APPENDIX
APPENDIX - A

(a) INTERVIEW SCHEDULE FOR PERSONNEL MANAGER / OFFICER

1) Name of the Company with full address
   a) Fax No. : 
   b) Tel No. : 
   c) Email No. : 
   d) Web Site : 
   e) Address of Head Office
      i) Fax No. : 
      ii) Tel No. : 
      iii) E-mail : 
      iv) Web-site : 

2) Name of the group : 

3) Year of Establishment (in Ahmednagar District) : 

4) Total number of employees : 

5) Types of Employees : 
   1) Officers : 
   2) Other Official Staff : 
   3) Employees / Workers : 
      i) Skilled : 
      ii) Semi-skilled : 
      iii) Unskilled : 
iv) Others

6) Does your Company follow the P. A. system for the employees / staff?

Yes ☐ No ☐

If No, Please give the reason

__________________________________________________________________________________

__________________________________________________________________________________

If yes, which methods followed for P.A.

__________________________________________________________________________________

__________________________________________________________________________________

<table>
<thead>
<tr>
<th>Methods of P.A.</th>
<th>For Officers</th>
<th>For Staff</th>
<th>For Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>A) Traditional Methods</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>i) Straight Ranking Method</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>ii) Man to man comparison method</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>iii) Grading</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>iv) Graphic Rating Scales</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>v) Forced choice Description method</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>vi) Check lists</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>vii) Free from Essay-method</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>viii) Critical incidents</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>ix) Group Appraisal</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>x) Forced Distribution method</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
<tr>
<td>xi) Fied Review method</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
<td>☐ ☐ ☐</td>
</tr>
</tbody>
</table>
B) Modern Method

1) Assessment Centre

2) Appraisal by Result or Management by Objectives (MBO)

3) Human Assets Accounting Method (HAA)

C) Any other Method

Please give the name of the new method / Techniques

7) Is performance appraisal applicable to all the employees?

Yes [ ] No [ ]

If No, to whom is it? And Why?

1) HOD
2) Officer
3) Staff
4) Employees / Workers

8) What is the period for performance Appraisal?

i) Quarterly [ ] ii) Half yearly [ ]

iii) Annually [ ] iv) Other [ ]

9) Who appraises the employees?

a) Senior Officers [ ] b) Other Agency [ ]

10) What parameters are used for performance of appraisal?

1) ____________________________

2) ____________________________

3) ____________________________

4) ____________________________
11) How grading is done?
   1) 5 Ranking Scale  
   2) A to F Grade
   3) One to Three Point
   4) Other

12)a) If the appraisee has any complaint regarding his / her grading, what is the method used for his grievance redressal?

b) Are you satisfied with grievence redressal system in your company?
   Yes  
   No
   If no, why?

13) If the appraisee gets lower grades does he / she has a chance to improve upon his performance and how?
   Yes  
   No

14) How much time is allotted for improvement?
   i) Quarter  
   ii) Six months
   iii) Year  
   iv) Other

15) Is such employee given special time for training?
   Yes  
   No
If yes, what is the nature of his training?

16) Who bears the Training Cost?
   a) Employee □  b) Company □  c) Trade union □

17) How many employees have been sacked for lower performance in the performance appraisal programme?

18) Has the performance appraisal scheme benefited to the company?
   Yes □  No □
   If yes, How?
   i) Improvement in efficiency □  ii) Less Absenteeism □  iii) Others □

19) Is there group appraisal system in your company?
   Yes □  No □
   If yes, what is its nature?
   __________________________________________________________
   If No, Why?
   __________________________________________________________

20) Is there any self – appraisal system in your company?
   Yes □  No □
   If yes, what is its nature?
   __________________________________________________________
   If No, why?
   __________________________________________________________
21) Can you say that your employees are satisfied with your performance appraisal?

Yes □ No □

22) Is there any link between performance and promotion?

Yes □ No □

If yes, what is the nature of increment?

a) Higher grade □ b) Extra increments □ c) Other □

23) After promotion if the performance of the employee is poor, can you demote him?

