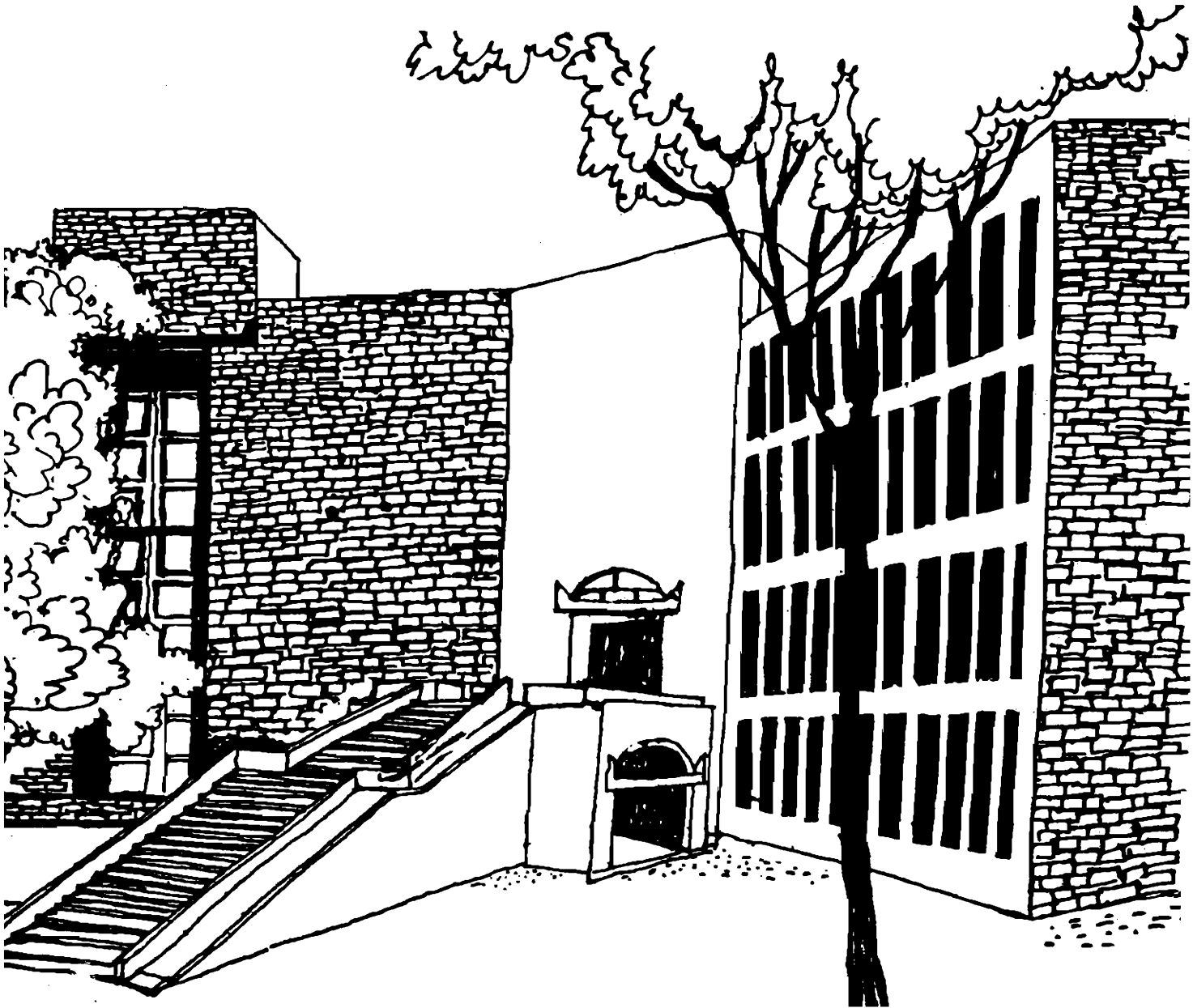




Working Paper



A PERFORMANCE APPRAISAL OF HUMAN
RESOURCE DEVELOPMENT FUNCTION IN
INDIAN ORGANISATIONS:
A PRELIMINARY SURVEY

By

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**A PERFORMANCE APPRAISAL OF HUMAN RESOURCE DEVELOPMENT FUNCTION IN
INDIAN ORGANISATIONS: A PRELIMINARY SURVEY**

