomes inevitable.