Annexures
<table>
<thead>
<tr>
<th>Schedule No:</th>
<th>SCHEDULE FOR EMPLOYEE PERFORMANCE APPRAISAL:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>APPRAISEES</td>
</tr>
<tr>
<td>1. Designation:</td>
<td>:</td>
</tr>
<tr>
<td>2. Qualifications:</td>
<td>:</td>
</tr>
<tr>
<td>(Highest degree / certificate passed / failed)</td>
<td></td>
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<tr>
<td>3. Experience:</td>
<td>:</td>
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<tr>
<td>(a) Total:</td>
<td>:</td>
</tr>
<tr>
<td>(b) In the present position:</td>
<td>:</td>
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<td>4. Whether aware of the existence of performance appraisal system:</td>
<td>Yes / No / No Opinion</td>
</tr>
<tr>
<td>5. How often the respondent is appraised:</td>
<td>Monthly / Quarterly / Half yearly / Yearly / Do not know</td>
</tr>
<tr>
<td>6. Mention the month and year of last appraisal:</td>
<td>:</td>
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<tr>
<td>7. The respondent is appraised by:</td>
<td>Superior / Subordinate / Peer / Committee / None</td>
</tr>
<tr>
<td>8. Duration of the last appraisal interview?</td>
<td>15 minutes / 30 minutes / 45 minutes / 1 hour or more</td>
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</tbody>
</table>
9. Nature of issue appraised in the previous appraisal interview about:
   - [ ] Respondent’s performance
   - [ ] Respondent’s personal behaviour
   - [ ] Respondent’s strength and weaknesses
   - [ ] General organizational issues
   - [ ] Specific Departmental problems
   - [ ] Any other
   - [ ] Do not remember

10. Whether the appraisal results are received:
    - [ ] Received
    - [ ] Not received
    - [ ] Do not remember

11. Appraiser’ opinion on the appraisal report:
    - [ ] Very accurate
    - [ ] Accurate
    - [ ] Moderately accurate
    - [ ] Inaccurate
    - [ ] No opinion

12. The respondents understanding of the purpose of appraisal reports:
    - [ ] Transfer
    - [ ] Promotions
    - [ ] Training
    - [ ] Salary raises/emoluments raised
    - [ ] Stoppage of increments
    - [ ] Demotions
    - [ ] Discharges / Suspended / Punishment
    - [ ] Any other
13. Whether you feel the appraisal reports are:
   - [ ] Most favourable to appraises
   - [ ] Favourable
   - [ ] Slightly unfavourable
   - [ ] Unfavourable
   - [ ] No opinion

14. The appraisees are informed of their strengths and weaknesses:
   - [ ] Yes
   - [ ] No
   - [ ] NO opinion

15. Information about appraisal findings enable the employee to improve their performance:
   - [ ] Yes
   - [ ] No
   - [ ] NO opinion

16. Whether you feel that appraisals are to be reviewed:
   - [ ] Necessary
   - [ ] Desirable
   - [ ] Not necessary
   - [ ] No opinion

17. The appraisal reports are:
   - [ ] Highly subjective
   - [ ] Subjective
   - [ ] Objective
   - [ ] Highly objective
   - [ ] No opinion

18. Your opinion on who should appraise
   - [ ] Committee
   - [ ] Individual
   - [ ] No opinion
19. If by a committee who should constitute it.

- [ ] Superiors
- [ ] Superiors and peers
- [ ] Superiors, peers and subordinates
- [ ] Subordinates
- [ ] No opinion

20. If by an individual, it should be by

- [ ] Superior
- [ ] Subordinate
- [ ] Peer

21. Whether the criteria for appraisal be:

- [ ] Performance only
- [ ] Personal traits only
- [ ] Social status
- [ ] 1, and 2 above
- [ ] 1,2 and above
- [ ] 1,2,3 and above
- [ ] 1,2,3, and 4 above

22. Duration of the ideal time for appraisal interview:

- [ ] 15 min.
- [ ] 30 min.
- [ ] 45 min.
- [ ] 60 min.
- [ ] No opinion
23. Whether appraisees be involved in appraisal procedure:

- Desirable
- Slightly desirable
- Slightly undesirable
- Undesirable
- No opinion

24. Indicate the extent of participation desirable:

- Discussion about the performance
- Fixing the goals / settings the targets
- Partner in appraisal proceedings
- Self evaluation
- No opinion

25. Any other information you wish to mention relating to performance appraisal system:

Name of the investigator
Date and Time of interview
Observations of the Investigator
SCHEDULE FOR EMPLOYEE PERFORMANCE APPRAISAL: APPRAISERS

Schedule No:

1. Designation:

2. Qualification:
   (Please mention the highest degree passed)

3. Experience
   a) Total (in years):
   b) In the present position:

4. a) Whether any training received to appraise the performance: Yes / No
   b) If the answer is 'Yes'
      Please give details of the training received.