ABSTRACT

The HRD function has gained a lot of momentum in the last decade. An earlier survey conducted in 1984 indicated that a number of HRD sub-systems were being initiated in Indian Industry. A detailed questionnaire was developed covering 94 different activities or tasks the HRD staff or those in-charge could undertake in any organisation. This questionnaire was administered to 61 HRD staff from public sector and private sector organisations. The questionnaire assessed how well each of the 94 activities/tasks are being performed as perceived by the respondents. Their assessment indicates there are more similarities than differences in the way the HRD function is being performed in both public and private sector organisations. The study also indicates that conducting human process research, mobilising unions and associations to play a role in HRD and effective monitoring of HRD implementation are perceived as being performed inadequately in these organisations. Overall, while HRD function has caught up, it has a long way to go to be near "excellence".

**A PERFORMANCE APPRAISAL OF HUMAN RESOURCE DEVELOPMENT FUNCTION IN
INDIAN ORGANISATIONS: A PRELIMINARY SURVEY***

T.V. Rao

A survey of HRD practices in Indian industries was conducted earlier by Rao and Abraham (1985) covering about 53 organisations in the year 1984. This study covered various aspects of HRD including the HRD philosophy, structure of the HRD function and practices in relation to various HRD sub-systems including performance appraisal potential appraisal and rewards training OD and feedback and counselling. The results of this study indicated the following trends:

1. About 32 per cent organisations had a formally stated policy on HRD. Thirty per cent of them had separate departments of HRD while in the remaining the personnel department handled the HRD function.
2. About 24 per cent of them practiced development oriented performance appraisals although a larger percentage of them had introduced development oriented appraisals.
3. Hardly two per cent had professionally established systems of potential appraisal and promotions based on them.
4. Around 80 per cent of them reported well established training systems.

* This study was carried out with support from the Academy of Human Resource Development, National HRD Network.

5. About 50 per cent reported as having undertaken OD activities. Most of the OD activities were focussed on team building and role clarity.
6. About 80 per cent had performance counselling as a part of their HRD effort.
7. In about 40 per cent of organisations top management commitment to HRD was seen as a strength.
8. However, in less than 10 per cent of the organisations HRD department was perceived as a strength.

Thus about seven years ago when HRD practices were being strengthened in organisations, there was a lot desired on the part of HRD departments and their functioning. In the last few years many more developments have taken place. The importance given to the HRD function in most organisations has gone up visibly.

With the establishment of National HRD Network the HRD literature has been growing. For example upto 1991 at least four books were brought out by the National HRD Network documenting various HRD experiences in the country (Rao et al, 1988, National HRD Network, 1989; Nair and Rao, 1990; and Sinha and Maheswari, 1991). In addition HRD profiles of several organisations and companies were published through the HRD Newsletter. The Confederation of Engineering Industry has constituted HRD groups in different regions to promote HRD. With so many developments taking place in the field of HRD one expects the HRD departments to play a

dynamic and invigorating role in their organisations. One also expects HRD departments to make an impact.

A decade ago very few organisations had HRD departments or formal positions in HRD. In the last few years the HRD function has come to be recognised as an important and distinct function. In some organisations it has an identity of its own and is separate from the Personnel Department. In other organisations this function is being performed by personnel executives themselves. This survey attempts to take stock of how well this function is being performed today in Indian organisations.

Methodology

Questionnaire:

A "Map Your HRD Practice Profile" was developed by the author to help organisations assess the extent to which various HRD activities are being performed well by those in-charge of the HRD function (Rao, 1990). This questionnaire is a 94 item questionnaire. Each item is a specific activity the HRD Department can undertake. The respondents are expected to indicate their assessment of how well that particular activity is being performed at present by the HRD Department. These activities are classified under the following nine categories:

1. Developing a HR philosophy for the organisation and getting the top management committed to it openly and consistently.

2. Keep inspiring the line managers to have a constant desire to learn and develop.
3. Constantly planning and designing new methods and systems of developing and strengthening the HRD climate.
4. Being aware of the business/social/other goals of the organisation and direct all their HRD effort to achieve these goals.
5. Monitoring effectively the implementation of various HRD sub-systems/mechanisms.
6. Working with unions and associations and inspiring them.
7. Conducting human process research, organisational health survey and renewal exercises periodically.
8. Influencing personnel policies by providing necessary inputs to the Personnel Department/top management.
9. Other professional development functions.

