# <u>6.3.5</u>

## Institutions Performance Appraisal System for teaching and non teaching staff

Sr.	Description	Page
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	and non teaching staff	
2.	Analysis of performance appraisal	4-6
3.	Performance appraisal form	7-49



6.3.5 Performance appraisal system for teaching and nonteaching staff

## Performance appraisal system for teaching staff

The teacher, as a person and teacher as performer, is also one of the mandatory assessment for his/her performance is appraised through his/her implementation of innovative methodologies in classroom lectures, seminars, tutorials, course delivery, question paper setting and evaluation, updating of materials etc. Besides, student feedback and pass percentage of the course are also considered.

The performance of the faculty is evaluated based on professional contribution to academics, contribution to short term training courses, performing invigilation duties. contribution to College administrative bodies such as college academic council, R&D council, planning and development committee etc. Financial support to the faculty is rendered with the motive to enhance or upgrade their knowledge through their participation in conferences, workshops, publications in Scopus indexed journals, book publication, sponsored projects consultancy, research supervision, awards, honors, fellowships etc. The above set performance appraisal report is filled by employee in a given prescribed proforma which includes all the above set related to points and sub points. Filled in the prescribed format is revised by HOD to assess the attitudinal / behavioral / professional aspects of the faculty concerned.

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Journandeep Skalicshnik Sanstina's Arte, Conserves & Science College, Goveli. Secol, Vet Kalyes, Blot. Tenes - 421 301.



## Performance appraisal system for non- teaching staff:

A few strategies are observed in appraising non-teaching staff's performance this includes technical contribution of individuals such as subject knowledge, awareness, productivity, quality, innovation willingness to learn, diligence etc. besides they also assess the behavioral aspects like group behavior, acceptability, punctuality etc.

Principal Jeevandeep Shaikshnik Sanstha's Anto, Cacamerce & Science College, Goveli. Based, Vat Kolyen, Bist. Three - 421 301.

## Analysis of Performance Appraisal



When the Strongly Agree and Agree rankings are grouped together, the statement "to provide written feedback to employees about their performance" received 66% of the responses. Additional statements that received 60% or more of the Strongly Agree or Agree responses were:

(a) To encourage performance improvement (75.50%),

(b) To set and measure goals (75.50%),

(c) To improve overall organizational performance (75.50%),

(d) To provide legal support for personnel decisions (82.22%), and

(e) To determine individual and organizational training and development needs (88.89%).

Institution was also asked to rank "When a supervisor does not complete a performance appraisal on time. The respondents ranked on the Yes Or No type questions.

 50% of the respondent think that the supervisor is notified by the management and is asked to complete the review.

 55.55% respondent think that there is no action taken with the supervisor by management and some appraisal are never completed.

 51% of the respondent think that this will negatively impact the future of performance appraisal of the supervisor.

Principal

Josevendeep Shalkshnik Sar-Ade, Cammerce & Science Colley, Join Goveli, Tel: Kelyan, Dict. Thuse - 521 301.

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	How are the results of your performance appraisal system used in your institution?	]				1121	a lang
	Answer Options	Strongly agree	Agree	neither agree nor disagree	Disagree	Strongly disagree	Response
1	To provide written feedback to employees about their performance	18	12	9	6	0	45
2	To facilitate decisions concerning pay increases, promotions, and layoffs.	22	12	8	2	1	45
3	To encourage performance improvement,	23	11	8	2	1	45
4	To set and measure goals	18	16	6	3	2	45
5	To determine individual and organizational training and development needs	18	22	3	1	1	45
6	To confirm that good hiring decisions are being made	15	18	8	4	0	45
7	To provide legal support for personnel decisions	17	20	4	3	1	45
8	To improve overall organizational performance	21	13	8	1	2	45

## When a supervisor does not complete a performance appraisal on time

-	Answer Options	Yes	No	Total
1	The supervisor is notified by management and is asked to complete the review.	22	23	45
2	There is no action taken with the supervisor by management and some appraisals are never completed.	25	20	45
3	This will negatively impact the future performance appraisal of the supervisor	23	22	45

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#### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOMERI and AND

## Survey of Use of Performance Appraisal For Staff Positions

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## START HERE

Name of the staff: -- Bhagyshree Gulab Rwar Department: -- Sociology

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - 🗗 Yes
  - □ No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

