The Performance Management Survey Questionnaire

Section A - What is Performance Management?

Please indicate the extent to which you agree/ disagree with the following statements.

Sl. No	Statement	Strongly Disagree	1	2	3	4	Strongly Agree
1	The most important aspect of performance management is the setting of challenging & stretching goals						
2	Performance Management will inevitably become a bureaucratic chore						
3	Performance Management will only succeed if it is a part of an integrated approach to the management of people						
4	Performance Management will only succeed if it integrates the goals of individuals with those of the organization						
5	Performance-related pay is an essential part of performance management						
6	It is essential that line managers own the performance management system						
7	The focus of performance management system should be developmental						
8	Performance management should be a continuous and integrated part of the employee – line manager relationship						
9	The main objective of performance management should be to motivate individuals						
10	Performance Management is an essential tool in the management of organizational culture						
11	The effectiveness of performance management is easier to manage in qualitative rather than quantitative terms						
12	Everyone must be trained in performance management techniques for a PM system to be successful						
13	Performance Management distracts people from more important core activities						
14	It is essential that performance management is accompanied by extensive communication to ensure its aims are fully understood						
15	Performance Management should be distanced as far as possible from payment systems						
16	Quantifiable measures of performance are essential to successful performance management						

Section B - Organizational background

Which of the following sectors best describes your organization?

Public sector	Private-sector manufacturing
Private-sector service / voluntary	Other

Approximately how many people does your organization employ?

- o 50-99
- o 100-499
- o 500-999
- o 1000 plus

What are the major elements of your business strategy at present?

(Please rank those, which you think are relevant in order of importance, with 1 being most important.)

Reduce Costs	1	2	3	4	5	6	7	8	9	10
Increase productivity										
Expand/ develop markets										
Develop skills/ competence of workforce										
Increase efficiency										
Reduce headcount										
Reduce production time										
Develop new products or services										
Improve quality										
Other										

Section C – Nature of current performance arrrangements

Does your organization operate formal performance-management processes?

- o Yes
- o No

If yes, which of the following groups of employees do these processes apply to?

- o Senior Managers
- o Other managers / team leaders
- o Technical / Clerical
- o Professionals
- o Manual / Blue-collar
- o Other

Do the performance management processes you operate differ between the above groups?

- o Yes
- o No

If yes, please complete the rest of this questionnaire only for those performance – management arrangements which apply to the largest group within your work-force, and please specify by ticking the relevant boxes below which employees are included within this largest group.

- o Senior managers
- o Other managers / team leaders
- o Technical / Clerical
- o Professionals
- o Manual / Blue-collar

o Other

If you do not operate formal performance-management processes, have you any plans to do so within the next two years?

- o Yes
- o No
- o Don't know

and have you had a performance-management system at any time in the last 10 years?

- o Yes
- o No
- o Don't know
- o If yes, why did you abandon it?
- o Too costly
- o Too time-consuming
- o Lack of commitment from line managers
- o Did not achive objectives
- o Other

Please only proceed if you do operate formal performance management processes. If you do not, please 'submit' the form now.

Section C

Please indicate which of the following features of performance-management processes are included in your arrangements

	Are a feature	Very effective	Mostly effective	Partly effective	Not effective
Annual appraisal	○	○	○	○	○
Twice-yearly (bi-annual) appraisal	○	○	○	○	○
Rolling appraisal	○	○	○	○	○
360-degree appraisal	○	○	○	○	○
Peer appraisal	○	○	○	○	○
Self-appraisal	○	○	○	○	○
Subordinate feedback	○	○	○	○	○
Continuous assessment	○	○	○	○	○
Competence assessment	○	○	○	○	○
Objective-setting and review	○	○	○	○	○
Performance-related pay	○	○	○	○	○
Coaching and / or mentoring	○	○	○	○	○
Career management and / or succession-planning	○	○	○	○	○
Personal development plans	○	○	○	○	○
Other	○	○	○	○	○

Are individual, team, and organizational objectives linked?

o Yes

o No

Who sets the performance requirements for individuals? (Please tick as many boxes as appropriate.)

- o Senior managers
- o Line managers/ team leaders
- o Personnel staff
- o Other

Is your organization unionized?

- o Yes
- o No
- o Partly

If yes or partly, were current performance-management arrangements agreed with the union (s)?

- o Yes
- o No

What was the attitudes of the union (s)?

- o Positive
- o Neutral
- o Negative

Are the current performance-management arrangements:

- o A new system (ie developed within the last two years)
- o A development of an older system
- o An old-established system
- o Other

How long did it take to develop the system?

- o Less than one year
- o More than one year but less than two years
- o More than two years

How long did it take to implement the system?

- o Less than one year
- o More than one year but less than two years
- o More than two years

Who was involved in the development & design of the system? (Please tick as many boxes as appropriate.)