The number of activities vary from category to category. Each of the above categories of activities are considered as HRD functions of the departments.

Sample:

This questionnaire was administered to 61 respondents, 30 of them from public sector and another 31 from private sector organisations including one from the cooperative sector. The 30 respondents from public sector were drawn from 12 different organisa-

tions and the 31 from private sector were drawn from 18 different organisations. However, in most cases the respondents were either from different divisions, departments and/or locations and therefore have been treated as independent units. For example, in the public sector there were a number of respondents from SAIL and seven from LIC coming from different plants and locations and/or departments. Similarly there were three respondents from Crompton Greaves from three different plants and locations and those from TELCO were from two different locations etc. In view of this each respondent was treated to form from an independent unit. However, while interpreting the data and trends it may be useful to keep this in mind. The list of organisations is appended.

Data Analysis

The respondents answered each item of the questionnaire using a four point scale where a score of '1' was assigned if the activity is not being performed at all, '2' was assigned if it was rated as being performed inadequately and '3' for adequate performance and '4' for excellent performance. Item-wise mean-scores were computed and percentage giving each response were also computed.

Table 1 gives percentages of respondents rating how well each HRD activity or task is being performed in their organisation. The percentages are given separately for the respondents from public sector and private sector organisations. The mean scores indicate the mean of the ratings using a 1 to 4 point scale. Mean

scores near 4 (above 3.5) indicate excellent performance of that HRD activity. Mean scores around 3 indicate adequate performance of that task and mean-scores below 2 indicate inadequate to poor performance. Tables 2 and 3 present function-wise and organisation-wise scores respectively.

Some Trends in HRD Implementation

A study of the data from Table 1 indicates the following trends:

1. There appears to be more similarities than differences in HRD practices of both the private and public sector organisations.
2. The relatively well performed HRD tasks across the organisations seem to be the following:
 - i) Conducting and improving in-house programme (items 43 and 44).
 - ii) Getting top management involved and committed (items 2 and 8).
 - iii) Conducting periodic discussions with line managers (items 13 and 14).
 - iv) Designing and implementing development-oriented appraisal systems (items 26 and 27).
3. The activities that do not seem to be well performed in most organisations include the following:

- i) Communicating HR philosophy, values and organisational values to all staff and monitoring the practice of these values (items 3, 4, 5, 6 and 7).
- ii) Inter-organisational visits for development (items 19 and 20).
- iii) Facilitating line managers to learn from each other (item 23).
- iv) Analysis of data arising out of performance appraisals and discussing these with line managers (items 30, 31, 32, 33, 34, 35, 36, 37, 39 and 40).
- v) Counselling services for workers (item 41).
- vi) Keeping track of the outstanding work done by the line managers (item 47).
- vii) Post-training follow up activities (item 49).
- viii) Formulating job-rotation and role analysis exercises (item 51 and 52).
- ix) Linking HRD with strategic shifts, turn-around and growth needs (items 62, 63, 64 and 65).
- x) Monitoring HRD implementation (items 67 to 71).
- xi) Working with unions and getting them to be involved in HRD (items 72 to 78).
- xii) Conducting human process research (items 79 to 85).

4. The data also indicates that public sector organisations included in this study seem to do relatively better than the private sector on the following dimensions (a mean score difference of 0.5 is taken as indicative of this).

- i) Getting top management to attend seminars and programmes on HRD or related areas (item 10).
- ii) Conducting orientation workshops on appraisals and other systems to line managers and conducting renewal exercises in appraisals (item 28, 29 and 69).

5. Private sector organisations seem to do relatively better than the public sector organisations studied on the following dimensions:

- i) Establishing communication mechanisms within the HRD departments to facilitate learning from each other (item 25).
- ii) Analysing, facilitating and inhibiting factors from appraisal data and identifying factors affecting performance, communicating these to HODs and providing assistance to line managers in identifying KPAs/KRAs (items 35, 36 and 37).
- iii) Analysing exit-interview, absenteeism and such data to understand human process problems (item 81).

In relation to other items the performance of public and private sector organisations appear very similar.

