11.01 Appraisal formats for managerial performance from the following selected Semi-Government organisations in Maharashtra were studied in depth. Discussions were held with officers in these organisations and the following observations were made.

11.02 Maharashtra Industrial Development Corporation (MIDC),

The appraisal format of MIDC comprises 4 parts:

(i) Self Assessment form (to be commented upon by reporting officer)

(ii) Confidential Report (to be written by reporting officer)

(iii) Performance Assessment (to be written by reporting officer)

(iv) Final remarks
     (a) to be written by reporting officer
     (b) comments by reviewing officer, and
     (c) remarks of the Head of the Department.

It is observed that besides the self-assessment form, which is commented upon by the reporting officer, the Confidential Report form i.e. appraisal report is written by reporting officer and contains remarks of the Head of the Department.
It is appropriate that the appraisal is carried out by three superior levels which reduces the element of subjectivity, personal biases and prejudices. However it is seen that the remarks of the Head of the Department would only outweigh what has been written earlier by the reporting officer and the reviewing officer. Since the Head of the Department would not be in direct touch with the appraisee, such assessment would not be fair to the appraisee. It would, therefore, be necessary that proper weightage is given to the evaluations made by three levels of officers.

Further the appraisal format of MIDC suffers from the following handicaps.

(1) The attributes like -
   (a) Behaviour with superiors
   (b) Creativity
   (c) Ability to tackle emergencies
   (d) Cost consciousness
   (e) Completion of physical and financial targets
   (f) Physical fitness
   (g) Extra curricular activities
   (h) Ability to improve upon shortcomings
   (i) Ability to conduct meetings
are not covered in the format. These should be covered in the desired format.
The aspect of training and development is not dealt with.

It has been observed that the self assessment form is not written objectively in the true spirit by the appraisee and is therefore redundant.

11.03 Maharashtra State Electricity Board (MSEB)

The appraisal format of MSEB comprises of:

(i) Self assessment form
(ii) Remarks of the reporting officer
(iii) Remarks of the Countersigning Officer
(iv) Remarks of the Accepting Authority.

The format suffers from the following handicap. The attributes like:

(a) attendance to duties
(b) ability to improve upon shortcomings
(c) ability to conduct meetings
(d) extra curricular activities
(e) ability to prepare reports and make presentation

are not covered in the format. These should be covered in the desired format.

The aspect of training and development is not dealt with.
The self-assessment is found to be redundant as it does not serve the intended purpose of drawing a 'self picture'. It is generally observed that the self-assessment is written with 'superlatives' in performance factors. The appraisee claims to possess all attributes and claims that his work has been excellent throughout. On contradiction by the superior officers, the appraisal becomes disputable. Therefore, the self appraisal becomes meaningless. Many organisations are, therefore, doing away with the self appraisal form. In fact, recently MSEB has also done away with it.

11.04 The State Industrial & Investment Corporation of Maharashtra Ltd. (SICOM).

The appraisal form for SICOM consists of following parts.

- Personal details of the officer
  - (A) Performance factors
  - (B) Intelligence
  - (C) Personal Qualities
  - (D) Leadership
  - (E) General remarks

- Remarks of the Reviewing Officer
- Appraisal Review.

It can be seen from the appraisal format that it covers most of the major attributes. However, there are some handicap which are mentioned below.
(a) The points on which an appraisee is judged does not have standard rating responses. Hence for different factors, widely varying types of answers will be given by appraisers. This makes evaluation of the appraisee’s overall performance difficult. This is amply demonstrated by the fact that if response to a particular performance factor is 'undesirable' and to another performance factor it is 'unsatisfactory', then it becomes difficult to presume that both responses indicate the same type of reaction of the appraisee. Therefore, it is advisable to have close ended questions with similar responses for all the questions. This facilitates judging the overall performance because of comparability.