Yes □ No □

If no, why?

________________________________________________________________________

24) Do you feel that your performance appraisal system is effective or is it defective, what are the defects?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

25) What measures do you feel to suggest for the improvement of your performance appraisal system?

________________________________________________________________________

________________________________________________________________________

26) Do you follow human asset accounting method?

Yes □ No □

If yes, is it linked with performance appraisal?

________________________________________________________________________
27) Can you say that promotion policy and performance of the employees are interlinked?

Yes  □  ,  No  □

If yes, what is its nature?

If Not, why?

27) Does the policy of granting promotion increases the labour productivity?

Yes  □  ,  No  □

GENERAL INFORMATION

29) Please give in the brief the highlights of your company.

__________________________________________________________

__________________________________________________________

__________________________________________________________

30) How to evaluate the job performance of your staff/employee?

__________________________________________________________

__________________________________________________________

__________________________________________________________

31) What are the basis of promotional policies?

__________________________________________________________

__________________________________________________________

__________________________________________________________

32) Explain the organizational chart for promotion policy?

__________________________________________________________
33) What are the merits of these performance appraisal system?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

34) What are the drawbacks of these performance appraisal system?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

35) How to study the grievances of the staff or employee? And please suggest the appropriate steps to minimize them.

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

36) What is your opinion about performance appraisal system in future?

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

The researcher is grateful to you.

Name : ____________________________________________

Department : _______________________________________

Designation : _______________________________________

Qualification : _______________________________________

Pay Scale : _________________________________________

Signature
(b) INTERVIEW SCHEDULE FOR STAFF / EMPLOYEES

1. Name of the Company: ________________________________

2. Name of the respondent: ________________________________
   Age _______ Address ________________________________

3. Designation: _______________ Department: _______________

4. Education: _______________ Date of appointment: __________

5. Monthly Income (Pay Scale): ________________________________

6. Nature of work before joining this company: ______________

7. Which method is used for job evaluation?
   1. Ranking Method 2. Classification Method
   3. Factor Comparison Method 4. Point Method
   5. Any Other Method

10. Which of the Performance Appraisal (PA) system is followed in your company?
   1. Simple or straight ranking method 2. Graphic rating
   3. Behavioral anchored rating scales (BARS) 4. Paired comparison method
   5. Forced choice method 6. The field Review Method
   9. 360 Degree Appraisal 10. Management Group Appraisal
   13. Staff-group appraisal 14. Committee Appraisal
   15. Halo effect 16. Horn effect
   17. Any other

11. Appraisal Discussion should be done:
   1. Quarterly 2. Half Yearly
   3. Yearly 4. End of the reporting period
   5. Any time at the discretion of the rater.

12. Performance review is done to:
   1. Reward work done 2. Job’s requirement
   3. Giving appropriate feedback to individual 4. All of the above.
   5. Any other.
13. Counseling is:
1. Helping the employee to improve & develop
2. Giving him feedback
3. Regarding his performance report
4. Explaining legal implications

14. Performance Appraisal system can be used for the following:
1. Human Resource Planning
2. Tone up performance
3. Identification of individuals with high potential
4. Discipline employees

15. Who appraises the Staff/employees:
1. Senior Officers
2. Other Agency

16. What parameters are used for performance Appraisal?

17. How grading is done?
1. 5 Ranking Scale
2. A to F Grade
3. One to Three point
4. Other

18. If there is any complaint regarding your grading, what is the method used for your grievance redressal?

19. Are you satisfied with grievance redressal system in your Company? Yes / No If no why? (Give some suggestions about grievance redressal system)

20. If the appraisee gets lower grade do you have a chance to improve your performance and How? Yes / No.
21. How much time is allowed for improvement?
   1. Quarterly  
   2. Half Yearly  
   3. Yearly  
   4. Other

22. Is your company giving special time for training?  
   Yes / No

23. Who bears the training cost?  
   1. Company  
   2. Self  
   3. Union  
   4. Any other

24. Is there any linkage between performance and promotion?  
   Yes / No  
   If yes what is the nature of increment  
   1. Higher grade  
   2. Advanced increments  
   3. Other

