



Dear Friend,

The main purpose of this questionnaire is -

- to obtain information about current performance appraisal practices in Indian organisations,
- to do an in-depth examination of such practices in selected organisations and
- to evolve guidelines for improving the effectiveness of current appraisal practices.

I look forward to your frank opinions to make the study truly objective and useful.

I assure you that the identity of the respondents will be kept confidential and the identity of the organisation will not be disclosed.

Thanking you,

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PERFORMANCE APPRAISAL EVALUATION QUESTIONNAIRE

1. For what purpose (s) are the formal appraisal currently used, in actual practice in your organisation ? (Please tick the appropriate alternative (s)).
 - i) Salary Progression
 - ii) Special Rewards
 - iii) Promotions
 - iv) Placement and Transfer
 - v) Training and Development
 - vi) Managerial manpower planning, succession planning and career planning
 - vii) Demotion, Early Retirement or Termination
 - viii) Review of effectiveness of selection methods
 - ix) Review of effectiveness of training and development
 - x) Any other

2. Please rank in order of importance the purpose for which appraisal reports are used , in actual practice (1 for most important and 9 for least important. Please do not repeat the same rank)
 - i) Salary Progression
 - ii) Special Rewards
 - iii) Promotions
 - iv) Placement and Transfer
 - v) Training and Development
 - vi) Managerial manpower planning, succession planning and career planning
 - vii) Demotion, Early Retirement or Termination
 - viii) Review of effectiveness of selection methods
 - ix) Review of effectiveness of training and development
 - x) Any other

3. What is the basic thrust of the appraisal system currently in vogue ? (Please tick the appropriate alternative (s)).
 - i) Performance
 - ii) Personality traits
 - iii) Managerial skills
 - iv) Any other

4. Does your performance appraisal system provide for clear and agreed targets ? (Please tick any one).
 - i) No prescribed system but known to people
 - ii) Fixed targets for production and sales personnel
 - iii) Prescribed system for individual targets

- 4 A. Are you satisfied with it ? (as given in question no 4)

Yes No

5. Does the performance appraisal system require every employee to undertake an exercise of identifying key performance areas or key result areas or any other form of setting targets or objectives ?

Yes No

6. Does the performance appraisal system require or have provision for the department to set their objectives / targets ?
 Yes No
7. How are the targets / objectives for individual managers determined ? (Please tick the appropriate alternative (s)).
 i) The superior determines and communicates
 ii) The superior determines and obtains agreement of subordinates
 iii) Some discussion takes place between superior and subordinates
 iv) Objectives are determined jointly between superior and subordinates
 v) Subordinate set their own targets and seek approval of superiors
- 7 A. Are you satisfied with it ? (as given in question no. 7)
 Yes No
8. What sources of information are used by appraisers to judge the performance of a subordinate ? (Please tick the appropriate alternative (s)).
 i) Periodic reports
 ii) Superior's memory
 iii) Discussion with subordinates and other managers
 iv) Self appraisals by subordinates
- 8 A. Are you satisfied with it ? (as given in question no. 8)
 Yes No
9. Are the personality traits and managerial skills defined in the system to ensure that all appraisers understand and interpret the factors in the same manner ?
 Yes No
10. Do you think that the personality traits and the managerial skills included in the system are relevant to managerial performance ? (Please tick any one)
 i) All are relevant
 ii) Some are relevant
 iii) Quite a few are not relevant
 iv) Not sure
11. How are personality traits and managerial skills judged ? (Please tick the appropriate alternative (s)).
 i) Superior's judgement depending on his memory
 ii) Superior maintains record of critical incidents
 iii) Superior discusses with peers
 iv) Superior discusses with his superiors
 v) Superior discusses with concerned subordinates
12. What factors are taken into account for arriving at the overall rating ? (Please tick the appropriate alternative (s)).
 i) Targets / objectives / tasks accomplished
 ii) Personality traits and managerial skills
 iii) Extraneous factors

