

A P P E N D I X I

Dear Sir/Madam,

I, the M. Phil. student of Shivaji University, Kolhapur, has undertaken the research in your organisation on the topic entitled, "A Critical Evaluation of Performance Appraisal in Selected Industrial Organisations".

You will find here some questions related to the said topic. Against each question, answer is given YES or No. You are requested to read the question carefully and put the tick mark (✓) either of the answer whichever you feel correct.

I humbly request you to furnish me the required information as given in the questionnaire and it shall be used to the research purpose only.

Expecting your full co-operation.

Thanking you,

DATE

Yours faithfully,

(U. H. Arahunasi)

RESEARCH FELLOW

QUESTIONNAIRE TO THE APPRAISER

NAME :

DEPARTMENT :

LENGTH OF SERVICE :

1. Which method are you following to appraise the performance of your employee ?
2. How frequently are you conducting the performance appraisal system ?
3. Do you take into account the previous performance for appraising the present performance ? YES / NO
4. Do you change the performance appraisal system from time to time ? YES / NO
5. Is the performance appraisal system same for all jobs in the organisation ? YES / NO
6. Do you find the favourable attitude of employees towards the existing performance appraisal system ? YES / NO
7. Does the existing performance appraisal system improve your employees' job performance ? YES / NO
8. Do you reward the deserving employees ? YES / NO
9. Do you find consistency in employees' job performance ? YES / NO
10. Do you think performance appraisal system is a problem solving system ? YES / NO
11. Should every promotion be made on performance appraisal basis ? YES / NO



12. Do you think performance appraisal system prevents the burden of close supervision and control ? YES / NO
13. Does the existing performance appraisal system is an accurate measurement of employee performance ?
YES / NO
14. Does the performance appraisal form is the recommendation to increment and promotion ? YES / NO
15. Does the performance appraisal system help to effective salary planning and promotion ? YES / NO
16. Do you encourage the ideas and suggestions of your employee regarding the improvement of the existing performance appraisal system ? YES / NO
17. Do you communicate the performance of employee after appraising his/her performance ? YES / NO

QUESTIONNAIRE TO THE APPRAISEE

NAME :

DEPARTMENT :

LENGTH OF SERVICE :

1. Are you satisfied with the existing performance appraisal system ? YES / NO
2. Do you take an active participation in the performance appraisal system ? YES / NO
3. Does the performance appraisal system provide you the opportunity to make decision regarding the job ? YES / No
4. Do you get an opportunity to use your special skills and abilities ? YES / NO
5. Can you work effectively without close supervision ? YES / No
6. Does the performance appraisal help in effective salary planning and promotion ? YES / No
7. Does the performance appraisal system improve your job Performance ? YES / NO
8. Do you think that the performance appraisal system is a problem solving system ? YES / NO
9. Do you think that the performance appraisal system prevents the burden of close supervision and control ? YES / NO

10. Has the system made any positive influence on the prestige of your job ? YES / No
11. Does your appraiser consider your behaviour outside the organisation while appraising your performance ? YES / NO
12. Do you appraise your performance before being appraised by your superior ? YES / NO
13. Does the company impart the training about the performance appraisal system ? YES / NO
14. Do you have the freedom to express the grievances in your job ? YES / NO
15. Do you get the reward for good performance ? YES / NO
16. Do you get an opportunity for double promotion on your good performance ? YES / NO
17. Do you think the performance appraisal system helps you to build up a good personality ? YES / NO
18. Are you aware of performance appraisal system ? YES / NO
19. Do you see any need for improvement in the existing performance appraisal system ? YES / NO
20. Do you make suggestions to your appraiser regarding the improvement in the system ? YES / NO
21. Does your appraiser invite your suggestions ? YES / NO
22. Do you think the existing performance appraisal system is fair and accurate to measure your performance ; YES / NO

A P P E N D I X II

CONFIDENTIAL

PERFORMANCE APPRAISAL FORM

THE MYSORE KIRLOSKAR LIMITED, UNIT II SATTUR, DHARWAD

ANNUAL PERFORMANCE APPRAISAL

TO :

(Supervisory and Junior Management

NAME :

Personnel upto Asst. Manager Level)

DEPT. :

The particulars of Sri.

