6.10. Annexure

Questionnaire

Sir/Madam,

I, Suresh Babu C. working as Research Scholar of Acharya Nagarjuna University, Nagarjuna Nagar, Andhra Pradesh, working on my Research Programme. I would be thankful if you could spare some time to answer the following questions which is meant for academic purpose and it will be confidential. Thank You.

Section– I (For System Engineer to Team lead) (Junior telecom officers all grades)

1. Name: (Optional)
2. Family Status: Married ☐ /Unmarried ☐ (Please “✓”where ever necessary)
3. Gender: Male ☐ /Female ☐
   a) Experience:.....................yrs

5. Scale for Communication:
   i) I am briefed about activities while assigning new projects/ assignments.
      a) Strongly Disagree b) Disagree c) Neither disagree nor Agree d) Agree e) Strongly Agree
   ii) I am getting Information clearly about targets to be achieved.
      a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
   iii) The Organisation has got proper system to communicate with every employee.
      a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
   iv) Communication has considered very important among employees.
      b) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

6. Scale for Cultural factor:
   i) The culture of the organisation is Co-operative and Friendly.
      a) Yes ☐ b) No ☐ c) Can’t say ☐
   ii) I feel good about my Organisation’s Culture.
      a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
   iii) The Cultural networks are an important factor in every organisation.
      a) Yes ☐ b) No ☐ c) Can’t say ☐

7. Scale for Mission factor:
   i) In general Practices, how effective are the company informing practices regarding
a) Company strategies (Both Short term and Long term)
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

b) Company Mission
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

c) Organisational Practices
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

d) Operating performance
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

e) Practical experiences.
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

f) Customer satisfaction
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective


g) Productivity of the organisation
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

h) Quality standards
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

i) Market shares
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

j) Competition strategies
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

h) Information on Benchmarking
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

i) Leadership styles
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

j) Planning perspective
Not at all effective/ineffective sometimes/unsure/sometimes effective/ completely effective

k) There is long-term purpose and direction to our work.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

l) Our strategy leads other organisations to change the way they complete in the industry
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
m) There is a clear direction that gives meaning and direction to our work.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

n) Our organisation consist clear strategies for future.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

o) Our strategic direction is unclear to me.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

8. Scale for Goals and Objectives:
   i) There is widespread agreement about goals.
      a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   ii) Leaders set goals that are ambitious but realistic.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iii) The leadership has “gone on record” about the objectives we are trying to meet.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iv) We continuously track our progress against our stated goals.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   v) People understand what needs to be done for us to succeed in the long run.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

9. Scale for Vision Factor:
   i) We have shared vision of what the organisation will be in like in the future.
      a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   ii) Leaders have a long term view-point.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iii) Short-term thinking often compromises our long term-vision.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iv) Our vision creates excitement and motivation for our employees.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   v) We are able to meet short-term demands without compromising our long-term mission.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

10. Scale for Innovation factor:
   Subject: Flexibility
       a) Procedures and services are re-invented from time to time to better serve customers.
       a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
Subject: Adaptability
b) Environmental Scanning is a continuous process here to cope up with Competitor strategies.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Being Innovative
c) Creative ideas are appreciated and accepted here.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Freedom of action
d) Employees are allowed to make adjustments in work to improve on efficiencies.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Taking advantage of Opportunities
e) Ours is an organisation that sieges every situation to its advantage.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Being competitive
f) We are encouraged to set and achieve higher targets every time.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Tolerance of failure
g) Temporary setbacks are also viewed as learning experiences.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Being Aggressive
h) Our organisation is most of the times the first to introduce new services.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Taking initiative
i) We are rewarded as individuals and as a group for being one step ahead
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: High Expectations
j) We know that excellence is expected from us every time and in all situations.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Section-II (For System Engineer to Team lead) (Junior telecom officers all grades)
11) Scale: Problem Solving

Subject: Processes
i) Processes and sub-systems in the organisation are monitored to track deviations and problem areas.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Environment
ii) Environmental scanning and data gathering is a regular and continuous process is here.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
Subject: Alternative course of action

iii) Every alternate course of action is deliberated and probed for its viability, utility and its consequence.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) A profusion of alternatives are generated every time to confront a problem.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v) Action plans are developed; works are assigned and coordinated to achieve results within time frame
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vi) There is always a periodic critique and fact-finding to bridge the gap between set standards and actual performance.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