- 12 A. Is any weightage assigned to the above ? (as given in question no. 12)
 Yes No
13. What measures are taken to ensure application of reasonably uniform standards of rating in different departments ? (Please tick the appropriate alternative (s)).
- i) System of moderation by a committee
 - ii) Training of appraisers
 - iii) Detailed instructions on the subject
 - iv) Scrutiny by personnel / HRD department
 - v) Forced distribution (i.e. appraisers are required to give different gradings to stipulated percentages of employees)
 - vi) Use of stastical device for adjustment of consistent tendencies to overvalue or undervalue the appraisee
14. In case of joint responsibility (eg. services like finance, maintenance, personnel etc.) how is joint appraisal done ? (Please tick any one).
- i) First by reporting officer and then by supervisor
 - ii) First by functional manager and then by Heads of Department
 - iii) Jointly by both supervisors and reporting officers
 - iv) Separately by the two and coordinated by reviewing officer
- 14 A. Do you feel satisfied with this type (as in question no. 14) of system ?
 Yes No
15. When you appraise your subordinate (s) are you aware about his ratings / appraisals in the last performance appraisal ?
 Yes No
16. When you are appraising your subordinate, do you take into account the ratings that he receive last time ?
 Yes No
17. When you are appraised, does your superior take into account the ratings you received during your last appraisal ?
 Yes No
18. If your answer to question no. 17 is "yes", please tell us whether that affected your current rating ?
 Yes No
19. If your answer to question no. 17 is "no", do you think that it should have taken into account ?
 Yes No

20. What safeguards are built into the system against aberration / errors of individual appraiser's judgement ? (Please tick the appropriate alternative (s)).
- i) Review appraiser's superior
 - ii) Detailed scrutiny by personnel / HRD department
 - iii) Appeal
 - iv) Appraiser to provide tangible evidence
21. At what frequency is the appraisal done ? (Please tick any one).
- i) Annually
 - ii) Six monthly
 - iii) Quarterly
 - iv) As and when required
22. Is there a separate component to determine potential of the appraisee ?
- Yes No
23. What separate components are taken into account to determine potential appraisal ? (Please tick the appropriate alternative (s)).
- i) Performance on present assignment
 - ii) Personality traits and managerial skills
 - iii) Qualifications
 - iv) Unused knowledge / skills
 - v) Past experiences
 - vi) Age
24. Does the system provide for determination of training and developmental needs ?
- Yes No
25. How are training and developmental needs determined in your organisation ? (Please tick the appropriate alternative (s)).
- i) Supervisor's judgement
 - ii) Based on demonstrated strengths and weaknesses
 - iii) Discussed with reviewing authority
 - iv) Discussed with appraisee
 - v) No systematic method
- 25 A. Are you satisfied with it ? (as given in question no. 24)
- Yes No
26. What kind of training and development efforts are usually recommended ? (Please tick the appropriate alternative (s)).
- i) Training course
 - ii) Job rotation
 - iii) Job enlargement
 - iv) Special assignments
 - v) Attachment to superiors
 - vi) On the job coaching by superior
 - vii) Counselling
 - viii) Guidance for self development

27. To what extent, in actual practice, are appraisal reports used for training and development plans and decisions ? (Please tick any one).
- i) Almost always
 - ii) Ocassionally
 - iii) Never
28. What weightage is given to performance appraisal in deciding on promotions ? (Please tick any one).
- i) Promotions decided on performance appraisal reports
 - ii) Considerable weightage is given
 - iii) As one of the relevant factor
 - iv) Hardly any weightage is given
- 28 A. Are you satisfied with it ? (as given in question no. 27).
- Yes No
29. Who does the appraisal ? (Please tick the appropriate alternative (s)).
- i) Immediate supervisors
 - ii) Supervisor's superior
 - iii) A committee of superiors
 - iv) Self appraisal
 - v) Subordinates
30. Who normally reviews the appraisal ? (Please tick the appropriate alternative (s)).
- i) None, the appraiser's report is final
 - ii) Immediate superior of the appraiser
 - iii) A committee of the superiors
 - iv) Top management group
 - v) The chief executive
31. What methods do the reviewing authorities use ? (Please tick any one).
- i) Review is a formality, the reviewing authorities normally endorse whatever the appraisers report
 - ii) The reviewing authorities enter their own comments and make changes, as they may think necessary, without consulting the appraisers
 - iii) The reviewing authorities normally discuss with the appraisers all the doubtful or controversial entries or evaluation before recording their own final views
 - iv) The reviewing authorities, invariably, discuss the final result with the appraiser
- 31 A. Are you satisfied with it (as given in question no. 31).
- Yes No
32. Does the performance appraisal system provide for a performance review discussion ?
- Yes No