(b) The expected responses to some of the factors are words the shades of which are difficult to interpret for the Reporting Officer. For example, for the performance factor of "Approach to work" the suggested responses are (1) serious (2) superficial (3) casual (4) irresponsible. It will be seen that the last 3 choices are often used interchangeably to convey the same meaning.
(c) The following vital performance factors are missing from the appraisal form.

(i) Cost consciousness

(ii) Achievement of financial and physical targets

(iii) Ability to conduct meetings

(iv) Ability to prepare reports and make presentations in meetings and conferences.

(d) It is seen that the remarks under the heading of "General Remarks" sixth point elicits appraisers’ response on the overall performance of the appraisee. There is every possibility that the response to this point will become decisive when decisions will be taken based on the appraisal.

(e) In addition to the above mentioned pitfalls, the Reviewing Officer will be tempted to write his remarks by just seeing Reporting Officer’s remark to the sixth question. Hence to avoid this, it is advisable that all the appraisers are made to write their response to all the questions.

11.05 Maharashtra Housing Board (MHB).

This format consists of following parts:

(1) Technical data

(2) Remarks of the Reporting Officer

(3) Remarks of the Reviewing Officer

(4) Remarks of the Officer-in-charge.
comments from the Reporting or Reviewing Officer on training or further developmental efforts to be undertaken in respect of the appraisee.

The format does not evaluate the appraisee on following personal and performance factors.

(1) Personality
(2) Leadership
(3) Physical fitness
(4) Readiness to take up challenges
(5) Dependability
(6) Achievement of financial and physical targets
(7) Ability to conduct meetings
(8) Moral reputation

As pointed out earlier, this format does not make the reviewing officer to give his remarks on all performance factors. This may result in misleading comments.

Earlier the MNB had included the Self-Assessment form to be filled in by the officers. It is, however, noteworthy that the organisation has presently dispensed away with it. It is understood that it no longer serves the intended purpose. On the contrary, it creates complications in the event
11.06 Maharashtra State Small Scale Industrial Development Corporation (MSSIDC)

The format consists of following five parts.

(1) Part-I:

This part relates to Self-Assessment of appraisee and recently the same has been done away with. Difficulties were experienced consequent to incorporation of self-assessment part. After gaining experience, it was decided by the Government of Maharashtra to dispense away with this part.

(2) Part-II:

This part relates to 'Personal and Performance Factors'. It is to be filled in by the Reporting Officer. The factors are mentioned with options readily mentioned and these options are given grades A, B, C, D, E in descending order. The Reporting Officer has to make a choice to give the grade.
felt that the form is time consuming because of the 4 levels as mentioned above. The levels should not exceed 3 for optimisation. No doubt, the attributes required for managerial personality are covered in great measure. However, the following attributes should have been included:

(i) Physical fitness
(ii) Readiness to take up challenges
(iii) Ability to conduct meetings
(iv) Ability to prepare reports and make presentations.

11.07 City & Industrial Development Corporation of Maharashtra Limited (CIDCO),

The appraisal format for CIDCO contains four parts.

Part-I: relates to 'Personal Data' and is to be filled in by the Administration Department.

Part-II: relates to 'Assessment by the Reporting Authority'. It is to be filled in by the Reporting Officer. It contains only three columns viz (i) State of health, (ii) General Assessment and (iii) Integrity.

It is mentioned that the 'General Assessment' should contain an overall assessment of the officer's personality, his good qualities and shortcomings and
should in particular touch on the following points viz. quality of mind (originality and comprehension), knowledge of work, power of expression (on paper and in discussion), power of acquiring general information, ability to detail industry and consciousness, judgement, speed of disposal, willingness to accept responsibilities and take decisions, relations with subordinates and colleagues, public relations.

It is further mentioned that if the officer has been reprimanded for indifferent work or for other causes during the period under review brief particulars should be given. If the officer has done any outstanding work meriting recommendation, brief mention should be made.