25. If the performance is found poor after promotion, does your company demote you? Yes / No. If No, Why?

26. Do you feel that your performance appraisal system is effective or is it defective.  
   Effective / Defective

27. What are the defects / drawbacks of your performance appraisal system?

28. What measures would you suggest for the improvement of your performance appraisal system?

29. Can you say that promotion policy and performance of the employees are interlinked?  
   Yes □  
   No □  
   If yes what is its nature?
30. Is there any promotional policy in your company? Yes □ No □
   If yes, what type of policy is followed?
   1. According to Length of service / experience
   2. According to qualification
   3. According to Quality of work
   4. No specific policy according to Mgt.
   5. Any other.

31. Is the union leader consulted by the management granting promotion to the employees? Yes □ No □
   If yes, which of the following criteria is considered by your union leader?
   1. The period of membership of union
   2. Loyalty to union
   3. Experience
   4. Quality of work
   5. Any other.

32. Is your process of promotion transparent?

(If the company doesn't consult the union leader in the matters of promotion)

33. Do you feel that the policy of consulting union leader in the matter of promotion is necessary? Please tick mark the appropriate box.
   Necessary □ Not necessary □
   If not necessary, please give the reason:
34. What according to your opinion are important criteria for proper promotion policy?
   1. Length of Service
   2. Loyalty of Company
   3. Loyalty of union
   4. All the above factors
   5. Any other.

35. What is the basis of promotional policies in your company?

36. What is your opinion about performance appraisal system in future?

37. What are your suggestions for proper evaluation and performance appraisal as well as the betterment of the industry and the workers.

Signature.
APPENDIX - B

PERFORMANCE MANAGEMENT SYSTEM
(Global Setting, Quarter Review and for End Year Appraisal Purposes)

PERIOD : From : ____________ To ____________

A. PERSONAL DATA

NAME : ___________________
QUALIFICATION : ___________________
GRADE : ___________________
DESIGNATION : ___________________
DATE OF JOINING : ____________
DEPT. : ___________________
DATE OF JOINING : ____________
DATE OF CONFIRMATION : ____________

B. PERFORMANCE PLANNING & CONTINUOUS ASSESSMENT

a. Performance Planning (Goal Setting)

<table>
<thead>
<tr>
<th>PRIORITY (Ranking)</th>
<th>WTG.</th>
<th>OBJECTIVES / GOALS/ TARGETS / KRA'S</th>
<th>MEASUREMENT CRITERIA (Quality, Quantity, Cost, Speed/Time Frame etc.)</th>
</tr>
</thead>
</table>

Self Goal setting Date : ___________________
Agreement : ___________________
Date : ___________________

WEIGHTAGE KEY :

A : Very important and critical to the job
B : Important - supportive in nature to the main purpose of the job & essential for achieving job effectiveness.
C : Moderate importance - can become critical if left unattended. (Attach additional sheet, if necessary)
### b. Continuous Assessment: (Quarter Review with Boss)

#### PERFORMANCE ASSESSMENT (QUARTER – I)

<table>
<thead>
<tr>
<th>PRIORITY (Rank -ing)</th>
<th>WTG.</th>
<th>OBJECTIVES / GOALS / TARGETS / KRA'S</th>
<th>MEASUREMENT CRITERIA (Quantity, Quality, Cost, Speed / Time Frame etc)</th>
<th>ACTUAL ACHIEVEMENT (Percentage of Accomplishment)</th>
<th>REASONS FOR VARIANCE (Facilitating &amp; hindering Factors – Self, Others, Environment etc)</th>
<th>Review Date</th>
</tr>
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<tbody>
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#### PERFORMANCE ASSESSMENT (QUARTER – II)