5. a) Total number of the employees appraised by you during the previous years:
   Nos. 
   b) Did you feel that the number was:
      - Small
      - Manageable
      - Large
      - Too Large
      - No opinion

6. Appraisal is made:
   - All by myself
   - In consultation with superiors / peers
   - In consultation with the appraisee
   - As a member of a committee

7. Duration of the last appraisal interview:
   - 15 min.
   - 30 min.
   - 45 min.
   - 1 hour or more
8. Whether appraisal results are communicated:

- [ ] To all the appraisers / ees
- [ ] To some appraisees
- Rate: [ ]

- [ ] Accurate
- [ ] Moderately accurate
- [ ] Inaccurate
- [ ] No option

10. Factors affecting evaluation of employees (Tick the relevant):

- [ ] Personal impressions
- [ ] Inadequate of time to evaluate
- [ ] Inadequacy of time to deserve the performance
- [ ] Too much of intervention from others
- [ ] Humanitarian considerations
- [ ] Any others
- [ ] None of the above

11. Performance appraisal findings: are used for (Tick the relevant)

- [ ] Transfers
- [ ] Promotions
- [ ] Training
- [ ] Salary raises
- [ ] Stoppage of increments
- [ ] Demotions
- [ ] Discharges
- [ ] Any other
12. The discussions with the appraisees are normally relating to their:
   - [ ] Strengths
   - [ ] Deficiencies
   - [ ] Both
   - [ ] No opinion

13. Whether any of the deficient candidates are recommended for training programme:
    Yes / No / No opinion

14. Could the evaluations bring to light the candidates with growth potential:
    Yes / No / No opinion

15. Indicate your preference for a change in the existing system:
   - [ ] Should be completely change
   - [ ] A few changes may do
   - [ ] Requires no changes
   - [ ] No opinion

16. Nature of changes you seek in the existing pattern (indicate your preference)
   - [ ] Change the appraisal period
   - [ ] Providing pre and post appraisal interviews
   - [ ] Changes in appraisal formula
   - [ ] Streamlining the administration
   - [ ] Opting for committee evaluation
   - [ ] Prior fixation of targets together with appraisees
   - [ ] Any other

17. Whether there is any need for a review of appraisals:
   - [ ] Necessary
   - [ ] Desirable
   - [ ] Not necessary
   - [ ] No opinion
18. In your opinion who should appraise:

- [ ] Superior
- [ ] Subordinate
- [ ] Peer

19. Your opinion of who should be the appraiser:

- [ ] Committee
- [ ] Individual
- [ ] No opinion

20. Your opinion about who should constitute the appraisal committee:

- [ ] Superiors only
- [ ] Superiors and peers
- [ ] Superiors, peers and subordinates
- [ ] Subordinate only
- [ ] No opinion

21. Whether the criteria for appraisal be:

- [ ] Personal traits
- [ ] Performance
- [ ] Both
- [ ] No opinion

22. Duration of an ideal time for appraisal interview is:

- [ ] 15 min.
- [ ] 30 min.
- [ ] 45 min.
- [ ] 60 min and above
- [ ] No opinion
23. Whether appraisee participation in appraisal procedure is:

☐ Desirable
☐ Slightly desirable
☐ Slightly undesirable
☐ Undesirable
☐ No opinion

24. Indicate the extent of appraisee participation desirable:

☐ Discussion about performance
☐ Fixing the goals / setting the targets
☐ Partner in Appraisal proceedings
☐ Self evaluation
☐ No opinion

25. Any other information you wish to mention relating to PAS

Name of the Investigator
Date and Time of Interview
Observations of the Investigator
SCHEDULE FOR EMPLOYEE PERFORMANCE APPRAISAL:

MANAGEMENT

Schedule No:

1. Present Status: Chairman / Member, BOD

2. Basis for your present status: Nominated / Ex-Officio / Elected.

3. Previous status (Details about your association with any other industrial organization, if any):

4. Educational qualifications:
   (Including any special training you received):

5. How often Board of Directors meet:

6. How frequently issues relating to performance appraisal figure in the discussions:
   - Frequently
   - Infrequently
   - Rarely

7. Does the Board reviews the appraisals made by any of the officers of the organization: Yes / No / No opinion

8. Do you fee that the present pattern of performance appraisal require any changes: Yes / No / No opinion

9. What are the changes you propose in the present performance appraisal system: Yes / No / No opinion

10.a) Do you advocate committee evaluation in preference to individual appraisal: Yes / No / No opinion

   b) If ‘Yes’, the reasons may be listed

   c) If ‘No’, the reasons may be listed

11.a) Do you agree that there is a need to provide participation for appraisees in the appraisal proceedings: Yes / No / No opinion

   b) If ‘Yes’, indicate the nature of participation you propose for appraisees:
12. a) Do you think that the appraisal findings should be used only for rewards/punishments: Yes / No / No opinion

13. Other information if any:

Name of the Investigator
Date and Time of Interview
Observations of the Investigator

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