12. Scale: On-the-job-training

Subject: Training Methods

i) Every new project, on-the-job training methods are perfectly planned and yield more inputs.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Freedom of Action

ii). There must be an option for every Employee in choosing the projects/assignments.
   a) Yes □ b) No □ c) can’t say □

13. Scale: Skills Set

i). We are provided excellent mentoring in problem solving.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) We are provided appropriate guidance.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) The organisation consists of leaders to lead in the ambiguous
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) The Leadership styles are reviewed continuously.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

14. Scale: Competencies

i) Grievances are solved immediately.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) We are successful at using our knowledge to coordinate with other service providers too.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
iii) Experiential data is treated as precious, stored and retrieved efficiently, shared to enable better.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv). Knowledge is measured in all activities here to protect competencies.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v). Appreciating the employees is absent in the organisation.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

15. Scale: Sub-Systems
i). The sub-systems are having complete reliability for decision-making.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii). The Sub-systems are consistent and worthy.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii). The Sub-systems are totally strategical.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv). The present sub-systems requires a change.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v). The Complexity must be reviewed in each stage.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

16. Scale – Work Systems
i). I feel better the quantity of the work given under normal conditions helps to improve more in my job.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii). While assigning the work, planning has given importance.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii). Skills and abilities are improved through experiences.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv). Employees skills and capabilities should be improved more, to perform well.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v). Transparency is absent in our organisation.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

17. Scale – Training
i) Training of employees is appropriate.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
ii). Much priority given in the key areas training
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii). Individual problems are solved excellently
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) Complete knowledge is required on the Sub-systems.
 a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

18. Scale: Influence
i) The organisation influenced by some factors to get effectiveness.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) Transparency is absent in our organisation.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) Our organisation has got excellent plan of actions.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) Responsibilities should be given priority.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Section-III (For system engineer to Team lead) (Junior telecom officers all grades)

19. Scale: Developing systems
i). There is no chance for developing skills.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) There is exploration of abilities.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) Continuous improvement of career is absent.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) There are avenues to show capabilities.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v) There is acceptance and appreciation of others view of point.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vi) Developing the employees is most concerned.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vii) There is initiation for new tasks among employees.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
20. Scale: Problem Solving
i) In the organisation there does dependency exist?
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) The problematic areas are monitored effectively by sub-systems.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) Gathering of Data is a regular process.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) Every alternative courses of action is deliberated and probed for its viability, utility and its consequence.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v) Alternatives are generated every time to give proper solution.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vi) Stakeholders to a decision are partnered, issues deliberated based on data before arriving at a consensual decision.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vii) There is possibility for fact finding to fill the gaps between set standards and actual components.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

21. Scale: Growth
i) The individuals has got opportunity to grow on the situational basis.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

22 Scale: Open communication
i) The Open-communication is not effective.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) Instructions and information is ambiguous here.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) All issues confronted openly always.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) There is possibility for grouping the activities.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v) The feedback is solicited and is viewed as precious information.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vi) Confrontations are meaningful in organisational context.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
23. Scale: Strategic Direction and Intent.
i) There is long-term purpose and direction to our work.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) Our strategy leads other organisations to change the way they compete in the industry.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) There is clear mission that gives meaning and direction to our work.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) There is clear strategy for the future.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v) Our strategic direction is unclear for me.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Subject: Controlling
vi). Individual Control is required in every aspect.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

vii). Evaluating and selecting among alternative courses of actions is required to all.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

viii). Coaching, counseling and resolving the personnel problems are essential to achieve targets.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

24. Scale: Acquisition of Knowledge
i) Co-operation with in the organisation is formidable.
a) Yes ☐ b) No ☐ c) can’t say ☐

ii) The leadership is in touch with all employees.
a) Yes ☐ b) No ☐ c) can’t say ☐

iii) The organisation encourages its employees to join formal or informal nets made up by people from outside of the organisation.
a) Yes ☐ b) No ☐ c) can’t say ☐

iv) The employees can attend outside workshops and symposiums.
a) Yes ☐ b) No ☐ c) can’t say ☐

v) There is consolidated and resourceful Research and Development policy.
a) Yes ☐ b) No ☐ c) can’t say ☐

vi) New ideas and approaches on work performance are experimented continuously.
a) Yes ☐ b) No ☐ c) can’t say ☐
vii) Organisational systems and procedures support innovation.
   a) Yes ☐ b) No ☐ c) can’t say ☐