C. No.

is furnished hereunder. His performance for the year 198 is to be objectively assessed by you personally. This form should be filled up without any references to increment or promotions in view. The duly form should be returned to the undersigned within 6 days.

DATE :

PERSONNEL OFFICER

PARTICULARS :

NAME :

DEPT. :

CARD NO. :

DATE OF JOINING

PRESENT BASIC :

TOTAL EXP. IN Co.

PRESENT GRADE & SCALE

PREVIOUS EXP.

ACADEMIC QUALIFICATIONS

WORK PERFORMANCE RECORD

TO BE FILLED IN BY APPRAISER

PRESENT WORK ASSIGNMENT

EXTRA CURRICULAR ACTIVITIES

APPRAISAL FACTOR

40

.....RATING..... 100

GIVE CONSIDERATION TO SUCH DETAILS AS

V. PR POOR FAIR GOOD V. GD XLNT.

PERFORMING ABILITIES

1. Output/planned schedules

Ability to plan & programme the work of the unit and individual assignments. Follow up actions on bottlenecks coping with absenteeism. priorities assigned to task. Flexibility. Consistency. Knowledge of job & expected results per plan.

2. Quality / specifications

Interest & pride in maintaining expected quality levels, clarity of quality ideas given to men. Pattern of rejects, reworks, errors & wastes. Efforts to remove causes of quality defects. Reliability in assuring stated quality standards.

3. Cost knowledge & cost consciousness

Understanding of unit costs & total costs in relation to activity levels. Control over wastes & overheads. Cost reduction efforts. Reliability of cost data & information given to others.

4. Economy of resource utilisation

Ability to meet I.E. Standards: man & machine utilisation, material yields, waste & scrap allowance. Pattern of OT work in the unit. Level of unit performance.

5. Care & maintainance
of Co. property

Care & planning for upkeep of machinery, plant & equipment, tools, grounds & yards. Preventive approach to lost time due to breakdowns & emergencies. Loss of tools & parts. Repairs, overhauls, rebuilding.

6. Accuracy of record
& Communications

Care & promptness in the collection & reporting on data, accuracy, relevance & timeliness of reports, readiness with which needed data are made available.

7. Use of current data
for control action

Timeliness & promptness in the use of real time data for corrective control action & reliability. Perception of trend & early warning signals in likely trouble areas.

PEOPLE

8. Handling of employee
Grievances

Attitude towards resolving personal problems of workers. Approach to & fairness in handling grievances. Equitable implementation of employee relation policies. Frequency of upward references for guidance.

9. Ability to train & guide
others

Ability to communicate with, instruct & train men on the job. Time & personal attention given to training men. Ability to trust & delegate responsible work.

10. Interpersonal relations

Accessibility. Sociability. Ability to maintain discipline & yet permit discretionary behaviour among men. Mutual respect & acceptance commanded. Sensitivity & empathy

Any other factors unique to this position.

POLICIES & PRACTICES

11. Understanding of operating policies & procedures

Knowledge & accuracy of interpretation of written or implied policies, procedures & methods of operation & administration of the unit. Creating understanding in others about them. Improvement, initiative.

12. Adherence to standing operating policies & procedures

Willingness & ability to adhere & enforce operating policies, procedures, work rules & methods. Consistency in their use & owning responsibility for consequences.

13. Improvement of operating policies & procedures

Willingness & ability to suggest improvements in operating policies, procedures, work rules & methods. Acceptance of change in methods & procedures. Graceful participation in implementing changes in them,.

PERSONAL QUALITIES

14. Cooperation with others

Willingness & ability to give assistance to others in joint effort, to work with fellow supervisors in team work & take the needed initiative to foster teamwork with others. Flexibility in emergencies.

