

## **6.3.5**

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

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### 6.3.5 Performance appraisal system for teaching and non-teaching 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.

  
Principal  
Jyotiba Phule Mahavidyalaya  
Arts, Commerce & Science College, Govoli,  
Gawal, Tal. Kalpa, Dist. Thane - 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**  
**Arts, Commerce & Science College, Govoli.**  
**Govoli, Pat. Nalaya, Dist. Thane - 421 301.**

## Analysis of Performance Appraisal

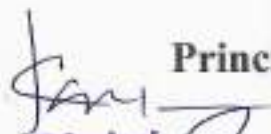


When the Strongly Agree and Agree rankings are grouped together, the statement “to provide written feedback to employees about their performance” received 66% of the responses. Additional statements that received 60% or more of the Strongly Agree or Agree responses were:

- (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.

- 1) 50% of the respondent think that the supervisor is notified by the management and is asked to complete the review.
- 2) 55.55% respondent think that there is no action taken with the supervisor by management and some appraisal are never completed.
- 3) 51% of the respondent think that this will negatively impact the future of performance appraisal of the supervisor.

  
Principal

Jyotirdeep Shaikshnik Sanstha  
Auto. Commerce & Science College  
Govadi, Tal: Kalyan, Dist. Thane - 421 301.





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

	Answer Options	Strongly agree	Agree	neither agree nor disagree	Disagree	Strongly disagree	Response count
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

**प्राचार्य**  
 जयवन्दीय शैक्षणिक संस्थेचे  
 कला, मानविकी व शिक्षण शास्त्र विभागाचे प्राचार्य  
 गोवंदी, ता. कल्याण, दि. जणे-४२१३०३.



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

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

1. 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?

- 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 \_\_\_\_\_

4. 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) \_\_\_\_\_

Please continue on the next page →



**CONTINUE HERE**

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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →



**CONTINUE HERE**



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.

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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**CONTINUE HERE**

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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
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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
  - 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:
- \_\_\_\_\_ 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.

  
**Principal**  
 Anantachandrabhai Shukla's Smaraka  
 Arts, Commerce & Science College, Orissa,  
 Orissa, Tal. Kalpana, Dist. Thane - 421 204.



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff:-- Tembhe Deepali

Department:--

1. 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?

- 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 \_\_\_\_\_

4. 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 →



**CONTINUE HERE**

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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →



**CONTINUE HERE**



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.

Yes	No
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<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
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<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>







**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff :- Bhoir Lakshman

Department :-

1. 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?

- 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 \_\_\_\_\_

4. 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 →



**CONTINUE HERE**

*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
- 7. To facilitate decisions concerning pay increases, promotions, and layoffs
- 8. To encourage performance improvement
- 9. To set and measure goals
- 10. 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

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →



**CONTINUE HERE**



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

Yes	
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

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.*

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
19. It demands too much time and effort from supervisors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The supervisor's personal values and bias can replace organizational standards in the evaluation process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Negative feedback can demotivate an employee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**CONTINUE HERE**



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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
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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
  - 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:
- \_\_\_\_\_ 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.

  
**Principal**  
**Jayantdeep Shalishnik Soneth's**  
**Arts, Commerce & Science College, Goreli.**  
**Goreli, Tal: Kalyan, Dist. Thane - 421 361.**



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff :-- Kamble Sanjay Department:--

1. 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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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 \_\_\_\_\_

4. 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 →



**CONTINUE HERE**

*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
- 7. To facilitate decisions concerning pay increases, promotions, and layoffs
- 8. To encourage performance improvement
- 9. To set and measure goals
- 10. 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

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →





**CONTINUE HERE**

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

Yes	No
-----	----

- |   |                                     |                                     |
|---|-------------------------------------|-------------------------------------|
| 16. The supervisor is notified by management and is asked to complete the review.                       | <input type="checkbox"/>            | <input type="checkbox"/>            |
| 17. There is no action taken with the supervisor by management and some appraisals are never completed. | <input checked="" type="checkbox"/> | <input type="checkbox"/>            |
| 18. This will negatively impact the future performance appraisal of the supervisor.                     | <input type="checkbox"/>            | <input checked="" type="checkbox"/> |

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
19. It demands too much time and effort from supervisors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The supervisor's personal values and bias can replace organizational standards in the evaluation process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Negative feedback can demotivate an employee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →



**CONTINUE HERE**



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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
----------------	-----------	-----------------------------------	--------------	-------------------

- 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
  - 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:
- \_\_\_\_\_ 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.