<table>
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<tr>
<th>WTG.</th>
<th>OBJECTIVES / GOALS / TARGETS / KRA'S</th>
<th>MEASUREMENT CRITERIA (Quantity, Quality, Cost, Speed / Time Frame etc)</th>
<th>ACTUAL ACHIEVEMENT (Percentage of Accomplishment)</th>
<th>REASONS FOR VARIANCE (Facilitating &amp; hindering Factors – Self, Others, Environment etc)</th>
<th>Review Date</th>
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</table>

#### PERFORMANCE ASSESSMENT (QUARTER – III)

<table>
<thead>
<tr>
<th>WTG.</th>
<th>OBJECTIVES / GOALS / TARGETS / KRA'S</th>
<th>MEASUREMENT CRITERIA (Quantity, Quality, Cost, Speed / Time Frame etc)</th>
<th>ACTUAL ACHIEVEMENT (Percentage of Accomplishment)</th>
<th>REASONS FOR VARIANCE (Facilitating &amp; hindering Factors – Self, Others, Environment etc)</th>
<th>Review Date</th>
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<tbody>
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</table>

#### PERFORMANCE ASSESSMENT (QUARTER – IV)

<table>
<thead>
<tr>
<th>WTG.</th>
<th>OBJECTIVES / GOALS / TARGETS / KRA'S</th>
<th>MEASUREMENT CRITERIA (Quantity, Quality, Cost, Speed / Time Frame etc)</th>
<th>ACTUAL ACHIEVEMENT (Percentage of Accomplishment)</th>
<th>REASONS FOR VARIANCE (Facilitating &amp; hindering Factors – Self, Others, Environment etc)</th>
<th>Review Date</th>
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</tbody>
</table>

Attach Additional Sheet if necessary
### c. CRITICAL ATTRIBUTES: (CHECK-LIST FOR INDIVIDUAL DEVELOPMENT)

(TICK (✓) APPROPRIATE POSITION IN THE SCALE AGAINST EACH ATTRIBUTE AFTER REVIEWING THE RELEVANT COMPONENTS)

<table>
<thead>
<tr>
<th>S. NO.</th>
<th>ATTRIBUTES</th>
<th>RATING</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>A. MANAGERIAL</td>
<td>HIGH ↔ LOW</td>
</tr>
<tr>
<td>1</td>
<td>LEADERSHIP</td>
<td>Well accepted / Influences/Inspires/Sets examples/Positive outlook</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Action oriented / Self starter/Calculated risk taker /Delegates</td>
</tr>
<tr>
<td>2</td>
<td>TEAMBUILDING</td>
<td>Develops Synergy/Effective team member/Cares for team</td>
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<tr>
<td></td>
<td></td>
<td>Performance and success /Good disciplinarian/Collaborative</td>
</tr>
<tr>
<td>3</td>
<td>CREATIVE AND INNOVATION</td>
<td>Generates alternatives and novel approaches/implements new ways of working/Perceptive/Original/Explores Manageable Options</td>
</tr>
<tr>
<td>4</td>
<td>COMMUNICATION</td>
<td>High clarity of thoughts/Written/Oral/Presentation skills/Documentation/</td>
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<td></td>
<td></td>
<td>Concise/Confident/Expressive/Shares information and ideas that impact</td>
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<td></td>
<td></td>
<td>And influences others/Incisive Reporting</td>
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<tr>
<td>5</td>
<td>RELATIONSHIP EFFECTIVENESS</td>
<td>Sensitive to others/Open but tactful/Establishes trusting &amp; harmonious</td>
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<tr>
<td></td>
<td></td>
<td>Relationships/Interacts confidently with higher management &amp; outsiders /Friendly.</td>
</tr>
<tr>
<td>6</td>
<td>PRACTICE &amp; UPHOLDING OF COMPANY VALUES</td>
<td>Processes and practices company values on a continuing basis/ Demonstrates</td>
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<tr>
<td></td>
<td></td>
<td>credibility through positive behaviour/Acts as a role mode / Ensures</td>
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<td></td>
<td>that team upholds company values through active support &amp; Facilitation</td>
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<tr>
<td>7</td>
<td>MOTIVATION</td>
<td>Ability to elicit Desire, Enthusiasm, Commitment and Effective Behaviour for Goal Achievement</td>
</tr>
<tr>
<td>8</td>
<td>RESOURCESFULNESS &amp; CUSTOMER ORIENTATION</td>
<td>Ability to muster resources/Devises ways and means to meet a</td>
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<td></td>
<td></td>
<td>situation / Service orientation/Effective interface with functions/Concern</td>
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<tr>
<td></td>
<td></td>
<td>for customer needs and expectations.</td>
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<tr>
<td>9</td>
<td>VERSATILITY</td>
<td>Adapts to a variety of subjects, fields or skills/Capacity to turn from one</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thing to another/Wide range of skills, aptitudes and investment/Multi-faceted</td>
</tr>
<tr>
<td>10</td>
<td>NEGOTIATION ABILITY</td>
<td>Ability to bargain and obtain favourable terms/Ability to be firm and seek</td>
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<tr>
<td></td>
<td></td>
<td>Workable compromises for settlement</td>
</tr>
<tr>
<td>11</td>
<td>ACHIEVEMENT ORIENTATION</td>
<td>Desire to succeed/Achieve a particular goal/Strive hard to move up</td>
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<tr>
<td></td>
<td></td>
<td>/Courage/Takes action in the face of challenge/Drive for Results/Quality Work.</td>
</tr>
<tr>
<td>12</td>
<td>SUBORDINATE DEVELOPMENT &amp; TRAINING</td>
<td>Commitment &amp; responsibility for subordinate's growth &amp; development/Creates learning opportunities on continuing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>basis/Sponsor subordinates for training programmes &amp; development</td>
</tr>
<tr>
<td></td>
<td></td>
<td>endeavours/Foster Implementation of Personal action ideas</td>
</tr>
</tbody>
</table>
### B. FUNCTIONAL