25. Scale: Trust
i) The organisational leadership is honest.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   ii) People in the organisation can count on each other to keep their word.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iii) The communications from the company, could consider as fair
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

26. Scale: Employee Empowerment
i) Most employees are highly involved in their work.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   ii) Decisions are usually made at the level where the best information is available.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iii) Information is widely shared so that everyone can get the information he/she needs when it’s needed.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iv) Everyone believes that he/she can have positive impact on their job life.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   v) Business planning is on-going and involves everyone in the process to some degree
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

27. Scale: Team Orientation
i) Co-operation across different parts of the organisation is actively encouraged.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   ii) People work like they are a part of team.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iii) Teamwork is used to get work done, rather than the hierarchy
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   iv) Teams are our primary building blocks.
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

   v) Work is organized so that each person can see the relationship
   a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree
28. Scale: Capability Development
i) Authority is delegated so that people can act on their own.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

ii) The capability of an individual is consistently improving.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iii) There is continuous investment on skills of employees.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

iv) The capabilities of people are viewed as an important source of competitive advantage.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

v) Problems are often arising because we do not have the skills necessary to do the job.
a) Strongly disagree b) disagree c) Neither disagree nor agree d) Agree e) Strongly Agree

Section –IV –29.

Kindly read each statement below and indicate, in column P to what extent this statement is true of your organisation. Then for Column D. Indicate how much of each statement is desirable for your organisation.

Use the following key for filling under column P:
5 -- If the statement present your organisation very well.
4 -- If it’s fairly true of your organisation
3 – If you are not sure whether it is true or not.
2 – If it present very little of your organisation.
1 – If it is not true.

Use the following key for filling under column D:
5 – If you think this is very highly desirable.
4 – If you think this is highly desirable
3 – If you are not sure whether this is desirable.
2 – If you think this is not desirable for your organisation.
1 – If you think this is very undesirable.
1) Most members of this organisation feel helpless in relation to vital matters.
2) People feel free to have and express opinions and ideas that are different from their bosses.
3) Rules are applied uniformly here, without any consideration to special circumstances in special cases.
4) In this organisation every department/goal/team is concerned only about itself.
5) This organisation can be described as a fire-fighting organisation dealing with issues as they emerge.
6) Great value is given here to good relationships and loyalty to the organisation.
7) Attempts are made here to solve conflict without loss of face by a party involved in the conflict.
8) People feel comfortable in groups of their own affinity.
9) Managers generally spend more time on their jobs, even at the cost of personal needs.
10) Competitiveness and smartness are highly valued here.
11) Seniors exercise their authority in most matters and is accepted by subordinates.
12) Employees opine that they can influence important issues here.
13) All issues are worked meticulously, including implementation, and deviations are not entertained.
14) Although rules are clear, they are applied depending on the case.
15) People care for the total organisation and not merely of their own teams.
16) Long-term planning and working for the future is given top priority here.
17) Maintaining harmony is highly valued here.
18) Confrontation and open communications are avoided at the workplace.
19) Leaders here mentor and nurture those who belong to them.
20) Managers care a great deal about their personal time and do not like business to intrude on it.
21) Importance is given to compassion and caring.
22) Hierarchical relationships are seen as necessary for running the organisation.
23) There is general feeling of indifference among employees as they cannot influence critical matters.
24) Different ways of solving problems are encouraged here.
25) Decisions are clear-cut and objective, and context doesn’t influence them.
26) Everyone here is mainly concerned about his or her own affairs.
27) People do not have time to think of future needs; they are too busy completing their assigned tasks.
28) People here are more individualistic; they complete assigned tasks for they expect to be compensated.
29) Pleasant behavior is preferred to telling unpleasant truth.
30) People here are treated according to their work assignments and not on any other basis.
31) Work responsibility here is given more importance than the demands of the family.
32) Helping and nurturing subordinates are common here.
33) Achievement and competence are more important than hierarchical status.