#### 2. How long has your institution used a performance appraisal system?

- Less than 1 year
- 1-3 years
- □ 4-6 years
- more than 6 years
- 3. Which of the following best describes the type of performance appraisal system that your institution uses?
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Hn-house

Purchased Please indicate the name of the software

- In your institution, performance appraisal is used primarily to (Please check one box)
  - Review past performance
  - Improve the effectiveness of the employees
  - Both review past performance and improve the effectiveness of the employees
- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - 🕒 Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify) \_

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Please continue on the next page -

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
- To facilitate decisions concerning pay increases, promotions, and layoffs
- 8. To encourage performance improvement
- 9. To set and measure goals
- To determine individual and organizational training and development needs
- 11. To confirm that good hiring decisions are being made
- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance
- Disagree Strongly Disagree Disagree Strongly Agree Agree or Neither Agree 2 П L-E-
- The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Strongly Agree
  - Somewhat Agree
  - Somewhat Disagree
  - Strongly Disagree
- The amount of training provided supervisors in your institution to give effective performance appraisal is
  - D-More than sufficient
  - □ Sufficient
  - Not sufficient
  - None

Please continue on the next page

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When a supervisor does not complete a performance appraisal on time,

- The supervisor is notified by management and is asked to complete the review.
- There is no action taken with the supervisor by management and some appraisals are never completed.
- This will negatively impact the future performance appraisal of the supervisor.

Please rate the following statements about your performance appraisal system by marking a box on each line with an X.

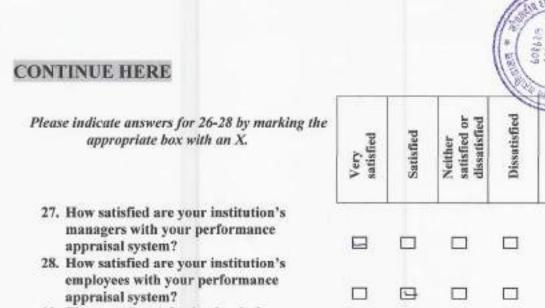
- It demands too much time and effort from supervisors
- Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor
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- The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings
- 23. Negative feedback can demotivate an employee
- 24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff
- 25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal
- The performance appraisal system is periodically reviewed and changed to insure its effectiveness



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29. The overall satisfaction level of your institution with its performance appraisal system is:

#### 30. How many total undergraduate and graduate students does your institution have?

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- Less than 1,000 students
- Between 1,000 and 2,000 students
- Between 2,000 and 3,000 students
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#### 31. How many staff employees does your institution have?

- Less than 200
- Between 200 and 600
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- ☐ More than 1000

#### 32. Please indicate your gender:

- 🗋 Male
- Female
- 33. Please indicate how many years you have been in your present position:

\_\_\_\_years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

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Dissatisfied

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#### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVEL

## Survey of Use of Performance Appraisal For Staff Positions

## START HERE

Name of the staff :-- Tembhe Deepali

Department:--

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - 🖾 Yes
  - D No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

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In-house

Purchased Please indicate the name of the software

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  - Review past performance
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  - Both review past performance and improve the effectiveness of the employees
- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify)

170

Please continue on the next page -----

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
- To facilitate decisions concerning pay increases, promotions, and layoffs
- To encourage performance improvement
- 9. To set and measure goals
- To determine individual and organizational training and development needs
- 11. To confirm that good hiring decisions are being made
- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance
- Neither Agree or Disagree Strongly Disagree Strongly Agree Disagree Agree P 1 -4

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- 14. The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Strongly Agree
  - Somewhat Agree
  - Somewhat Disagree
  - Strongly Disagree
- 15. The amount of training provided supervisors in your institution to give effective performance appraisal is
  - Henry More than sufficient
  - □ Sufficient
  - □ Not sufficient
  - □ None

Please continue on the next page -

When a supervisor does not complete a performance appraisal on time,

- 16. The supervisor is notified by management and is asked to complete the review.
- 17. There is no action taken with the supervisor by management and some appraisals are never completed.
- 18. This will negatively impact the future performance appraisal of the supervisor.

Please rate the following statements al your performance appraisal system l marking a box on each line with an .