15. Loyalty & dependability

Interest in the present job & commitment to make it a career job in the company. Attitude towards management & Co. spreading rumours & indulging in small talks. Projecting good image & public relations.

16. Decision making ability

Promptness, consistency, precision & use of facts in & approach to making decisions. Owning consequences of decisions. Ability to pre-sell the need for decision & enlisting participation to implement.

17. Maturity of judgement

Range & maturity in perceiving given situations. Assumptions & consistency in making judgement. Preferred value system in behaviour. Bias, prejudice, equity, fair play & justice in judging/trating others.

RESPONSIBILITIES

18. Knowledge of job responsibilities

Familiarity with & clarity of understanding of job objectives, performance, expectations & the specific & common responsibilities of this job - Does he know?

19. Fulfilment of job responsibilities

Personal abilities, pride & concern for the predictable fulfilment of job responsibilities & their effectiveness. The way job experience has been utilised for personal growth & development - Can he do?

20. Attitude towards job responsibilities

Readiness & grace with which job responsibilities or changes in them are taken & fulfilled. Sense of commitment & concern to show results - Does he care to do?

Any other factor unique to this position

Strong points worthy of
special mention :

Suggestions for mutually
beneficial utilisation
of the strengths

Inadequacies to be
remedied

Can be made by To be made good
good by the by own efforts
Co. through through

Special observations on health, personal habits or character which
may come in the way of development or utilisation of strengths or
capacity for work and act as barrier to promotion :

Based on this appraisal, the employee on the present job is :
(Circle one)

	POOR	FAIR	GOOD	V. GOOD	EXCELLENT	OUTSTANDING
SCORE	40 -45	50-55	60 65	70 75	80 85	90 95 100

Appraised by :

DATE

RECOMMENDATIONS (If any) (Attach additional detailed justification
sheet)

Signature of Appraiser

Forwarded by :

DATE

RECOMMENDATIONS (If any)

Signature of Division of Head

PERFORMANCE APPRAISAL FORM

WALCHANDNAGAR INDUSTRIES LIMITED, TIWAC DIVISION, DHARWAD

1. a) NAME :
- b) SELECTION :
- c) DATE OF JOINING
- d) DESIGNATION :
- e) SALARY :
2. a) Last promotion granted on
- b) Special increment granted in years :
- c) Special award/appreciation certificate
 received in last 3 year

3. ATTENDANCE RECORD

- a) Attendance details

YEAR	ESI	LWP	ABSENT	NO. OF GATE PASSES
1991				
1990				

- b) No. of occasions attendance bonus
 earned in last 2 years

4. WORK ABILITY

- a) Ability to set the machine/tools
 independently
- b) Ability to read and understand
 drawings

- c) Rate of output of work as compared to norms in case of direct workers and against estimate in case of indirect workers
- d) Approach towards job and instances of tool/machine breakages

5. WORK APTITUDE

- a) Ability to use instruments like Verniers, Micrometers, Dial Indicators, etc.
- b) Quality level of output
- c) Consumption of direct and indirect materials
- d) Any suggestions made leading to improvement in quality in last 3 yrs.
- e) Willingness to take up additional work/responsibilities
- f) Attitude towards supervisors and co-workers
- g) Any other

6. RECOMMENDATIONS

- a) Increment : Normal / Special
- b) In case of special increments, the amount

- c) Promotion
- d) Justification for above recommendation

Name & Designation of
the recommending person

SIGNATURE
DATE

7. REVIEW

(To be done by Departmental Incharge)

Name & Designation of
Reviewing Officer

SIGNATURE
DATE

8. REVIEW OF PERSONNEL RECORD

MANAGER PERSONNEL & ADMN.

- 9. a) Granted increment of Rs. w.e.f.
- b) Promoted as w.e.f.
- with Basic Salary/Wages of Rs. per month.

DATE

ASST. GENERAL MANAGER