30. Any Suggestions

..........................................................
### Annexure-2

The Specimen model of goal sheet of TCS.

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<th>Goal measure</th>
<th>Target</th>
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<th>Difficulty (5)</th>
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*(Source: Compiled from the collected data)*
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<tr>
<td>3</td>
<td>Initiative / Personal drive</td>
<td></td>
<td></td>
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<tr>
<td>4</td>
<td>Communication</td>
<td></td>
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<tr>
<td>5</td>
<td>Team Skills</td>
<td></td>
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<tr>
<td>6</td>
<td>Customer Satisfaction</td>
<td></td>
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<tr>
<td>7</td>
<td>Quality Consciousness</td>
<td></td>
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<tr>
<td>8</td>
<td>Developing People</td>
<td></td>
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<tr>
<td>9</td>
<td>Contribution to organisation Building</td>
<td></td>
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<tr>
<td>10</td>
<td>Building Business</td>
<td></td>
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</tr>
</tbody>
</table>

(Source: Compiled from the collected data)
6.11. BSNL Specimen copy of APAR of Junior telecom officers

ANNUAL PERFORMANCE APPRAISAL REPORT
for
Group 'B' Officers of Telecom Service,
P&T Accounts and Finance
& P&T (BWS) Service of DOT

अधिकारी का नाम
Name of Officer........................................................................................................

जन्म तिथि
Date of the Birth..................................................................................................

समाप्त होने वाले वर्ष/अवधि की रिपोर्ट
Report for the year/period ending......................................................................
प्रत्येक कार्यक्रम के संबंधित प्रशासनिक अनुभाग द्वारा भरे जाने के लिए

(To be filled by the Administrative Section concerned of the Ministry/Department/Office)

1. अधिकारी का नाम
   Name of Officer

2. (क) जन्म की तारीख (दिन/माह/वर्ष)
   Date of Birth (DD/MM/YYYY)
   (In words) .................................................................
   (ख) व्यक्तिगत अनुसूचित जाति/अनुसूचितजनजातित्व का है?
   Whether the Officer belongs to SC/ST/OBC)

3. वर्तमान श्रेणी में लगातार नियुक्ति की तारीख
   Date of continuous appointment to the present grade

4. वर्तमान पद तथा उस पर नियुक्ति की तारीख
   Present post and date of appointment thereto

5. वर्ष में कार्य से अनुपस्थिति की अवधि (पुढील प्रशिक्षण आदि पर) यदि उक्त अधिकारी ने प्रशिक्षण लिया है तो उसका विवरण है।
   Period of absence from duty (on training leave etc.) during the year. If he has under gone training, specify.
**Part-2**

To be filled in by the Officer reported upon

(Please read carefully the instructions before filling the entries)

1. **Brief description of duties**

2. **Please specify targets/objectives/goals (in quantitative or other terms) of work you set for yourself or that were set for you, eight to ten items of work in the order of priority and your achievement against each target.**

<table>
<thead>
<tr>
<th>Targets/Objectives/Goals</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
3. (A) If there are any shortfall in the targets/objectives/goals referred to in item 2, please state briefly the reasons for the same and any constraints, if any, that prevented achieving the targets.

(B) If there are any significant achievements over and above the targets, please indicate.

4. The annual return on immovable property for the preceding calendar year was filed within the prescribed date i.e. 31st January of the year following the calendar year. If not, the date of filing the return should be given.

Date: ________________________

Signature of officer reported upon
अधिकारी का नाम  
Name of the Officer  

रिपोर्ट की अवधि:  
Reporting Period  

भाग - 3  
PART-3  

संदर्भानुसार वर्तमान का निर्धारण प्रशिक्षण तथा पूर्ववर्ती प्रशिक्षण प्राप्तिकारी किया जाता है जो 1-10 के बीच में लेना दिशित, जिसमें 1 सबसे कम रेंज में तथा 10 उच्चतम रेंज में लगता है।  
Numerical grading is to be awarded by reporting and reviewing authority which should be on a scale of 1-10, where 1 refers to the lowest grade and 10 to the highest.  