33. Who participate in the performance review discussion ? (Please tick any one).
- i) Appraisee and reporting officer
 - ii) Appraisee and the reviewing officer and HRD / Personnel manager
34. In what manner are the appraisal reports communicated to or discussed with the appraisees, if at all, in your organisation ? (Please tick any one).
- i) Appraisal report is confidential, no communication
 - ii) Only adverse comments are communicated
 - iii) Superiors discuss the report with subordinates sometimes
 - iv) Superior always discusses the report at the end of appraisal
- 34 A. Are you satisfied with it (as given in question no. 34).
- Yes No
35. Is counselling an essential part of the appraisal process in your organisation ?
- Yes No
36. Who give performance counselling to the employee ? (Please tick any one).
- i) Immediate supervisors
 - ii) Superior of the supervisors
 - iii) HRD / Personnel specialist
 - iv) Committee of superiors
 - v) External expert
 - vi) Not practiced in the company
37. Do you practice M.B.O. (Management By Objective) in your organisation ? (Please tick any one).
- i) Yes
 - ii) Not practiced as a formal discipline but it is used
 - iii) No
 - iv) Not applicable
38. What are the linkages of appraisal system with MBO in your organisation ? (Please tick any one).
- i) Directly and intimately linked
 - ii) The focus of appraisal is not MBO
 - iii) MBO data is indirectly used for appraisals
 - iv) Avoid MBO influencing appraisals
39. What role do the personnel / HRD functionaries play in the operation of the appraisal system in the organisation ? (Please tick the appropriate alternative (s)).
- i) Have no role to play
 - ii) Maintain records
 - iii) Coordinate the system
 - iv) Scrutinize all appraisals
 - v) Advise operating managers on appraisals
 - vi) Review working of the system
 - vii) Assist in training appraisers

40. Would you like the personnel / HRD functionaries to continue to play their roles as at present ?
 Yes No
41. Would like personnel / HRD functionaries to be involved in aspect of the development or operation of the system, in which they are not involved at the moment ?
 Yes No
- 41 A. What other areas in which you would like the personnel / HRD functionaries to be involved (in any aspect of the development or operation of the system) in which they are not involved at the moment ? (Please tick the appropriate alternative (s)).
- i) Have no role to play
 - ii) Maintain records
 - iii) Coordinate the system
 - iv) Scrutinize all appraisals
 - v) Advise operating managers on appraisal
 - vi) Review the working of the system
 - vii) Assist in training of the appraisal
42. Has your organisation ever used external consultants for developing / improving and implementing an appraisal system ?
 Yes No
- 42 A. The areas in which your organisation use external consultants for developing / improving and implementing the appraisal system ? (Please tick the appropriate alternative (s)).
- i) In developing the system
 - ii) In revising the system
 - iii) In training of appraiser
 - iv) In developing counselling skills
43. Does your organisation train the appraiser before the actual appraisal is done ?
 Yes No
44. What do you thin are the problems with the present system and the current practices in your organisation ? (Please tick the appropriate alternative (s))
- i) No serious problem
 - ii) Appraisals have lost meaning
 - iii) System is unsatisfactory
 - iv) Wide variation in agreed standards of performance
 - v) Appraisers lack ability to obtain relevant information
 - vi) Appraisers lack to clearly narrate facts and describe in qualitative terms
 - vii) Appraisers have ulterior motives, aims and prejudices
45. Are you satisfied with the present appraisal system in your organisation ? (Please tick any one).
- i) Yes, entirely
 - ii) Yes, reasonably
 - iii) Yes, but there is a scope for improvement
 - iv) System is OK, but implementation needs change
 - v) System needs thorough review

46. Do you think that the managers at different levels in your organisation are, by and large, satisfied with the present system and practices ? (Please tick any one).
- i) Yes, by and large
 - ii) No, there is much dissatisfaction
 - iii) There is considerable dissatisfaction
 - iv) No formal appraisals
 - v) Not quite sure
47. How important do you think is sound appraisal system from the point of view of effective management development at this stage in your organisation ? (Please tick any one).
- i) Extremely important
 - ii) Very important
 - iii) Quite important
 - iv) Not so important

Name (Optional) : _____ Age : _____

Organisation : _____ Department : _____

Total length of service (in years) : _____

Length of service in the present organisation (in years) : _____