  
**Principal**  
 Anandappa Shikshak Samithi's  
 Arts, Commerce & Science College, Govil.  
 Govil, Tal: Kalpan, Dist. Tumkur - 421 301

## Survey of Use of Performance Appraisal For Staff Positions



### START HERE

Name of the staff:-- Gaikar Geeta Pandharinath Department:-- BMM

1. 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?
  - 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 \_\_\_\_\_
  
4. 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) \_\_\_\_\_

**CONTINUE HERE**



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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
  - None

Please continue on the next page →





**CONTINUE HERE**

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

Yes	No
-----	----

- 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.

<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
19. It demands too much time and effort from supervisors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The supervisor's personal values and bias can replace organizational standards in the evaluation process	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Negative feedback can demotivate an employee	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →



**CONTINUE HERE**



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

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
27. How satisfied are your institution's managers with your performance appraisal system?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. How satisfied are your institution's employees with your performance appraisal system?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. The overall satisfaction level of your institution with its performance appraisal system is:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

- 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.

  
**Principal**  
 Jyoti Institute of Education  
 Arts, Commerce & Education College, Gessal  
 Gessal, Tal. Salyan, Dist. Tumkur - 571 361



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff:-- Priya Tijabruo Jadhav

Department:-- English

1. 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?
  - 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 \_\_\_\_\_
  
4. 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) \_\_\_\_\_

Please continue on the next page →



**CONTINUE HERE**

*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
- 7. To facilitate decisions concerning pay increases, promotions, and layoffs
- 8. To encourage performance improvement
- 9. To set and measure goals
- 10. 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

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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
- None

Please continue on the next page →



**CONTINUE HERE**



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.

Yes	No
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →

**CONTINUE HERE**



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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
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- 27. How satisfied are your institution's managers with your performance appraisal system?  Very satisfied  Satisfied  Neither satisfied or dissatisfied  Dissatisfied  Very Dissatisfied
- 28. How satisfied are your institution's employees with your performance appraisal system?  Very satisfied  Satisfied  Neither satisfied or dissatisfied  Dissatisfied  Very Dissatisfied
- 29. The overall satisfaction level of your institution with its performance appraisal system is:  Very satisfied  Satisfied  Neither satisfied or dissatisfied  Dissatisfied  Very Dissatisfied

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:
- 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.

  
**Principal**  
**Jeevandeep Shaikshnik Sanstha's**  
**Arts, Commerce & Science College, Govind**  
**Gandhi, Raj. Kalpa, Dist. Thane - 421 301.**



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff :-- Y. B. Triphurane Department:-- Science

1. 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?

- 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 \_\_\_\_\_

4. 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) \_\_\_\_\_

Please continue on the next page →





**CONTINUE HERE**

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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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
- None

Please continue on the next page →



**CONTINUE HERE**

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

✓ Yes	No
-------	----

- 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.

<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →



**CONTINUE HERE**

*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:

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
----------------	-----------	-----------------------------------	--------------	-------------------

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

- 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**  
**Jawahar Education Society's**  
**Arts, Commerce & Science College, Gend.**  
**Gowli, Tal: Kalyan, Dist. Thane - 421 351.**





**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff:-- Prashant R. Bhosle

Department:-- Science

1. 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?