(With reference to the function he / she is working / handling)

<table>
<thead>
<tr>
<th></th>
<th>RATING</th>
<th>HIGH</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td><strong>PLANNING AND ATTENTION TO DETAILS</strong>&lt;br&gt;Goods Planner/Pays attention to details that affect quality of work&lt;br&gt;Anticipates and provides for contingencies.</td>
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<tr>
<td>2</td>
<td><strong>ORGANISING ABILITY</strong>&lt;br&gt;Ability to mobilize, co-ordinate and direct various resources/Delegates adequate responsibility and authority</td>
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<tr>
<td>3</td>
<td><strong>PROBLEM SOLVING SKILLS</strong>&lt;br&gt;Elicit relevant and reliable information/Identifying real problems /&lt;br&gt;Solve problems with practicality / Forecasting</td>
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<tr>
<td>4</td>
<td><strong>DECISION MAKING SKILLS</strong>&lt;br&gt;Weigh all facts/Evaluate all information/Evaluate available resources of information/Determine course of direction within a time frame</td>
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<tr>
<td>5</td>
<td><strong>CONCEPTUAL SKILLS</strong>&lt;br&gt;Customer Orientation/Business and commercial acumen/Market and Competition awareness/Environmental Scanning/Resources Audit/Strategic focus/Systems approach/Growth and profit oriented/Cost Conscious/Process driven/Desire for continuous improvement.</td>
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<tr>
<td>6</td>
<td><strong>ANALITICAL ABILITY</strong>&lt;br&gt;Ability to break-down data/Find relationship of various elements/identity Trends and patterns</td>
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<tr>
<td>7</td>
<td><strong>INDUSTRIOUSNESS &amp; ENDURANCE</strong>&lt;br&gt;Regular hard work marked by steady dependable results/Ability to withstand hardships and continue to perform/Perseverance</td>
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<tr>
<td>8</td>
<td><strong>TIME MANAGEMENT</strong>&lt;br&gt;To set reasonable time limits/Meet deadlines/Ensure optimum utilization of all resources within time frames.</td>
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<tr>
<td>9</td>
<td><strong>INTEGRITY</strong>&lt;br&gt;High ethical standards/Value based/Truthful professionally and personality / Sober/Respect for promises and commitments/ Demonstrates trust and confidence</td>
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<tr>
<td>10</td>
<td><strong>SELF DEVELOPMENT &amp; TRAINING</strong>&lt;br&gt;Intropective / Acceptance of feedback/Self responsibility for training/&lt;br&gt;Avail all opportunities of development</td>
<td></td>
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</tbody>
</table>

