INTERVIEW SCHEDULE
PART-I

(To be answered by both the Appraisee & Appraiser)

Note: Please tick "\(\checkmark\)" in the brackets.

BACKGROUND INFORMATION:

Name: (Optional):

1. a) Age: \(18-25\) ( ) \(26-35\) ( ) \(36-45\) ( ) \(46-55\) ( )
   b) Designation:
   c) Organisation:
   d) Sex: Male ( ); Female ( )
   e) Basic pay Rs.
   f) Marital Status: Married ( ); Unmarried ( )

2. Your position level:
   a) Junior Management ( )
   c) Senior Management ( )
   b) Middle Management ( )
   d) Others:

3. Functional area of your operation:
   a) Manufacturing ( )
   b) Sales & Marketing ( )
   c) Accounts & finance ( )
   d) Research & Development ( )
   e) Management services ( O & M, EDP, etc) ( )
   f) Administration and general

4. Your Educational qualifications:
   TechnicalProfessionalGeneral
5. Number of years of regular service with this company in the management group (excluding trading):

a) Less than one year ( )  b) 1-5 years ( )

c) 6-10 years ( )  d) 11-15 years ( )

e) More than 15 years ( )
PART-II
(To be answered by Appraisee)

Note: Please write the code in brackets provided

SECTION A:

1. Does your employer operate a formal executive appraisal system? (regular report/interview of staff etc.) :
   Yes ( )
   No ( )

2. Which method of appraisal is used at present for executives?
   a) Conventional method (Annual Confidential reports) ( )
   b) Management by objectives (MBO) ( )
   c) McGregorian approach (MBO + Self appraisal) ( )
   d) Self-appraisal ( )
   e) Others - please specify ( )
      i)
      ii)

3. Are you aware of:
   a) the organisational goals?
      Yes ( )
      No ( )
   b) the individual goals?
      Yes ( )
      No ( )

4. Do you understand the objectives of your executive appraisal system?
   a) Well? ( )
   b) Quite well ( )
   c) Vaguely ( )

19
5. Are the objectives, procedures, manuals and rules of appraisal available to you in written form?
   Yes ( )
   No ( )

6. Are you clear about the procedures involved in the current appraisal system?
   a) Yes ( )
   b) No ( )
   c) Cannot say ( )
   d) Not sure ( )

7. Do you think that some system of formal executive appraisal is:
   a) Very necessary? ( )
   b) Useful but not essential ( )
   c) Of limited value ( )
   d) Of no value ( )
   e)Potentially harmful ( )

8. Are employees evaluated on the basis of:
   a) Forms ( )
   b) Appraisal interviews ( )
   c) Written reports ( )
   d) Informal reporting ( )
   e) Any other ( )
9. Are you appraised by:

a) Your immediate superior? ( )
b) Superior’s superior? ( )
c) The personnel manager? ( )
d) A committee? ( )
e) Another person? ( )

For answer(e) please indicate person(s) involved.

10. Whether the organisation conducts periodic appraisal meetings?

a) Yes ( )
b) No ( )

11. Is it true that the appraisal interview motivates the employee to improve his performance?

a) Yes ( )
b) No ( )
c) Can't say ( )

12. After appraisal by your superior are you shown.

a) the whole of your appraisal report? ( )
b) Part of your appraisal report? ( )
c) nothing? ( )
13. Subsequent to your appraisal, are areas of agreement (e.g., training, production, transfer, targets) followed up by management?
   a) Well? ( )
   b) reasonably well? ( )
   c) rather spasmodically? ( )
   d) hardly ever? ( )

14. With regard to your present system of appraisal, are you:
   a) Very dissatisfied? ( )
   b) somewhat dissatisfied ( )
   c) indifferent ( )
   d) quite satisfied ( )
   e) very satisfied? ( )

15. If critical of your present system would you blame the problems on:
   a) lack of communication on aims and objectives of the scheme? ( )
   b) Poor documentation? ( )
   c) Inappropriate grading system/criteria? ( )
   d) Lack of training of appraisers? ( )
   e) Personality clashes? ( )
   f) failure to follow up appraisal with action? ( )
   g) No problems ( )

Please specify:
16. Do you think that current appraisals have failed?
   a) Yes ( )
   b) No ( )
   c) Can't say ( )

17. Do you rate your appraisals as:
   a) Closed and control-oriented? ( )
   b) Open and development-oriented ( )

18. Performance appraisal is used as a tool for:
   a) controlling the employee, ( )
   b) measuring the performance, ( )
   c) developing an employee ( )
   d) controlling and developing the employee, ( )
   e) other purposes ( )