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- 25. Managers and staff provide inp the design, development, and ch of criteria used in the appraisal
- 26. The performance appraisal syst is periodically reviewed and changed to insure its effectivene



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- 27. How satisfied are your institution's managers with your performance appraisal system?
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- □ Less than 1,000 students
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- Less than 200
- Between 200 and 600
- Between 600 and 1000
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#### 32. Please indicate your gender:

- Male
- E Female
- 33. Please indicate how many years you have been in your present position:

\_\_\_\_ years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

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Satisfied

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## JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVELI

## Survey of Use of Performance Appraisal For Staff Positions

## START HERE

Name of the staff :- Choir Lakshaman

Department:---

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - □ Yes
  - I No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

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  - Once a year
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Please continue on the next page ----



#### Please mark a box on each line with an X.

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  - Strongly Disagree
- The amount of training provided supervisors in your institution to give effective performance appraisal is
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  - D Sufficient
  - Not sufficient
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Please continue on the next page -

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## tion level of your performance appraisal

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Principal Joovandoop Shalkalusik Sanatha's Josef, Commerce & Science College, Geveli, Geveli, Tal: Kalyan, Bist. Thane - 421 391.

## JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVERA

## Survey of Use of Performance Appraisal For Staff Positions

## START HERE

Name of the staff :-- kamble Gar

Sanjay

Department:--

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- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - 🖾 Yes
  - D No

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  - Other (please specify) \_

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Please continue on the next page -

#### Please mark a box on each line with an X.

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- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance
- Neither Agree or Disagree Disagree Strongly Disagree Strongly Agree Agree 5 4 4 T-

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- 14. The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Strongly Agree
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  - □ Strongly Disagree
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Please continue on the next page -

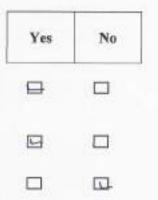


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	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree	
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Please continue on the next page -----

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- 6. To provide written feedback to employees about their performance
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- 11. To confirm that good hiring decisions are being made
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- 13. To improve overall organizational performance
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  - Somewhat Disagree
  - Strongly Disagree
- 15. The amount of training provided supervisors in your institution to give effective performance appraisal is
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  - I Sufficient
  - □ Not sufficient
  - None

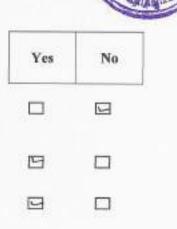
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- 29. The overall satisfaction level of your institution with its performance appraisal system is:



30. How many total undergraduate and graduate students does your institution have?

- E Less than 1,000 students
- Between 1,000 and 2,000 students
- Between 2,000 and 3,000 students
- More than 3,000 students

## 31. How many staff employees does your institution have?

- Less than 200
- Between 200 and 600
- Between 600 and 1000
- □ More than 1000

32. Please indicate your gender:

- 🕞 Male
- Female
- 33. Please indicate how many years you have been in your present position:

2 years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

173

Principal Augustations Skelinkoli: Savetter Aug. Communica & Researce College, Gereit, Aug. Researce & Researce - 421 261 Breed, Mr. Schwit, Biet, Towar - 421 261

## JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, G

## Survey of Use of Performance Appraisa For Staff Positions

## START HERE

Name of the staff: - Riya Jijabras Judhav

 Does your institution use a performance appraisal system for the evaluation or development of its staff positions?

- Ves Yes
- No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

Department -- English

## 2. How long has your institution used a performance appraisal system?

- Less than 1 year
- 1-3 years
- 4-6 years
- more than 6 years
- 3. Which of the following best describes the type of performance appraisal system that your institution uses?
  - A manual system using either a word-processing program (e.g. Microsoft Word) or a paper system
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    - i. If your institution uses a software program written specifically for performance appraisal, was the program written in-house or purchased?

Hn-house

Purchased Please indicate the name of the

software

- In your institution, performance appraisal is used primarily to (Please check one box)
  - Review past performance
  - Improve the effectiveness of the employees
  - Both review past performance and improve the effectiveness of the employees
- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - D, Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify)

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Please continue on the next page -----

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
- To facilitate decisions concerning pay increases, promotions, and layoffs
- 8. To encourage performance improvement
- 9. To set and measure goals
- To determine individual and organizational training and development needs
- 11. To confirm that good hiring decisions are being made
- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance
- Agree or Disagree Disagree Strongly Disagree Strongly Agree Neither Agree P 4 L 5 U--1-
- 14. The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - □ Strongly Agree
  - Somewhat Agree
  - Somewhat Disagree
  - □ Strongly Disagree
- 15. The amount of training provided supervisors in your institution to give effective performance appraisal is
  - □ More than sufficient
  - Sufficient
  - □ Not sufficient
  - D None

Please continue on the next page -

When a supervisor does not complete a performance appraisal on time,

- The supervisor is notified by management and is asked to complete the review.
- There is no action taken with the supervisor by management and some appraisals are never completed.
- This will negatively impact the future performance appraisal of the supervisor.

