This questionnaire is developed to study work, environment and conditions and employees' reactions to these aspects. The questionnaire helps to determine how jobs can be improved by obtaining information about how people react to different kinds of jobs.

The questionnaire has different sections. Specific instructions about how to give answers are given in each section. You have to read the instructions carefully and start answering. If you do not understand any question please feel free to ask us.

Your answers will be treated confidential. So give your frank and honest answers. Do not omit any question.

SECTION 1: WORK DESCRIPTION

Instructions:

Listed below are a number of statements which could be used to describe work. You have to indicate whether each statement is an accurate or an inaccurate description of your work. Try to be as objective as you can in deciding how accurately each statement describes your work—regardless of whether you like or dislike your work.

Write a number in the blank space beside each statement, based on the following scale:

<table>
<thead>
<tr>
<th>How accurate is the statement in describing your work?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
</tr>
<tr>
<td>Very inaccurate</td>
</tr>
</tbody>
</table>

1. The work requires me to use many complex or high level skills. 
2. The work requires a lot of co-operative work with other people. 
3. The work is arranged so that I do not have the chance to do an entire piece of work from beginning to end.
4. Just doing the work provides many chances for me to figure out how well I am doing.
1. The work is quite simple and repetitive.
2. The work can be done adequately by a person working alone—without talking or checking with other people.
3. The superiors and co-workers on this job almost never give me any "feedback" about how well I am doing in my work.
4. This work is such that lot of people can be affected by how well it is done.
5. The work does not give me any chance to use my personal initiative or judgement in carrying out the work.
6. Superiors often let me know how well I am performing the job.
7. The work provides me the chance to completely finish the pieces of work I begin.
8. The work itself provides very few clues about whether or not I am performing well.
9. The work gives me considerable opportunity for independence and freedom in how I do the work.
10. The work itself is not very significant or important in the broader scheme of things.

SECTION: 2 WORK DESCRIPTION

Instructions:
In this section you have to give correct description of your work. Once again, remember that while describing your work you do not have to show how much you like or dislike your work. Instead, try to make your descriptions accurate and objective.

A sample question is given below.

To what extent does your work require you to work with machine?
To answer this question you have to circle a number which is the most accurate description of your work. For example, for a good deal of time you have to work with a machine, but also have to do some paperwork, you might circle the number six. If you do not understand these instructions, please ask us for assistance.

1. To what extent does your work require you to work closely with other people (your colleagues or people from other departments, outsiders, etc.)?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Very little; dealing with other people is not at all necessary in doing the work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Moderately; some dealing with others is necessary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Very much; dealing with other people is an absolutely essential and crucial part of doing the work</td>
<td></td>
<td></td>
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</tbody>
</table>

2. How much autonomy is there in your work? That is, to what extent does your work permit you to decide on your own how to go about doing the work?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Very little; the work hives me almost no personal &quot;say&quot; about how and when the work is done</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Moderate autonomy; many things are standardized and not under my control, but I can make some decision about the work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Very much; the work gives me almost complete responsibility for deciding how and when the work is done</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

3. To what extent does your work involve doing a "whole" and identifiable piece of work? That is, is the work a complete piece that has an obvious beginning and end?

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My work is only a tiny part of the overall piece of work; the results of my activities cannot be seen in the final outcome</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>My work is a moderate-sized &quot;chunk&quot; of the overall piece of work; my own contribution can be seen in the final outcome</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>My work involves doing the whole piece of work, from start to finish; the results of my activities are easily seen in the final outcome</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4. How much variety is there in your work? That is, to what extent does the work require you to do many different things using a variety of your skills and talents?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very little; the work requires me to do the same routine things over and over again</td>
<td>Moderate variety</td>
<td>Very much; the work requires me to do many different things, using number of different skills and talents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. In general, how significant or important is your work? That is, are the results of your work likely to significantly affect other people?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not very significant; the outcomes of my work are not likely to have important effect on other people</td>
<td>Moderately significant</td>
<td>Highly significant; the outcomes of my work can affect other people in very important ways</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

6. To what extent do your superiors or co-workers let you know how well you are doing on your job?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very little; they never let me know how well I am doing</td>
<td>Moderately, sometimes they let me know how well I am doing, other times they may not</td>
<td>Very much; they provide me with almost constant &quot;Feedback&quot; about how well I am doing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

7. To what extent doing the work itself provides you with information about your performance? That is, does the actual work itself provide clues about how well you are doing aside from any "Feedback" co-workers or supervisors may provide?

