

EVALUATION OF CURRENT PERFORMANCE MANAGEMENT PRACTICES

Dear Colleague,

Thank you for your willingness to participate in this survey.

It should not take you more than about 15 minutes to complete.

The accompanying questionnaire is part of a project, which is being undertaken to learn more about how performance management is currently done in the organisation. The aim is to use the information to identify potential problems and to find better ways of managing the performance of people who work here.

If this study is to be helpful, it is important that you answer each question as thoughtfully and frankly as possible. This is not a test and there are no right or wrong answers.

A number of employees have been invited to complete the questionnaire. To ensure **COMPLETE CONFIDENTIALITY**, please do not write your name anywhere on the questionnaire.

INSTRUCTIONS

1. Please answer all the questions.
2. Select the ratings for each question that best reflect your view.
3. Please note that 2 answers are required to each question:
 - CIRCLE the number which describes best what you actually experience
 - Then place an X on the number which describes best how you would have liked it to be
4. Please feel free to make a short note in the space underneath the questions should you wish to clarify your rating.



INDICATE TO WHAT EXTENT:

	To a little extent		To an adequate extent					To a large extent		
	1	2	3	4	5	6	7	8	9	10
1. You and your direct supervisor (line manager) reached <i>prior agreement</i> about factors against which your performance would be measured for your last (previous) performance appraisal	1	2	3	4	5	6	7	8	9	10
2. You were given sufficient time in order to prepare for this last/previous performance appraisal with your direct line manager	1	2	3	4	5	6	7	8	9	10
3. Your performance was eventually measured against those factors agreed upon previously between yourself and your direct line manager	1	2	3	4	5	6	7	8	9	10
4. You had the opportunity to express your own ideas and views during the performance appraisal discussion. The discussion was frank and open and your performance was evaluated objectively	1	2	3	4	5	6	7	8	9	10
5. You received a copy of the completed appraisal form	1	2	3	4	5	6	7	8	9	10
6. You and your direct line manager reached agreement about the positive aspects of your performance	1	2	3	4	5	6	7	8	9	10
7. You and your direct line manager reached agreement about aspects of your performance which could be further improved	1	2	3	4	5	6	7	8	9	10
8. You and your direct line manager discussed your further training and development, and completed a development plan in writing	1	2	3	4	5	6	7	8	9	10
9. Plans for your further development were implemented	1	2	3	4	5	6	7	8	9	10
10. New performance measures and standards for the next performance period were mutually agreed upon between you and your direct line manager	1	2	3	4	5	6	7	8	9	10
11. These performance measures and standards were documented in writing	1	2	3	4	5	6	7	8	9	10
12. The way in which performance appraisals are being handled at present had a positive influence on your performance	1	2	3	4	5	6	7	8	9	10
13. The appraisal discussion had a positive influence on the relationship between yourself and your direct line manager	1	2	3	4	5	6	7	8	9	10
14. You think your last performance appraisal played a part in determining your remuneration package	1	2	3	4	5	6	7	8	9	10
15. You received sufficient positive feedback (praise) on areas of good performance during the course of the year	1	2	3	4	5	6	7	8	9	10
16. You received the right amount of constructive criticism (feedback about areas for improvement handled in a constructive manner by your direct line manager) during the year	1	2	3	4	5	6	7	8	9	10
17. Your direct line manager invited you during the last 12 months to discuss your career development	1	2	3	4	5	6	7	8	9	10
18. The organisational structure, systems, policies, and procedures have been helpful in you performing at your best (no improvements are necessary)	1	2	3	4	5	6	7	8	9	10
19. Your department/unit has a written strategic/operational plan with overall goals and strategies to guide the unit's actions. All unit members participated in drawing this up	1	2	3	4	5	6	7	8	9	10
20. How often would you like formal performance appraisals to take place?										
(a) Three-monthly	<input type="checkbox"/>									
(b) Four-monthly	<input type="checkbox"/>									
(c) Six-monthly	<input type="checkbox"/>									
(d) Annually	<input type="checkbox"/>									