Please rate the following statements about your performance appraisal system by marking a box on each line with an X.

- 19. It demands too much time and effort from supervisors
- 20. Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor
- 21. The supervisor's personal values and bias can replace organizational standards in the evaluation process
- The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings
- 23. Negative feedback can demotivate an employee
- 24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff
- 25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal
- The performance appraisal system is periodically reviewed and changed to insure its effectiveness

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Please continue on the next page

Please indicate answers for 26-28 by marking the appropriate box with an X.

- 27. How satisfied are your institution's managers with your performance appraisal system?
- 28. How satisfied are your institution's employees with your performance appraisal system?
- 29. The overall satisfaction level of your institution with its performance appraisal system is:



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- 32. Please indicate your gender:
  - □ Male
  - E Female
- 33. Please indicate how many years you have been in your present position:

\_\_\_\_years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

173

Principal Jeevandeep Shaikahnik Sanatha'a bie, Cammaros & Science College, Geven. Guess, Ric Kalyan, Biet, These - 421 291.

#### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVEE

## Survey of Use of Performance Appraisal For Staff Positions

## START HERE



- Department -- Science
- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - I Yes
  - D No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

- 2. How long has your institution used a performance appraisal system?
  - 🕒 Less than 1 year
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  - □ 4-6 years
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      - In-house
      - Purchased Please indicate the name of the software
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- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - 🕒 Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify)

170

Please continue on the next page ----



#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
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- 8. To encourage performance improvement
- 9. To set and measure goals
- To determine individual and organizational training and development needs
- 11. To confirm that good hiring decisions are being made
- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance

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- The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Er Strongly Agree
  - Somewhat Agree
  - □ Somewhat Disagree
  - □ Strongly Disagree
- 15. The amount of training provided supervisors in your institution to give effective performance appraisal is
  - More than sufficient
  - □ Sufficient
  - □ Not sufficient
  - □ None

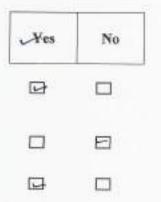
Please continue on the next page -----

When a supervisor does not complete a performance appraisal on time,

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Please rate the following statements about your performance appraisal system by marking a box on each line with an X.

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- 22. The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings
- 23. Negative feedback can demotivate an employee
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- 25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal
- The performance appraisal system is periodically reviewed and changed to insure its effectiveness



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Please continue on the next page



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- 28. How satisfied are your institution's employees with your performance appraisal system?
- 29. The overall satisfaction level of your institution with its performance appraisal system is:

	-	-		-	PLANT STATE
e	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
	ß				

30. How many total undergraduate and graduate students does your institution have?

- □ Between 1,000 and 2,000 students
- Between 2,000 and 3,000 students
- More than 3,000 students

#### 31. How many staff employees does your institution have?

- Less than 200
- E Between 200 and 600
- Between 600 and 1000
- □ More than 1000

#### 32. Please indicate your gender:

- B- Male
- □ Female

33. Please indicate how many years you have been in your present position:

## 2\_\_\_\_years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

11

Assergation Skolichnik Sacathers Asia, Cammerce & Science College, Secol. Govoli, Ini: Kalyan, Blat. These - 421 201.

#### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVEL

## Survey of Use of Performance Appraisal For Staff Positions

#### START HERE

Name of the staff :-- Frashant R. Bhosle

Department -- Science

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - 19 Yes
  - D No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you,

#### 2. How long has your institution used a performance appraisal system?

- Less than 1 year
- 1-3 years
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- 3. Which of the following best describes the type of performance appraisal system that your institution uses?
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Hn-house

Purchased Please indicate the name of the

software\_

- In your institution, performance appraisal is used primarily to (Please check one box)
  - Review past performance
  - Improve the effectiveness of the employees
  - Both review past performance and improve the effectiveness of the employees
- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - G Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year

170

Please continue on the next page --

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
- To facilitate decisions concerning pay increases, promotions, and layoffs
- To encourage performance improvement
- 9. To set and measure goals
- To determine individual and organizational training and development needs
- 11. To confirm that good hiring decisions are being made
- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance

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- 14. The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - I Strongly Agree
  - Somewhat Agree
  - □ Somewhat Disagree
  - □ Strongly Disagree
- The amount of training provided supervisors in your institution to give effective performance appraisal is
  - He More than sufficient
  - □ Sufficient
  - □ Not sufficient
  - □ None

Please continue on the next page ----

When a supervisor does not complete a performance appraisal on time,

- 16. The supervisor is notified by management and is asked to complete the review.
- 17. There is no action taken with the supervisor by management and some appraisals are never completed.
- 18. This will negatively impact the future performance appraisal of the supervisor.