6. The similarity in performance of the HRD function is also revealed in Table 3 where the overall HRD practice scores are given organisation-wise. In this table the first 30 organisations are public sector and the remaining are private sector. The table indicates that five respondents from public sector got scores above 235 as compared to eight from the private sector.
7. Table 2 indicates that on monitoring the HRD implementation public sector organisations score slightly better than the private sector while the reverse seems to be true on human process research.
8. Table 2 also indicates that human process research, monitoring the implementation of HRD and mobilising unions and associations to play a role in HRD are the functions which are weak. Influencing personnel policies, articulating HR philosophy and getting top management commitment and strengthening HR climate through systems seem to be relatively well performed.

Conclusion

This study is intended to indicate the trends in the effective performance of various HRD tasks by HRD departments and other staff in-charge of HRD. The assessment given by HRD staff from both public and private sector organisations indicates that while

a number of HRD tasks are being undertaken by HRD staff they have a long way to go in the effective implementation of HRD.

The questionnaire and the data presented in this paper could be used by interested HRD managers to periodically review their own and their departments' performance. This questionnaire could be administered to line managers to study their perceptions and improve the performance of HRD departments.

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Table 1

Perception of the Extent to which Different HRD Activities are Performed in Public and Private Sector Organisations

1	Percentage mentioning about the extent to which it is performed today									
	Public Sector					Private Sector				
	Not at all	Inadequately	Adequately	Very Well	Mean	Not at all	Inadequately	Adequately	Very Well	Mean
2	3	4	5	6	7	8	9	10	11	
I. HRD Philosophy and Liaison with Top Management										
1. Developing and articulating HR philosophy for the organization	0	33	50	17	2.83	6	45	36	13	2.55
2. Getting top management commitment to HRD	7	20	57	17	2.83	6	16	48	29	3.00
3. Communicating HR philosophy to all staff	7	67	13	13	2.33	10	61	26	3	2.22
4. Periodically reminding employees about HR philosophy	10	63	23	3	2.20	23	45	32	0	2.10
5. Clarifying organizational values with help of top management.	17	43	30	10	2.33	13	29	45	13	2.58
6. Communicating values to all employees	20	53	20	7	2.13	10	39	42	10	2.52
7. Monitoring the practice of these values	27	53	20	0	1.93	13	61	19	7	2.19
8. Having periodic discussions with top management on HRD practices and implementation	0	40	53	7	2.67	0	23	61	16	2.94
9. Bringing to the notice of top management the HRD practices of other organizations	10	50	40	0	2.30	19	39	32	10	2.32
10. Prompting top management to attend seminars, workshops and programmes relating to HRD or other HRD related topics.	3	33	43	20	2.80	16	48	26	10	2.29
II. Creating Development Motivation in Line Managers										
11. Arranging talks or seminars by outsiders (consultants, professors, other company executives) on HRD and the role of line managers.	10	27	50	13	2.67	13	39	42	6	2.42

	1	2	3	4	5	6	7	8	9	10	11
12. Using in-house news letters to create a learning environment.		7	47	33	13	2.53	27	27	30	16	2.37
13. Conducting in-house discussions and other problem solving sessions.		10	30	50	10	2.60	3	26	42	29	2.97
14. Meeting line managers frequently to understand their concerns and problems.		0	50	30	20	2.70	3	26	45	26	2.94
15. Inviting suggestions from line managers periodically to improve HRD.		17	43	37	3	2.27	16	35	45	3	2.35
16. Experimenting with new HRD methods periodically.		13	50	30	7	2.30	16	45	32	6	2.29
17. Reading books on HRD to learn about practices in other organizations.		7	43	40	10	2.53	7	40	40	14	2.60
18. Leading by personal example practicing what is preached to line managers.		3	37	57	3	2.60	6	23	61	10	2.74
19. Visiting other organizations to learn about practices.		33	37	20	10	2.07	37	33	20	10	2.03
20. Sponsoring line managers to visit other organizations.		43	37	17	3	1.80	40	40	17	3	1.83
21. Using task-forces and committees of line managers for improving processes and systems in the organization.		17	37	40	7	2.37	18	26	45	10	2.45
22. Conducting team building workshops.		17	43	33	7	2.30	20	40	30	10	2.33
23. Facilitating line managers to learn from each other through study circles, learning networks, inter-departmental meetings etc.		28	28	34	10	2.27	23	42	32	3	2.16
24. Understanding self-renewal exercises for the HRD Department itself.		20	57	23	0	2.03	24	46	27	3	2.40
25. Establishing communication mechanisms within the HRD Department that facilitate learning from each other.		10	57	30	3	2.27	16	27	47	10	2.80