*Please be silent on those critical attributes which are not applicable.*
**d. POTENTIAL APPRAISAL : (TICK (✓) Appropriate category)**

Describe the potential of the appraisee: (Based on critical incidents, experiences and observations)

<table>
<thead>
<tr>
<th>Category</th>
<th>Goods</th>
<th>Satisfactory</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Demonstrated Decision Making/Risk Taking capability</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Interest and ability to shoulder higher responsibilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. Interest to learn professionally &amp; personally</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Professional orientation / Approach</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. Ambition &amp; Achievement Orientation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. Leadership Capabilities &amp; Self Vision</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Overall Potential**

**E. MENTION THE MAJOR STRENGTHS & IMPROVEMENT AREAS OF THE APPRAISEE**

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>IMPROVEMENT / CONCERN AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td>3.</td>
</tr>
<tr>
<td>4.</td>
<td>4.</td>
</tr>
</tbody>
</table>

Discussion with the Appraisee for Remedial Action with concrete goals and time frames (performance, personality & professional improvement areas)

<table>
<thead>
<tr>
<th>Quarter I</th>
<th>Quarter II</th>
<th>Quarter III</th>
<th>Quarter IV</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
F. CAREER DEVELOPMENT PLANS

Please detail out 2-3 career development options for appraisee in terms of job rotation, job enlargement and job enrichment, with time frame, to enhance functional / cross / functional expertise. Please specify definite and feasible proposals.


G. TRAINING NEEDS: (Knowledge, Attitude, skills & Habits requiring improvement.)

Please specify areas in order of priority

<table>
<thead>
<tr>
<th>FUNCTIONAL AREA</th>
<th>DEVELOPMENT AREA</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Different facts in the same functional stream)</td>
<td>(Other Functional areas, Personality Development &amp; General Management inputs)</td>
</tr>
<tr>
<td>1.</td>
<td>1.</td>
</tr>
<tr>
<td>2.</td>
<td>2.</td>
</tr>
<tr>
<td>3.</td>
<td>3.</td>
</tr>
</tbody>
</table>

Please list the Training programmes attended along with No. of training days in the current appraisal year

1.  
2.  
3.  

APPRAISEE

NAME:  
DESIGNATION:  
SIGNATURE:  
DATE:  

APPRAISER


PERFORMANCE APPRAISAL FROM FOR
MANAGEMENT STAFF SUPERVISORY & ASSISTANT CADRE

Name of Employee:

Designation:
Department:
Date of Joining:
Date of Confirmation:

PART 'A'
Please allot marks to each factor between 0 to 6 as rating (Brief description of factors is available with Personnel and Administration Department for reference)

<table>
<thead>
<tr>
<th>SL NO.</th>
<th>FACTORS</th>
<th>MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Professional competence &amp; knowledge of work</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Quality of work &amp; Dependability</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Initiative &amp; Original thinking</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Ability to Learn / Adaptableibility</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Ability to Supervise &amp; Delegation</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Awareness of responsibilities &amp; approach towards it</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Planning, Organising &amp; Controlling Ability</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Co-operation</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Diligence / Attitude</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Leadership &amp; Developing Team</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Cost Consciousness</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Intelligence &amp; Decision Making</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Housekeeping / Neatness</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Attendance</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Loyalty / Honesty</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>General Behaviour &amp; Conduct</td>
<td></td>
</tr>
</tbody>
</table>
PART 'B'

1. Strongest Point

2. Weakest Point

3. Steps suggested for improvement of short comings / weakest position
   (in case of self assessment: Signature of individual ____________)

PART 'C'

(to be filled in at the time of Confirmation)

Should the employee be confirmed or otherwise?