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very little; the work itself is such that I could work for ever without finding out how well I am doing</td>
<td>Moderately; sometimes the work provides &quot;Feedback&quot; to me; sometimes it does not</td>
<td>Very much; the work is such that I get almost constant &quot;Feedback&quot; about how well I am doing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SECTION : 3 JOB SATISFACTION

Instructions:
The statements given below are something that a person might say or feel about his work. You have to express your own personal feelings about the work/job by indicating how much you agree with each of the statements.

How much do you agree with the statement?

1 2 3 4 5 6 7

Strongly Dis- Slightly Neutral Slightly Strongly
disagree agree disagree agree agree

1. It is difficult for me to control very much about whether or not the work is done properly.
2. Most people on this work feel a great sense of personal satisfaction when they do the job well.
3. My opinion of myself goes up when I do my work well.
4. Most people on this work are very satisfied with their work.
5. Generally speaking, I am very satisfied with this work.
6. Most people on this work feel that their work is useless.
7. Most of the things I have to do on this job seem useless or meaningless.
8. Most people on this work feel a great deal of personal responsibility for the work they do.
9. I usually know whether or not my work is satisfactory.
10. Most people on this work have fairly clear idea of how well they are performing their work.
11. I feel a great sense of personal satisfaction when I do my work well.
12. Most people on this work find the work very meaningful.
13. The work I do on this job is very meaningful to me.
14. Most people on this job feel that quality of their work is clearly their own responsibility.
15. I feel a very high degree of personal responsibility for the work I do.
16. People on this work often think of quitting.
17. I frequently think of quitting this job.
18. Most people on this work feel bad or unhappy when they find that they have performed the work poorly.
19. I feel bad and unhappy when I discover that I have performed poorly on this job.
20. Most people on this work have trouble figuring out whether they are doing a good or a bad work.
21. I often have trouble figuring out whether I am doing well or poorly on this job.
22. I feel I should personally take the credit or blame for the results of my work.  

23. I am generally satisfied with the kind of work I do in this job.  

24. My own feelings generally are not affected much one way or the other by how well I do on this job.  

25. Whether or not this work gets done right is clearly my responsibility.  

SECTION 4: JOB SATISFACTION  

Instructions:  
Now please indicate how satisfied you are with each aspect of your job listed below. Once again, write the appropriate number in the blank space beside each statement.

<table>
<thead>
<tr>
<th>How satisfied are you with this aspect of your job?</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Extremely Dissatisfied</td>
<td>Slightly Dissatisfied</td>
<td>Neutral</td>
<td>Slightly Satisfied</td>
<td>Completely Satisfied</td>
<td>Extremely Satisfied</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. The amount of job security I have.  
2. The amount of pay and fringe benefits I receive.  
3. The opportunities for personal growth and development.  
4. The people I talk to and work with on my job.  
5. The degree of respect and fair treatment I receive from my boss.  
6. The feeling of worthwhile accomplishment I get from doing my job.  
7. The chance to come in contact with other people.  
8. The amount of support and guidance I receive from my superior.  
9. The pay that I receive as compared to my contribution to this organization.  
10. The amount of independent thought and action I can exercise in my job.  
11. How secure things look for me in the future in this organization.  
12. The chance to help other people while at work.  
13. The amount of challenge in my work.  
14. The overall quality of the supervision I receive in my work.
**SECTION : 5 MILL'S ENVIRONMENT AND CONDITIONS**

Instructions:

Following statements describe various conditions that may or may not exist in this mill. We are interested in knowing the existing conditions in which you are working. We are not interested in knowing your reactions, likes, dislikes, etc., about these conditions. We are interested in knowing whether a particular characteristic or aspect is existing in your mill or not.

Please read each statement carefully. You have to indicate to what extent the given statement is correct. In other words, whether it is 'definitely true', 'somewhat true', 'somewhat false' or 'definitely false'. You select an appropriate alternative and put a tick mark (✓) on the number given against each statement.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Definitely True</th>
<th>Somewhat True</th>
<th>Somewhat False</th>
<th>Definitely False</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The jobs in this mill are clearly defined and logically structured.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>2. Excessive procedures and unnecessary detailed information are avoided in this mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>3. In this mill management does not approve your checking everything with them, if you think you have got the right approach you just go ahead.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>4. One of the problems in this mill is that people are not willing to take responsibility.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>5. A friendly atmosphere prevails among the people in this mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>6. In this mill people are rewarded in proportion to the excellence of their performance.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>7. One does not get much sympathy from superiors in this mill if he makes a mistake.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>8. One will not get ahead in this mill unless he comes out and try things on his own.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>9. It is very hard to know people in this mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>10. We have to take some big risks occasionally to keep ahead.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>11. People in this mill do not really trust each other enough.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>12. In this mill there is a high standard for performance.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>
13. There is a feeling of pressure to continually improve our individual and group performance.  