	1	2	3	4	5	6	7	8	9	10	11
III. Strengthening HRD Climate Through HRD Systems											
26. Designing development-oriented appraisal systems.	7	17	50	27	2.87	6	32	39	23	2.77	
27. Periodically reviewing the implementation of appraisal systems.	7	31	38	24	2.79	6	35	42	16	2.68	
28. Conducting orientation workshops to line managers on development-oriented appraisals.	10	30	40	20	2.70	24	38	28	10	2.17	
29. Undertaking renewal exercises on performance appraisals through internal task forces or external consultants.	20	20	30	30	2.70	20	50	27	3	2.13	
30. Analysing appraisal data for identifying training needs.	13	43	30	13	2.43	7	30	40	23	2.80	
31. Analysing appraisal data to identify biases in ratings.	33	33	30	9	2.03	24	24	40	13	2.43	
32. Communicating to line managers the trends in appraisal ratings.	52	14	31	3	1.86	27	24	40	10	2.93	
33. Discussing with line managers and heads of departments the training needs emerging from the analysis of appraisal data.	24	45	31	0	2.07	23	23	40	14	2.43	
34. Getting various departments/units/sections to identify their departmental/unit/section training needs.	23	37	40	0	2.17	10	37	47	6	2.50	
35. Analysing annually the facilitating and inhibiting factors identified by appraisees and identifying organizational level and/or departmental level factors affecting employee performance.	53	40	7	0	1.53	27	33	30	10	2.23	
36. Communicating performance analysis results to respective heads (top management and heads of departments/sections/units) to initiate corrective action.	42	42	13	3	1.79	16	27	47	10	2.49	
37. Taking initiative and providing assistance to line managers in identifying KPAs/KRAs/tasks/targets/objectives etc. as a part of performance planning.	20	47	20	13	2.27	10	30	46	13	2.93	

	2	3	4	5	6	7	8	9	10	11
38. Training line managers in the art of conducting performance review discussions/ performance counselling.	27	37	30	7	2.17	23	36	36	6	2.26
39. Identifying appraisee-appraiser pairs that need assistance in conducting performance review discussions and providing help.	47	40	13	0	1.67	41	34	24	0	1.83
40. Training supervisory staff in counselling skills.	40	47	13	0	1.73	29	52	16	3	1.94
41. Establishing counselling services for workers.	49	32	18	0	1.68	21	58	17	3	2.03
42. Preparing a training policy and reviewing it periodically.	7	21	50	21	2.86	13	42	32	13	2.45
43. Conducting in-house programmes.	0	17	55	28	3.10	3	19	48	29	3.03
44. Improving the effectiveness of in-house programmes through constant review with participants and faculty.	3	17	60	20	2.97	10	19	52	19	2.81
45. Identifying potential faculty among line managers.	7	30	50	13	2.70	10	35	35	19	2.64
46. Developing internal faculty from line managers and others.	7	27	53	13	2.73	10	42	39	10	2.48
47. Keeping track of the innovative and outstanding work done by line managers and using it for spreading the learning.	27	47	13	13	2.13	19	48	26	6	2.19
48. Taking to participants returning from external training programme to assess the quality of programmes, learning as well as follow-up support they need for implementation.	20	37	33	10	2.33	10	29	55	6	2.58
49. Post-training follow-up by analysing presentations by the participants and discussing action plans.	23	50	27	0	2.03	23	52	26	0	2.03
50. Circulating reading material for employees.	23	57	13	7	2.03	19	39	35	6	2.29
51. Formulating job-rotation policies and undertaking job-rotation exercises.	24	48	18	10	2.14	46	25	29	0	1.82