(कुछ प्रशिक्षित को स्पष्ट नहीं होता है कि यह उसे दें कि आपकी तरफ से सिद्ध की हो)  
(Please read carefully the guidelines before filling the entries)  

(अ) कार्य निर्धारण का मूल्यांकन (इस भाग का भार 40% होगा)  
(A) Assessment of work output (weightage to this Section would be 40%)  

| प्रशिक्षित प्राप्तिकारी | पूर्ववर्ती प्रशिक्षित प्राप्तिकारी  
| Reporting Authority | Reviewing Authority (Refer Para 2 of Part-5) | Reviewing Authority Initial of Reviewing Authority  

i) पूर्वप्रियोजित कार्य की परीक्षणात्मक योग्यता के आधार पर आवश्यक रूप से कार्य किया गया  
Accomplishment of planned work/work allotted as per subjects allotted  

ii) कार्य-निर्देशन की उत्पत्ति  
Quality of output  

iii) विशेष योग्यताओं के अधीन  
Analytical ability  

iv) अतिरिक्त काम की परीक्षणात्मक लिखित एवं अतिरिक्त काम की सीमा  
Accomplishment of exceptional work/ unforeseen tasks performed  

निर्धारित कार्य पर कुल मिलाकर श्रेणीकरण  
Overall Grading on ‘Work Output’  

(ब) कार्यान्वयन विशेषताओं का मूल्यांकन (इस भाग का भार 30% होगा)  
(B) Assessment of personal attributes (weightage to this Section would be 30%)  

| प्रशिक्षित प्राप्तिकारी | पूर्ववर्ती प्रशिक्षित प्राप्तिकारी  
| Reporting Authority | Reviewing Authority (Refer Para 2 of Part-5) | Reviewing Authority Initial of Reviewing Authority  

i) कार्य की अभिव्यक्ति  
Attitude to work  

ii) जिम्मेदारी का होदा  
Sense of responsibility  

iii) अनुशंसन का अनुशंसन  
Maintenance of Discipline  

iv) संचार क्षमताएँ  
Communication skills  

v) नेतृत्व गुण  
Leadership qualities  

vi) दल की भावना में कार्य करने की क्षमता  
Capacity to work in team spirit  

vii) समय सारणी का अनुशरण करने की क्षमता  
Capacity to adhere to time-schedule  

viii) व्यवसाय संबंध  
Inter-personal relations  

ix) समय छूट एवं व्यवहार  
Overall bearing and personality  

व्यवस्थापन विशेषताओं पर कुल मिलाकर श्रेणीकरण  
Overall Grading on ‘Personal Attributes’
### Assessment of Functional Competency

<table>
<thead>
<tr>
<th>Pradhan Pradikari</th>
<th>Suvarniti Pradikari</th>
<th>Pradikari Pradikari</th>
<th>Pradikari Pradikari</th>
<th>Pradikari Pradikari</th>
<th>Pradikari Pradikari</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reporting Authority</td>
<td>Reviewing Authority (Refer Para 2 of Part 5)</td>
<td>Initial of Reviewing Authority</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. **Knowledge of Rules/Regulations/Procedures in the area of function and ability to apply them correctly**
2. **Strategic planning ability**
3. **Decision making ability**
4. **Coordination ability**
5. **Ability to motivate and develop subordinates**
6. **Initiative**

Overall Grading on 'Functional Competency'

---

### PART-4

**GENERAL**

1. **Relations with the public (wherever applicable)**
   (Please comment on the Officer’s accessibility to the public and responsiveness to their needs.)

2. **Training**
   (Please give recommendations for training with a view to further improving the effectiveness and capabilities of the Officer.)
3. **State of health**

4. **Integrity**
   (Please comment on the integrity of the officer)

5. Pen Picture by Reporting Officer (in about 100 words) on the overall qualities of the officer including area of strengths and lesser strength, extraordinary achievements, significant failures (ref: 3(A) & 3(B) of Part-2) and attitude towards weaker sections.


**Signature of the Reporting Officer**

Place: ........................................

Name in Block Letters: ........................................

Designation: ........................................

Date: ........................................