<table>
<thead>
<tr>
<th></th>
<th>Definitely True</th>
<th>Some-what True</th>
<th>Some-what False</th>
<th>Definitely False</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. The best way to make a good impression around here is to avoid open arguments and disagreements.  

15. We are encouraged to speak our minds even if it means disagreeing with our superiors.  

16. I feel that I am a member of a well functioning team.  

17. Many times it is difficult to understand who is my boss.  

18. In this mill, it is sometimes unclear who has the formal authority to make decisions.  

19. We have a promotion system here that helps the best man to rise to the top.  

20. Our philosophy emphasises that people should solve their problems by themselves.  

21. The philosophy of our management is that in the long run we go ahead fastest by playing it slow, safe and sure.  

22. The mill is characterized by a related easy going working climate.  

23. Decision making in this mill is too cautious for maximum effectiveness.  

24. People in this mill tend to be cool and aloof towards each other.  

25. When I am working on difficult assignment I am sure in getting assistance from my boss and coworkers.  

26. Our management believes that no work is so well done that there is no scope for improvement.  

27. In this mill people do not seem to take much pride in their performance.  

28. Management believes that goal of meetings/discussions is to arrive at a decision as smoothly and quickly as possible.  

29. In this mill people look out for their own interests.  

30. The policies and organizational structure of the mill have been clearly explained.  

233
<table>
<thead>
<tr>
<th></th>
<th>Definitely True</th>
<th>Somewhat True</th>
<th>Some-what True</th>
<th>Definitely False</th>
<th>Somewhat False</th>
</tr>
</thead>
<tbody>
<tr>
<td>31. We do not rely too heavily on individual judgment in this mill, almost everything is double checked.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>32. There are lot of excuses around here when somebody makes a mistake.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>33. In this mill rewards and encouragements one gets are more than the threats and criticisms.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>34. Management/Superiors make an effort to talk with us about our career aspirations within this mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>35. Our management is willing to take a chance on a good idea.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>36. There is a great deal of criticism in this organization.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>37. The philosophy of our management emphasis the human factor i.e., how people feel, etc.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>38. To get ahead in this mill it is more important to get along well than to be a good performer.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>39. The attitude of our management is that conflict between competing units and individuals can be very healthy.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>40. People are proud of belonging to this mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>41. Excessive rules or unnecessary detailed administrative procedures make it difficult for new and original ideas to receive consideration.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>42. Our management is not so concerned about formal organization and authority, but concentrates in getting the right people together to do the job.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>43. There is not enough reward and recognition given in this mill for doing good work.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>44. Our mill has been survived by taking calculated risks at the right time.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>45. There is a lot of warmth in the relationship between management and employees in this mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>46. Management believes that if the employees are happy, productivity will take care of itself.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>47. As far as I can see, there is not very much personal loyalty to the mill.</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
48. Our productivity sometimes suffers from lack of organization and planning.

49. Supervision in this mill is mainly a matter of setting guidelines for subordinates, they are allowed to take entire responsibility for the job.

50. If you make mistake in this mill you will be punished.

SECTION : 6

This is a questionnaire to find out the way in which certain important events in our Society affect different people. Each item consists of a pair of alternatives lettered 'a' and 'b'. Please select one statement of each pair (and only one) which you more strongly believe to be the case as far as you are concerned. Be sure to select the one you actually believe to be more true rather than the one you think you should choose or the one you would like to be true. This is, a measure of personal belief : obviously there are no right or wrong answers.

Please read these items carefully but do not spend too much time on any one item. Be sure to find an answer for every choice.

In some instances you may discover that you believe both statements or neither one. In such cases, be sure to select the one you more strongly believe to be the true as far as you are concerned. Also try to respond to each item independently. When making choice, do not be influenced by your previous choices. Select any one statement and make circle around it.

Information given by you will be kept STRICTLY CONFIDENTIAL and will be used only for RESEARCH PURPOSES.

I t e m s

1. a. Children get into trouble because their parents punish them too much.
   b. The trouble with most children nowadays is that their parents are too easy with them.

2. a. Many of the unhappy things in people's lives are partly due to bad luck.
   b. People's misfortunes result from the mistake they make.