	2	3	4	5	6	7	8	9	10	11
52. Conducting role analysis exercises and improving role clarity.	17	66	10	7	2.07	36	40	20	3	1.90
53. Preparing career paths and career development plans.	26	52	22	0	1.96	36	47	16	0	1.80
54. Undertaking potential appraisal and potential development exercises.	43	50	7	0	1.63	16	61	23	0	2.06
55. Improving the communications within the company through newsletters and other media.	0	33	50	17	2.83	10	29	48	13	2.65
56. Undertaking OD and self-renewal exercises organization-wide or in different departments/ units/sections.	21	57	21	0	2.00	23	42	32	3	2.16
IV. Directing HRD Effort to Goals and Strategies of the Organization										
57. Understanding and clarifying business goals of the organization.	10	37	33	20	2.63	3	32	55	10	2.71
58. Understanding and clarifying strategies planned by the organization to achieve the goals.	17	30	47	7	2.43	3	37	53	7	2.63
59. Clarifying the social objectives of the organizations.	10	40	10	10	2.50	19	45	23	13	2.29
60. Contributing to the strategies to be adopted by the organization to achieve goals.	17	30	50	3	2.40	13	23	61	3	2.55
61. Shaping HRD philosophy to suit the goals and strategies.	7	57	37	0	2.30	10	58	29	3	2.26
62. Providing inputs relating to people whenever strategic shifts are made.	23	57	20	0	1.97	19	45	32	3	2.19
63. Developing HRD plans to suite diversification and other important decisions.	25	46	25	4	2.07	16	55	23	6	2.19
64. Identifying sick, loss-making or poor performance units/departments/sections and conducting diagnostic exercises.	37	40	23	0	1.87	25	38	31	7	2.21

	1	2	3	4	5	6	7	8	9	10	11
65. Working with the top management of these units/departments to improve their performance through human process interventions.	40	50	10	0	1.70	23	43	30	3	2.13	
66. Assisting top management in organizational revivals or renewals.	17	50	30	3	2.20	13	42	45	0	2.32	
V. Monitoring HRD Implementation											
67. Designing questionnaires for monitoring the effectiveness or effective implementation of various systems.	23	43	30	3	2.13	30	50	17	3	1.93	
68. Use of task forces for implementation and monitoring.	20	37	37	7	2.30	26	55	19	0	1.93	
69. Conducting orientation workshops for different HRD systems.	10	53	37	0	2.27	35	52	13	0	1.77	
70. Conducting review workshops/meetings for different HRD sub-systems.	17	63	20	0	2.03	35	45	19	0	1.84	
71. Using unconventional methods of monitoring HRD systems.	37	40	20	3	1.90	45	32	19	3	1.81	
VI. Inspiring Unions and Associations											
72. Clarifying the role of unions/associations in ensuring employee development and quality of work life.	23	38	35	4	2.19	17	27	47	10	2.50	
73. Training union/association leaders on their HRD roles through workshops/seminars (internal or external).	42	42	11	4	1.77	33	43	17	7	1.97	
74. Working with union/association leaders and inspiring them to initiate HRD/QWL activities for employees.	38	46	15	0	1.77	33	42	20	3	1.93	
75. Diagnosing organizational health and work conditions through surveys of workers and their perceptions.	32	32	36	0	2.03	38	34	17	10	2.00	
76. Conducting personal growth and such other training programmes for unionised categories of employees.	32	43	18	7	2.00	28	41	24	7	2.10	
77. Conducting worker education programmes for better family and work life.	37	22	37	3	2.07	21	34	34	10	2.35	

	1	2	3	4	5	6	7	8	9	10	11
78. Involving union/association leaders in various HRD activities/decisions.		27	46	27	0	2.00	31	45	21	3	1.97
VII. Human Process Research											
78. Conducting surveys of learning environment and HRD climate in the organization.		33	43	17	7	1.97	31	34	34	0	2.03
80. Studying human processes and problems through surveys.		47	47	7	0	1.60	38	38	21	3	1.89
81. Analysing exit-interview, absenteeism, leaves and such other data for understanding human processes and problems.		33	40	27	0	1.93	13	37	43	7	2.43
82. Studying leadership styles and other human processes.		33	50	17	0	1.83	23	53	20	0	2.03
83. Providing feedback to employees on survey results.		47	40	10	3	1.70	31	38	24	7	2.07
84. Conducting stress audit and stress research.		76	24	0	0	1.24	61	32	7	0	1.46
85. Conducting communications research.		56	41	3	0	1.48	57	39	4	0	1.46
VIII. Influencing Personnel Policies											
86. Providing inputs for formulating rewards and recognition policies.		20	37	40	3	2.27	13	20	60	7	2.60
87. Helping in formulating promotional policies that create a positive climate (healthy competition etc.)		13	37	43	7	2.43	13	33	47	7	2.47
88. Helping in formulating personnel policies (transfers, leaves, perks, increments, work conditions etc.) that enhance employee motivation and contribute to good quality of work life.		13	30	50	7	2.50	7	45	41	7	2.48