Please specify:

19. Do you feel that the staff appraisals are associated with errors in ratings such as:
   a) Leniency ( )
   b) Harshness ( )
   c) Central tendency ( )
   d) 'Halo' effect ( )
      (One positive/negative trait influencing the ratings on all other factors)
   e) 'Horn' effect ( Rating lower than the actual performance) ( )
   f) No errors noticed ( )
20. Are you aware of your job description and specification? (Duties, responsibilities & skills required to perform the job).
   a) Yes ( )
   b) No ( )

21. Do you agree that the performance appraisal has a direct bearing or labour productivity?
   a) Yes ( )
   b) No ( )

22. Do you concur that a good appraisal scheme leads to effective motivation and inturn managerial effectiveness?
   a) Yes ( )
   b) No ( )

23. Criteria/attributes/ qualities used in appraisal are:
   a) Adequate ( )
   b) Inadequate ( )
   c) Irrelevant ( )

24. Whether the following influence the rating by the superior
   a) Trade unions ( )
   b) Reservations ( )
   c) Relatives and friends ( )
   d) Superior's superior ( )
   e) None ( )

25. Why should you be measured.
   a) So that the organisation should know capabilities of individual ( )
b) So that there should be appropriate facilities for training and development, promotion etc. [ ]

c) To motivate to work properly [ ]

26. Do you think that a good appraisal system is a means to achieve the growth and objectives of the organisation?

a) Yes [ ]

b) No [ ]

c) Not sure [ ]
SECTION B:

27. To what extent do you feel that meaningful, quantitative and time bound targets are set for you in key areas of results and managerial methods?

28. To what extent your current targets the result of a two-way dialogue between you and your boss?

29. To what extent do you feel the system is helpful to you in aiding self development.

30. What is the seriousness attached to the system by your superiors in the organisation?.

SECTION C:

31. What do you think about the appraisal system in general?

a) An annual ritual

b) A necessary evil

c) Something useful to employees and the organisation.

d) A management gimmick.
32A. Do you feel that what you were appraised was relevant?
   a) Yes ( )
   b) No ( )

B. Does the present system accurately evaluates your performance?
   a) Yes ( )
   b) No ( )

<table>
<thead>
<tr>
<th>Very limited extent</th>
<th>Limited extent</th>
<th>Great extent</th>
<th>Very great extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>

33. To what extent do you think that personal relationships, likes, dislikes, prejudices and preconcepts of the appraiser influence his ratings?

34. To what extent do you feel that subordinates are also responsible for making the appraisals subjective by trying to win the favour of the superior.

35. To what extent do you feel that your superior has sufficient knowledge of your performance to give a fair assessment.

( ) ( ) ( ) ( )
SECTION D:

36. To what extent do you think the performance appraisal is successful in correctly identifying training needs?

37. To what extent there is follow up by the superiors on the training and development needs identified in the appraisal report?

SECTION E:

38. To what extent are you happy with the way in which your own appraisal communicated to you?

39. What aspects of your appraisals would you like to be communicated?

a) Favourable aspects only

b) Un-favorable aspects only

c) Both favourable and unfavorable aspects.
SECTION - F

40. Supporting the present appraisal is both competent and fair, what do you think of the appraisal system being followed?

   a) The best that we could have ( )
   b) Good enough ( )
   c) Needs improvement ( )
   d) Totally ineffective ( )

41. To what extent do you feel that the open system of appraising is better than the traditional system of being appraised confidentially by your superior?

   a) Very limited extent ( )
   b) Limited extent ( )
   c) Great extent ( )
   d) Very great extent ( )

42. Are there any factors among the ones being used at present which you feel should be dropped or others included?

   a) Dropped ( )  b) Included ( )  c) No change ( )

43. Are the factors on which the ratings are made clear and precise to you?

   a) Very clear
   b) Fairly clear
   c) Requires more definition

Which, if any, is not clear? _______________

44. In your opinion what should be the criteria for promotion?

   i) Merit ( )
   ii) Seniority ( )  iii) Merit-cum-seniority ( )
45. Do you think that frequent transfer affects your performance on the job?
   Yes/No.