3. a. One of the major reasons why we have wars is because people don't take enough interest in politics.
   b. There will always be wars, no matter how hard people try to prevent them.
4. a. In the long run people get the respect they deserve in this world.
   b. Unfortunately, an individual's worth often passes unrecognized no matter how hard he tries.

5. a. The idea that teachers are unfair to students is nonsense.
   b. Most students don't realize the extent to which their grades are influenced by accidental happenings.

6. a. Without the opportunity one cannot be an effective leader.
   b. Gamble people who fail to become leaders have not taken advantage of their opportunities.

7. a. No matter how hard you try some people just don't like you.
   b. People who are not liked by others do not understand how to get along with others.

8. a. Heredity plays the major role in determining one's personality.
   b. It is one's experience in life which determines what they're like.

9. a. I have often found that what is going to happen will happen.
   b. Making a decision to make a definite course of action has turned out better for me than trusting on luck.

10. a. In the case of the well prepared student there is rarely if ever such a thing as an unfair test.
    b. Many times exam questions tend to be so unrelated to course work that studying is really useless.

11. a. Becoming a success is a matter of hard work, luck has little or nothing to do with it.
    b. Getting a good job depends mainly on being in the right place at the right time.

12. a. The average citizen can have an influence in government decisions.
    b. This world is run by the few people in power, and there is not much the common man can do about it.

13. a. When I make plans, I am almost certain that I can make them successful.
    b. It is not always wise to plan too much in advance because many things turn out to be a matter of good or bad fortune.

14. a. There are certain people who are just no good.
    b. There is some good in everybody.

15. a. In my case getting what I want has little or nothing to do with luck.
    b. Many times we might just as well decide what to do by tossing a coin.

16. a. Who gets to be the boss often depends on who was lucky enough to be in the right place first.
    b. Getting people to do the right thing depends upon ability, luck has little or nothing to do with it.
17. a. As far as world affairs are concerned most of us are the victims of forces we can neither understand, nor control.
   b. By taking an active part in political and social affairs the people can control world events.
18. a. Most people don't realise the extent to which their lives are controlled by accidental happenings.
   b. There really is no such thing as LUCK.
19. a. One should always be willing to admit mistakes.
   b. It is usually best to cover up one's mistakes.
20. a. It is hard to know whether or not a person really likes you.
   b. How many friends you have depends upon how nice a person you are.
21. a. In the long run the good things and bad things are balanced.
   b. Most misfortunes are the result of lack of ability, ignorance, laziness, or all three.
22. a. With enough effort we can completely remove political corruption.
   b. People cannot have much control over the things politicians do in office.
23. a. Sometimes I can't understand how teachers arrive at the grades they give.
   b. There is direct connection between how hard I study and the grades I get.
24. a. A good leader expects people to decide for themselves what they should do.
   b. A good leader makes it clear to everybody what their jobs are.
25. a. Many times I feel that I have little influence over the things that happen to me.
   b. I do not believe that chance or luck plays an important role in my life.
26. a. People are lonely because they don't try to be friendly.
   b. It is useless to try too hard to please people, if they like you, they like you.
27. a. There is too much emphasis on athletics in high school.
   b. Team sports are an excellent way to build character.
28. a. What happens to me is my own doing.
   b. Sometimes I feel that I don't have enough control over the direction my life is taking.
29. a. Most of the time I can't understand why politicians behave the way they do.
   b. In the long run the people are responsible for bad government on a national as well as on a local level.
BIOGRAPHICAL INFORMATION

Name: _________________________ Age: _________________________

Education: _____________________ Department: _____________________

Experience in this mill: _______ years Total Experience in Textile Mills: _______ years

Designation: _____________________ Number of Years on this Designation: _______ years

Present: _________________________ Total (including all Allowances): ______________
Salary Basic

In how many mills have you served so far? _________________________ Mills
(Do not include your present job in this mill)
This form is designed to obtain information about performance and behaviour of your subordinates who have participated in the study. The appraisal ratings will be used only for the research study and will not be shown to your subordinates, other departmental heads, managers, or Managing Director.

The appraisal must give a true and accurate picture of your subordinates. So try to forget your personal relations and feelings about your subordinates. Also avoid your judgement on the basis of some particular incident or general impression.

The questions asked here are about different abilities and behaviour aspects. A person may be very good in one but may not be so good in another. For example, a person may be outstanding in technical knowledge but he may be poor in taking work from his subordinates. So try to be objective and honest while rating your subordinates.

Read each aspect carefully and indicate your rating by putting a tick mark (✓).

Subordinate's Name:  
Designation:  
Department:  
Appraiser's Name:  
Designation:  