	1	2	3	4	5	6	7	8	9	10	11
89. Bringing to the notice of top management or personnel department how the organizational policies are affecting employee motivation and development.	23	37	30	40	2.27	7	38	48	7	2.55	
90. Working collaboratively and hand-in-hand with the personnel department.	3	43	27	27	2.27	10	28	55	7	2.59	
IX. Others											
91. Networking with HRD staff of other organizations and learning from them.	33	43	20	3	1.93	28	48	21	3	2.00	
92. Participating in the activities of professional bodies like the National HRD Network, ISTD, NIPN, ISABS, ISISD and the like to keep in touch with new developments.	13	20	57	10	2.63	7	47	40	7	2.47	
93. Preparing development plans for HRD staff and implementing them.	23	30	47	0	2.23	11	57	29	4	2.25	
94. Periodically undertaking self-renewal exercises for the HRD staff and the department.	17	50	30	3	2.20	21	50	25	4	2.11	

Table 2

Mean Scores Indicating how Well Different HRD Functions are Being Performed in Public and Private Sector Organisation

Sr. No.	HRD Function	Mean of the points assigned by respondents from		
		Public Sector	Private Sector	Means of two means
1.	Articulating HRD philosophy and liaison with top management	2.44	2.47	2.455
2.	Creating development motivation in line managers	2.35	2.45	2.40
3.	Strengthening HRD climate through HRD systems	2.26	2.35	2.305
4.	Directing HRD effort to goals and strategies of the organisation	2.21	2.35	2.28
5.	Monitoring HRD implementation	2.13	1.86	1.995
6.	Inspiring unions and associations	1.98	2.12	2.05
7.	Conducting human process research	1.68	1.91	1.795
8.	Influencing personnel policies	2.45	2.54	2.495
9.	Others including self-renewal and professional development of HRD staff	2.25	2.21	2.23

Table 3

Overall points obtained by each organisation/unit across the 94 HRC practice items (maximum possible score is 376 and minimum 94. For the purpose of this calculation no response was taken as '0').

Sr. No.	Organisation	Total Points	Sr. No.	Organisation	Total Points
1.	PS 1 Location 1	224	21.	PS 5 Location 2	157
2.	PS 1 Location 2	263	22.	PS 6 Location 1	218
3.	PS 1 Location 2	264	23.	PS 6 Location 1	198
4.	PS 1 Location 2	262	24.	PS 6 Location 2	178
5.	PS 1 Location 3	227	25.	PS 7	200
6.	PS 1 Location 1	224	26.	PS 8	166
7.	PS 1 Location 4	223	27.	PS 9	192
8.	PS 1 Location 5	217	28.	PS 10	200
9.	PS 2 Location 1	188	29.	PS 11	283
10.	PS 2 Location 2	121	30.	PS 12	240
11.	PS 2 Location 3	192	31.	Priv. Location 1	221
12.	PS 2 Location 4	205	32.	Priv. 1 Location 1	203
13.	PS 2 Location 5	219	33.	Priv. Location 1	177
14.	PS 2 Location 6	209	34.	Priv. 2 Location 2	231
15.	PS 2 Location 7	135	35.	Priv. 3	283
16.	PS 3 Location 1	218	36.	Priv. 4	319
17.	PS 3 Location 2	164	37.	Priv. 5	211
18.	PS 3 Location 3	222	38.	Priv. 6 Location 1	252
19.	PS 4	203	39.	Priv. 6 Location 2	258
20.	PS 5 Location 1	170	40.	Priv. 6 Location 1	258

Sr. No.	Organisation	Total Points
41.	Priv. 7	199
42.	Priv. 8	201
43.	Priv. 9	216
44.	Priv. 10	252
45.	Priv. 11	198
46.	Priv. 12	196
47.	Priv. 13 Location 1	192
48.	Priv. 13 Location 1	151
49.	Priv. 13 Location 1	203
50.	Priv. 13 Location 1	186
51.	Priv. 14	174
52.	Priv. 15	191
53.	Priv. 16	184
54.	Priv. 17	174
55.	Priv. 18	280
56.	Priv. 19 Location 1	209
57.	Priv. 19 Location 1	183
58.	Priv. 20	239
59.	Priv. 16	157
60.	Priv. 17	139
61.	Priv. 18	231