46. Do you think that the performance appraisal review puts any psychological pressure on you to improve your job performance?
   a) To a great extent ( )
   b) To some extent ( )
   c) Not at all ( )

47. What action does your undertaking normally take on favourable appraisal reports?
   a) Granting the usual increments ( )
   b) Granting extra increment ( )
   c) Granting of merit bonus or special award. ( )
   d) No action taken until the subject of the report is to be considered for promotion. ( )
   e) Any other action taken. ( )

48. What action does your undertaking normally take on unfavourable appraisal reports?
   a) Issue a warning to the subject? ( )
   b) Withhold annual increment ( )
   c) Arrange for suitable training to be given. ( )
   d) Any other action taken ( )

49. In your opinion, whether the existing rating scale is adequate?
   a) Adequate ( ) b) Inadequate ( )
PART-III
(To be answered by the Appraiser)

<table>
<thead>
<tr>
<th>Very limited extent</th>
<th>Limited extent</th>
<th>Great extent</th>
<th>Very great extent</th>
</tr>
</thead>
</table>

SECTION - G:

1. To what extent do you feel:

   a) It is necessary to formally appraise your subordinates every year. ( ) ( ) ( ) ( ) ( )

   b) The exercise is worth the trouble and time spent on them. ( ) ( ) ( ) ( ) ( )

   c) The present system is effective in estimating a person's

      i) Competent at the present job. ( ) ( ) ( ) ( ) ( )

      ii) Potential for the future. ( ) ( ) ( ) ( ) ( )

SECTION - H:

2. To what extent do you agree as an appraiser that: The efficiency and effectiveness of a person differs under different superiors. ( ) ( ) ( ) ( ) ( )
3. Very often appraisers are really evaluating of the personal loyalty of the subordinate rather than actual job performance.

4. Many appraisers confine their attention to one or two episodes in the job performance of a subordinate. They neglect to take an overall view of his performance.

5. Last few months before the appraisal date are crucial in influencing the assessment of the superior.

6. In your opinion, how adequately is the information contained in the appraisals of executives utilised in the organizations for the following purposes:

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Very adequately used</th>
<th>Adequately used</th>
<th>Inadequately used</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Career planning of executives</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>b) Promotion of executives</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>c) Placement/Transfer of executives</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>d) Executive development and identifying training needs.</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>e) Executive salary decision</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
<tr>
<td>f) Identifying potential of executives</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
<td>( )</td>
</tr>
</tbody>
</table>
g) Restricting the job responsibilities of executives.

h) Selection of executives for special assignments.

7. Is it necessary for supervisors to hold a certain No. of coaching/counselling meetings during a year with each of their subordinates?. Yes/No.

SECTION - J :

8. Does the present appraisal system in use in the division assess performance :-
   a) Badly ? ( )
   b) Not very well ? ( )
   c) Fairly well ? ( )
   d) Very well ? ( )

9. Does the present appraisal system create motivation to improve performance :-
   a) Badly ? ( )
   b) Not very well ? ( )
   c) Fairly well ? ( )
   d) Very well ? ( )

10. Do you regard the format of the appraisal forms used :-
    a) Very relevant and useful ? ( )
    b) Helpful to a degree ? ( )
    c) Of little value ? ( )
    d) Completely useless ? ( )
11. how would you describe the appraisal system as a management tool for improving performance:
   a) Very effective
   b) Fairly useful
   c) Not much help
   d) Useless
   e) Damaging

12. Would you say that to show appraisal forms to the appraisee is:
   a) Quite wrong
   b) Questionable
   c) Perhaps a good idea
   d) Highly desirable

13. Do you maintain a log book to note down the critical activities of your subordinate?
   a) yes
   b) No
   c) not necessary

14. Do all the executives know the promotion policies and procedures as applicable to their class?
   a) Yes fully
   b) Yes more or less
   c) No

15. Do you think that different criteria should be used for different classes of executives depending upon the nature of their job?
   Yes/No.
16. How do you arrive at your judgements regarding the performance of your subordinates when you are doing the annual appraisal?

i) Based on general and informal impressions about the subordinates.

ii) By consulting others who are in touch with the subordinates

iii) By keeping brief informal notes on the performance of the subordinates

iv) No difficulty in judging subordinates performance which is either excellent or very poor.

v) Enough (time & careful) supervising the work thought not given and appraisals have to be done in a hurry

vi) By supervising the work of my subordinates very closely, thus have first hand knowledge of their performance.

Quite true Some what true Not true

17. Many executives feel uncertain about the manner in which they should use the proforma in appraising their subordinates.

18. There is hardly any training given to executives of their subordinates