Please rate the following statements about your performance appraisal system by marking a box on each line with an X.

- 19. It demands too much time and effort from supervisors
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- 25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness



Agree or Disagree Strongly Disagree Strongly Agree Disagree Veither Agree 5 9 5 0 14 172

Please continue on the next page

#### Please indicate answers for 26-28 by marking the appropriate box with an X.

- 27. How satisfied are your institution's managers with your performance appraisal system?
- 28. How satisfied are your institution's employees with your performance appraisal system?
- 29. The overall satisfaction level of your institution with its performance appraisal system is:



30. How many total undergraduate and graduate students does your institution have? Less than 1,000 students

- Between 1,000 and 2,000 students
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#### 31. How many staff employees does your institution have?

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#### 32. Please indicate your gender:

- E- Male
- Female

33. Please indicate how many years you have been in your present position:

#### 2\_years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire. 11

Principal Joeventeep Stalkshnik Sonsth\*'s Nos. Conserve & Science College, Govel. Oniol. Tek Kalyse, Bist. These - 421 201.

### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVER

## Survey of Use of Performance Appraisal For Staff Positions

### START HERE

Name of the staff :- Riganka N. Patil

Department -- Science

102620

W15 18

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1692

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - □ Yes
  - 🗆 No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

#### 2. How long has your institution used a performance appraisal system?

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EIn-house

Purchased Please indicate the name of the software

- In your institution, performance appraisal is used primarily to (Please check one box)
  - E Review past performance
  - Improve the effectiveness of the employees
  - Both review past performance and improve the effectiveness of the employees
- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify) \_

170

Please continue on the next page -

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
- To facilitate decisions concerning pay increases, promotions, and layoffs
- To encourage performance improvement
- 9. To set and measure goals
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- 12. To provide legal support for personnel decisions
- 13. To improve overall organizational performance
- Strongly Disagree Agree or Disagree Disagree Strongly Agree Veither Agree 4 4 F
- 14. The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Strongly Agree
  - Somewhat Agree
  - □ Somewhat Disagree
  - Strongly Disagree
- 15. The amount of training provided supervisors in your institution to give effective performance appraisal is
  - Here than sufficient
  - □ Sufficient
  - Not sufficient
  - None

Please continue on the next page -----

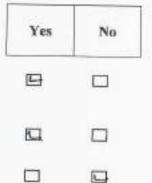
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Please continue on the next page

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  - Female

33. Please indicate how many years you have been in your present position:

<u>3</u> years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire. 11 Principal Assembling Sholleshold Sacathe's Ages, Catantantis & Enlinese College, Gereit Obserf, Tele Molyon, Riot. Times - 421 261

# JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVEDI

# Survey of Use of Performance Appraisal For Staff Positions

TABLIE S

# START HERE

Name of the staff: -- Deepswini G. Cheway Department: - Converce

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - 🗗 Yes
  - D No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

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  - Once a quarter
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170

Please continue on the next page -

#### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
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- 13. To improve overall organizational performance
- Agree or Strongly Disagree Strongly Agree Disagree Veither Agree P 5 14 P 9
- The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Strongly Agree
  - E Somewhat Agree
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  - Strongly Disagree
- 15. The amount of training provided supervisors in your institution to give effective performance appraisal is
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  - None

Please continue on the next page -

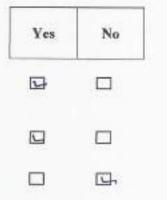


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- S Female

33. Please indicate how many years you have been in your present position:

### 4 years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

45

### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVELI

Survey of Use of Performance Appraisal For Staff Positions

### START HERE

Name of the staff :-- R.V Kapeli

Department -- Library

ta)

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - H Yes
  - D No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

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  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify)

170

Please continue on the next page -----

### Please mark a box on each line with an X.

How are the results of your performance appraisal system used in your institution?