- 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 \_\_\_\_\_

4. 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) \_\_\_\_\_

**CONTINUE HERE**



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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**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
- None

Please continue on the next page →

**CONTINUE HERE**



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

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>

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.*

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
19. It demands too much time and effort from supervisors	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Standards and ratings vary widely and sometimes unfairly from supervisor to supervisor	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. The supervisor's personal values and bias can replace organizational standards in the evaluation process	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. The validity of the ratings is reduced by supervisory resistance to give the ratings, particularly negative ratings	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Negative feedback can demotivate an employee	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Performance appraisal interferes with the more constructive coaching relationship that should exist between a supervisor and his/her staff	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. Managers and staff provide input in the design, development, and choice of criteria used in the appraisal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →





**CONTINUE HERE**

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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
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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:

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

- 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.



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff :-- Biyanka N. Patil

Department:-- Science

1. 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?

- 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 \_\_\_\_\_

4. 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) \_\_\_\_\_

Please continue on the next page →

**CONTINUE HERE**



*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
- 7. To facilitate decisions concerning pay increases, promotions, and layoffs
- 8. To encourage performance improvement
- 9. To set and measure goals
- 10. 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

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →





**CONTINUE HERE**

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.

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →



**CONTINUE HERE**

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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
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- 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
  - 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:
 

3 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.**

  
**Principal**  
 Jyotiraj Shikshak Samithi's  
 Arts, Commerce & Science College, Gesh  
 Ghosh, Dak Shiksha, Dist. Tirunelveli - 621 351.



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff :-- Deepswini G. Chaudhary Department :-- Commerce

1. 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?

- 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 \_\_\_\_\_

4. 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) \_\_\_\_\_

170

Please continue on the next page →



**CONTINUE HERE**



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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →



**CONTINUE HERE**

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.

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please continue on the next page →



**CONTINUE HERE**

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

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
27. How satisfied are your institution's managers with your performance appraisal system?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. How satisfied are your institution's employees with your performance appraisal system?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. The overall satisfaction level of your institution with its performance appraisal system is:	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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:

- Male
- 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.

  
**Principal**  
**Jeevandeep Shaikshika**  
**Adm. Commerce & Science College, Uppal,**  
**Good, Vik. Nagar, Dist. T. Nagar - 421 201.**





**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff:-- R.V Kapdi

Department:-- Library

1. 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?

- 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 \_\_\_\_\_

4. 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) \_\_\_\_\_

**CONTINUE HERE**



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

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

	Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
6. To provide written feedback to employees about their performance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. To facilitate decisions concerning pay increases, promotions, and layoffs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. To encourage performance improvement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. To set and measure goals	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. To determine individual and organizational training and development needs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. To confirm that good hiring decisions are being made	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. To provide legal support for personnel decisions	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. To improve overall organizational performance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
- None

Please continue on the next page →

**CONTINUE HERE**



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.

Yes	No
-----	----

<input checked="" type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>

*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
- 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
- 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
- 26. The performance appraisal system is periodically reviewed and changed to insure its effectiveness

Strongly Agree	Agree	Neither Agree or Disagree	Disagree	Strongly Disagree
----------------	-------	---------------------------	----------	-------------------

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>





**CONTINUE HERE**

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

Very satisfied	Satisfied	Neither satisfied or dissatisfied	Dissatisfied	Very Dissatisfied
----------------	-----------	-----------------------------------	--------------	-------------------

27. How satisfied are your institution's managers with your performance appraisal system?

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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28. How satisfied are your institution's employees with your performance appraisal system?

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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29. The overall satisfaction level of your institution with its performance appraisal system is:

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	-------------------------------------	--------------------------	--------------------------	--------------------------

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:

- 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.**

*[Handwritten Signature]*

**Principal**  
**Jyotiraj Singh**  
 Arts, Commerce & Science College, Govind  
 Ghosh, Jit Singh, Dist. Thane - 421 394.



**Survey of Use of Performance Appraisal  
For Staff Positions**

**START HERE**

Name of the staff:-- Vaibhav P. Tare

Department:-- IT

1. 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?

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 \_\_\_\_\_

4. 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) \_\_\_\_\_

170

Please continue on the next page →