Part-III: relates to the remarks of the Reviewing Authority about (i) agreement or otherwise to the remarks of the Reporting Authority, (ii) promotion of the appraisee, etc.

Part-IV: relates to the remarks of the Accepting Authority.
It would be seen that Part-II contains only one major remark viz. OVERALL assessment of the appraisee. In absence of different attributes being mentioned specifically, the assessment tends to be subjective.

11.08 Maharashtra State Financial Corporation (MSFC):

This form is applicable to all officers except General Manager. This form consists of 3 parts.

(1) Part-I:

This part is to be filled in by the Reporting Officer and relates mainly with the managerial attributes. The major attributes required for officers have been covered. There are some attributes which are not mentioned in this part, which could have been taken care of. These attributes are:

(1) ability to conduct meetings
(2) ability to prepare reports and make presentation in the meetings and conferences
(3) judgement
(4) leadership quality
(5) creativity
(6) achievement of physical and financial targets
(7) cost consciousness
(8) ability to tackle emergencies
(9) ability to handle industrial relations
(10) ability to establish rapport
(11) ability to gather information.

The summing of this part-I is done by including a column relating to overall assessment. This is to be indicated by the report writing officer.
(2) **Part-II:**

It relates to review by Reviewing Officer. He has to take into account the service length under the Reviewing Officer. This is about his agreement or otherwise to the remarks made by the report writing officer and the comments to be made by the Reviewing Officer.

(3) **Part-III:**

It relates to the action taken by Personnel and Administration department at the H.O. level. This relates to the remarks of officer-in-charge regarding overall counselling, communication of adverse remarks if any, letter of appreciation issued or whether no action is to be taken.

11.09 **Bank of Maharashtra:**

The appraisal format consists of following parts:

- **Part-I:** Technical data
  
  (to be completed by staff division)

- **Part-II:** Self assessment
  
  (to be completed by the officer himself)

- **Part-III:**
  
  (to be filled in by immediate superior officer i.e. Reporting Officer)

- **Part-IV:**
  
  (to be filled in by Reviewing Officer)

- **Part-V:**
  
  (endorsement of Asstt. General Manager)

* A model proforma is also given for use by Commenting Authorities while filling part-III of the Assessment Report Form.
(1) All the questions are open ended. As we have seen in case of SICAM's appraisal form, this also leads to vagueness and ambiguity in answers to the columns and consequently makes the task of evaluating overall performance of the appraisee difficult.

(2) It is seen that very small blank space is available for the remarks of the Reviewing Officer. This results in incomplete comments from the Reviewing Officer. This effect gets more pronounced when Reviewing Officer disagrees on some of the views expressed by the Reporting Officer and wants to substantiate his own point of view.

(3) The format does not evaluate an appraisee on following factors:
   
   (a) Leadership
   (b) Intelligence
   (c) Dependability
   (d) Ability to tackle emergencies
   (e) Cost consciousness
   (f) Ability to conduct meetings
   (g) Ability to prepare reports and make presentations
   (h) Moral reputation
   (i) Integrity
   (j) Interest in extra curricular activities.
(4) It is seen that the Reviewing Officer has to give overall rating of the appraisee in answering question 'e'. This is used as a final and decisive assessment of the appraisee and is not desirable as it does not take any cognisance of earlier remarks of reporting as well as reviewing officer. Rather than asking a question on overall rating of the officer, it is felt that it should be an outcome of responses to each and every performance factor that needs to be taken into account.

11.10 Summing Up:

The above evaluation of selected Semi-Government organisations in Maharashtra indicates that—

(1) the performance appraisal formats used by the organisations do not cover all salient attributes required of the officers,

(2) the formats more or less lack objectivity,

(3) the appraisees do not get relatively placed amongst their colleagues where their merit is concerned,

(4) most of the formats do not cover emphasise training and development needs.

These formats, therefore, do not come up to the expectation of the officers and the organisation and development of a suitable format is essential.