- o All staff
- o Senior managers
- o Other managers/ team leaders
- o TU officials
- o Staff representatives
- o Personnel staff

Who (if anybody) receives training in performance-management techniques? (Please tick as many boxes as appropriate)

- o   All staff
- o   Appraisers
- o   Heads of department
- o   Personnel staff
- o   No one

Section D – Process of performance management

To what extent do you agree that the following statements describe performance-management processes in your organization?

	1	2	3	4	
Strongly disagree	○	○	○	○	Strongly agree

Performance-related pay is an essential part of performance management

Line managers own & operate the performance-management process

Performance management is an integrated part of the employee-line manager relationship

Performance management is integrated into other people-management processes

The focus of performance management is developmental

Performance management integrates the goals of individuals with those of the organization

Performance management motivates individuals

Performance management is used to manage organizational culture

The effectiveness of performance management is measured in qualitative rather than quantitative terms

Performance Management sets stretching & challenging goals

Performance management is bureaucratic and time-consuming

The aims and objectives of performance management are well communicated and fully understood

	1	2	3	4

Strongly disagree ○ ○ ○ ○ Strongly agree

Do you give an overall rating for performance?

- o Yes
- o No

If yes, what sort of categories do you use?

- o Numerical/ alphabetical
- o Verbal (all positive)
- o Verbal (positive and negative)
- o Other: ☐

Do you use any of the following to achieve consistency in ratings across different parts of the organization?

- o Forced distribution
- o Management group review
- o Points rating system
- o Grand-parenting system
- o Prior estimates by management Groups
- o Peer review of outcomes
- o Standard setting workshops or seminars
- o Other: ☐

Who keeps the documentation?

- o Personnel department
- o Line manager
- o Individual
- o Other: ☐

Section E – Performance management outcomes

Is there a formal system for the evaluation of performance management?

- o Yes
- o No

If yes, please specify the process you use to evaluate.

- o Opinion/ attitude surveys
- o Focus groups
- o Informal feedback (verbal)
- o Formal feedback (written)
- o Other _____

How important are the following criteria in the measurement of individual performance in your organization?

	Very important	Important	Not very important	Not used as a measure
Customer care	○	○	○	○
Quality	○	○	○	○
Flexibility	○	○	○	○
Competence	○	○	○	○
Skills/ learning targets	○	○	○	○
Business awareness	○	○	○	○
Working relationships	○	○	○	○
Contribution to team	○	○	○	○
Financial awareness	○	○	○	○
Productivity	○	○	○	○
Aligning personal objectives with organizational goals	○	○	○	○
Achievement of objectives	○	○	○	○

How is the performance management system regarded by

	Very effective	Moderately effective	Effective	Not very effective
Senior managers	○	○	○	○
Other managers/ team leaders	○	○	○	○
Other staff	○	○	○	○
Personnel	○	○	○	○

Are you proposing to make any changes to your performance-management arrangements over the next 12 months?

o Yes

o No

o Don't know

What are the key factors which you use to determine whether performance management is effective? (Please rank the relevant factors only in order of importance, with 1 being most important.)

	1	2	3	4	5	6	7	8	9	10
Achievement of financial targets	○	○	○	○	○	○	○	○	○	○
Productivity	○	○	○	○	○	○	○	○	○	○
Development of skills	○	○	○	○	○	○	○	○	○	○
Development of competence	○	○	○	○	○	○	○	○	○	○
Improved customer care	○	○	○	○	○	○	○	○	○	○
Improved quality	○	○	○	○	○	○	○	○	○	○
Changes in behavior	○	○	○	○	○	○	○	○	○	○
Changes in attitude	○	○	○	○	○	○	○	○	○	○
Motivation	○	○	○	○	○	○	○	○	○	○
Labor turnover	○	○	○	○	○	○	○	○	○	○
Other	○	○	○	○	○	○	○	○	○	○

In general, how effective have your organization's performance-management processes proved in improving overall performance?

	1	2	3	4	5	
Very effective	○	○	○	○	○	Don't know

How do you rate the overall performance of your organization against the rest of Indian organizations operating in your industrial sector in each of the following categories?

	Top 25%	Middle 50%	Bottom 25%	Don't know
Quality of goods or service	○	○	○	○
Innovative capacity	○	○	○	○
Cost	○	○	○	○
Market share	○	○	○	○
Return on investment	○	○	○	○
Profitability	○	○	○	○
Quality of workforce	○	○	○	○
Efficiency	○	○	○	○

Are there any other comments you would like to make about your performance-management arrangements not covered in the questions above?

As part of this research we are planning to visit a number of companies to discuss their performance-management arrangements in more depth. Would you be prepared to take part in these follow-up discussions?

o Yes

o No

If yes, please give contact details:

Name / Company/ Address/ Tel. No