Please specify

PART 'D'

Any other comments / Characteristics:

Rating Officer

Signature: (Head of Dept.)

Approving Authority Remarks:

(PLANT MANAGER)

GUIDELINES FOR FILLING UP THE FORM

i. As it is an assessment of performance of an individual ensure utmost care while
   rating each factor and rate each factor separately.

ii. The assessment of an individual has relevance and importance from
    organizational point of view also.

iii. Part A, B, & D of the form is to be filled at each stage but Part 'C' is to be filled at
    the time of Confirmation.
### APPENDIX - C

#### GLOSSARY

<table>
<thead>
<tr>
<th>Sr.No.</th>
<th>Abbreviation</th>
<th>Long Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CR</td>
<td>Confidential Report</td>
</tr>
<tr>
<td>2</td>
<td>KPAs</td>
<td>Key performance areas</td>
</tr>
<tr>
<td>3</td>
<td>HRD</td>
<td>Human Resource Development</td>
</tr>
<tr>
<td>4</td>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>5</td>
<td>PA</td>
<td>Performance Appraisal</td>
</tr>
<tr>
<td>6</td>
<td>PP</td>
<td>Promotion Policy</td>
</tr>
<tr>
<td>7</td>
<td>PAS</td>
<td>Performance Appraisal System</td>
</tr>
<tr>
<td>8</td>
<td>PT</td>
<td>Performance Technology</td>
</tr>
<tr>
<td>9</td>
<td>HPT</td>
<td>High performance Technology</td>
</tr>
<tr>
<td>10</td>
<td>JIT</td>
<td>Just in Time</td>
</tr>
<tr>
<td>11</td>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>12</td>
<td>SAIL</td>
<td>Steel Authority of India Ltd.</td>
</tr>
<tr>
<td>13</td>
<td>NDDB</td>
<td>National Dairy Development Board</td>
</tr>
<tr>
<td>14</td>
<td>QC</td>
<td>Quality Circle</td>
</tr>
<tr>
<td>15</td>
<td>TQM</td>
<td>Total Quality Management</td>
</tr>
<tr>
<td>16</td>
<td>ORG</td>
<td>Operation Research Group</td>
</tr>
<tr>
<td>17</td>
<td>PM</td>
<td>Performance Management</td>
</tr>
<tr>
<td>18</td>
<td>RBSE</td>
<td>Role Breadth Self-Efficiency</td>
</tr>
<tr>
<td>19</td>
<td>QWL</td>
<td>Quality of Work Life</td>
</tr>
<tr>
<td>20</td>
<td>SRM</td>
<td>Straight Ranking method</td>
</tr>
<tr>
<td>21</td>
<td>HRA</td>
<td>Human Resource Accounting method</td>
</tr>
<tr>
<td>22</td>
<td>MBO</td>
<td>Management by Objectives</td>
</tr>
<tr>
<td>23</td>
<td>SMART</td>
<td>Specific, Measurable, Attainable, Realistic and Time Bound</td>
</tr>
<tr>
<td>24</td>
<td>BARS</td>
<td>Behaviourally Anchored Rating Scales</td>
</tr>
<tr>
<td>25</td>
<td>SAS</td>
<td>Self Appraisal System</td>
</tr>
<tr>
<td>26</td>
<td>HAA</td>
<td>Human Assets Accounting Method</td>
</tr>
<tr>
<td>27</td>
<td>KAIZEN</td>
<td>Continuous Improvement System</td>
</tr>
<tr>
<td>28</td>
<td>PDCAS</td>
<td>Plant Do Check and Acts</td>
</tr>
<tr>
<td>29</td>
<td>SGA</td>
<td>Small Group Activities</td>
</tr>
<tr>
<td>30</td>
<td>GRP</td>
<td>Grievance Redressal Procedure</td>
</tr>
<tr>
<td>31</td>
<td>NDRF</td>
<td>National Design and Research Forum</td>
</tr>
<tr>
<td>32</td>
<td>R&amp;D</td>
<td>Research and Development</td>
</tr>
</tbody>
</table>