- To provide written feedback to employees about their performance
- To facilitate decisions concerning pay increases, promotions, and layoffs
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- 9. To set and measure goals
- To determine individual and organizational training and development needs
- 11. To confirm that good hiring decisions are being made
- To provide legal support for personnel decisions
- 13. To improve overall organizational performance
- जोवेली, Shine . ता.कल्याप, Par. orth 925309 Neither Agree or Disagree Strongly Disagree Strongly Agree -Agree 2 5 F 5 D. T-

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- 14. The use of performance appraisal is supported and encouraged by the leadership of your institution.
  - Strongly Agree
  - Somewhat Agree
  - Somewhat Disagree
  - □ Strongly Disagree
- The amount of training provided supervisors in your institution to give effective performance appraisal is
  - B- More than sufficient
  - □ Sufficient
  - □ Not sufficient
  - None

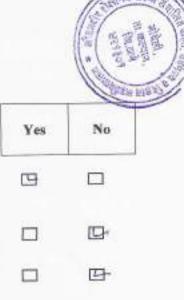
Please continue on the next page ----

When a supervisor does not complete a performance appraisal on time,

- The supervisor is notified by management and is asked to complete the review.
- There is no action taken with the supervisor by management and some appraisals are never completed.
- This will negatively impact the future performance appraisal of the supervisor.

Please rate the following statements about your performance appraisal system by marking a box on each line with an X.

- 19. It demands too much time and effort from supervisors
- 20. Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor
- 21. The supervisor's personal values and bias can replace organizational standards in the evaluation process
- The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings
- Negative feedback can demotivate an employee
- 24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff
- 25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal
- The performance appraisal system is periodically reviewed and changed to insure its effectiveness



bout by X.	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
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Please indicate answers for 26-28 by marking the appropriate box with an X.

- 27. How satisfied are your institution's managers with your performance appraisal system?
- 28. How satisfied are your institution's employees with your performance appraisal system?
- 29. The overall satisfaction level of your institution with its performance appraisal system is:



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30. How many total undergraduate and graduate students does your institution have?

- Less than 1,000 students
- Between 1,000 and 2,000 students
- Between 2,000 and 3,000 students
- More than 3,000 students

#### 31. How many staff employees does your institution have?

- Less than 200
- Between 200 and 600
- Between 600 and 1000
- More than 1000

#### 32. Please indicate your gender:

- L Male
- Female
- 33. Please indicate how many years you have been in your present position:

\_\_\_\_years

34. If you would like to comment or elaborate on any of the issues addressed in this questionnaire that will complement this research, please do so below.

Thank you for completing the questionnaire.

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Principal Joernaleep Sheiksheik Sane, \*\* Ane, Constructs & Science College, Seven, Cond, Tek Reijen, Stet, Theas - 421 201.

#### JSSP COLLEGE OF ARTS, COMMERCE, AND SCIENCE, GOVELL

# Survey of Use of Performance Appraisal For Staff Positions

## START HERE

Name of the staff :-- Unibhau P. Tare

Department - IT

1629712

153-06-12

- Does your institution use a performance appraisal system for the evaluation or development of its staff positions?
  - D-Yes
  - D No

If "no", it is not necessary for you to complete the remainder of this questionnaire. Please check the box marked "no" and return the survey. Thank you.

- 2. How long has your institution used a performance appraisal system?
  - Less than 1 year
  - 1-3 years
  - □ 4-6 years
  - more than 6 years
- 3. Which of the following best describes the type of performance appraisal system that your institution uses?
  - A manual system using either a word-processing program (e.g. Microsoft Word) or a paper system
  - A software program written specifically to do performance appraisal
    - If your answer was "A software program written to do performance appraisal", please answer (i) below. Otherwise, please go to question 4.
      - i. If your institution uses a software program written specifically for performance appraisal, was the program written in-house or purchased?
        - []In-house
        - Purchased Please indicate the name of the software
- In your institution, performance appraisal is used primarily to (Please check one box)
  - Review past performance
  - . Improve the effectiveness of the employees
  - Both review past performance and improve the effectiveness of the employees
- 5. How often do most employees receive a formal, written performance appraisal from their supervisors?
  - D. Once a month
  - Once a quarter
  - Once every 6 months
  - Once a year
  - Other (please specify)\_

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Please continue on the next page -