During the period of Report: ........................................
अधिकारी का नाम
Name of the Officer ____________________________

रिपोर्ट की अवधि:
Reporting Period ____________________________

भाग - 5
PART-5

1. पुनर्विलोकन अधिकारी की अभिव्यूह:
REMARKS OF THE REVIEWING OFFICER:

पुनर्विलोकन अधिकारी के अन्तर्गत सेवा काल
Length of service under the Reviewing Officer

2. तथा आप भाग-3 व भाग-4 में निर्णय करने तथा विभिन्न मुद्दों के संबंध में प्रतिवेदन अधिकारी द्वारा किये गये मूल्यांकन से सहमत हैं? तथा आप अधिकारी की कार्यात्मक उपलब्धियों, महत्त्वपूर्ण अपराधों के संबंध में किये गये मूल्यांकन से सहमत रहते हैं? (लेखन: भाग-3(3)(iv) तथा भाग-4(5))

(यदि आप प्रतिवेदन अधिकारी द्वारा किये गये मूल्यांकन को सही संदर्भ में मानता है तो कृपया अपना मूल्यांकन इस खाने के दिये गये संबंध में है तथा विषयकता को आदेश करें)

Do you agree with the assessment made by the reporting officer with respect to the work output and the various attributes in Part-3 & Part-4? Do you agree with the assessment of reporting officer in respect of extraordinary achievements/significant failures of the officer reported upon? (Ref: Part-3(A)(iv) and Part-4(5))

(In case you do not agree with any of the numerical assessments of attributes please record your assessment in the column provided for you in that section and initial your entries)

<table>
<thead>
<tr>
<th>हाई</th>
<th>नहीं</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

3. असहमत होने की विवरण में कृपया इसके कारण बतायें, तथा कौन ऐसी बात है जिसे आप कृपया बदलना या जोड़ना चाहते हैं?

In case of disagreement, please specify the reasons. Is there anything you wish to modify or add?

4. पुनर्विलोकन अधिकारी द्वारा कलम तकीन। कृपया समालोचना करें (मध्यम 100 शब्दों में) जिसमें अधिकारी की समस्त विषयवस्तुओं की सामान्य क्षेत्र एवं कम सामान्य क्षेत्र एवं उसकी दृष्टि तंत्र के प्रति अभिव्यूह शामिल हो।

Pen Picture by Reviewing Officer. Please comment (in about 100 words) on the overall qualities of the officer including area of strengths and lesser strength and his attitude towards weaker sections.
CERTIFICATE

(To be filled up by the Incharge entrusted with the responsibility of maintenance of Circle copy of APAR in the Field unit/Circle/Distt.)

This is to certify that this APAR (earlier ACR) for the period ___________ has been disclosed to the officer reported upon and all actions in compliance to the DOP&T O.M. No. 21011/1/2005-Estt.(A) (Pt. III) dated 14th May, 2009 in connection with the Annual Performance Appraisal Report of the officer have been completed.

Signature of the Incharge entrusted with the responsibility of maintenance of APAR in the Field unit/Circle/Distt.

Name of the officer ____________________________

Designation ____________________________

Office ____________________________

(Note: It must be ensured that while sending the DOT copy of APAR certificate must be duly filled up. In the absence of this certificate the APAR will not be accepted by DOT).
Guidelines regarding filing up of APAR with numerical grading

(i) The columns in the APAR should be filled in with due care and attention and after devoting adequate time.

(ii) There is no statistical cut off. The numerical grading should be justified by the performance of the officer.

(iii) It is expected that any grading of 1 or 2 (against work output or attributes or overall grade) would be adequately justified in the pen picture by way of specific failures and similarly, any grade of 9 or 10 would be justified with respect to specific accomplishments. Grades of 1 to 9 or 10 are expected to be rare occurrences and hence the need to justify them. In awarding a numerical grade the reporting and reviewing authorities should rate the officer against a larger population of his/her peers that may be currently working under them.

(iv) The purpose of calculating average scores for empanelment/promotion.

(v) APARs graded between 4 and short of 6 will be rated as “Good” and given a score of 5.

(vi) APARs graded below 4 will be given a score of “Zero”.

Guidelines regarding the colour scheme to be used by different grades of Officers in DOT while filling up their APAR form

(1) Green - SAG Level & above

(2) Yellow - JTS, STS & JAG

(3) White - Or ‘B’ of DOT