

## Appendix - M

Instruction : (To be rated by Superior)

Please describe the qualities of your executive/officer,  
Mr. \_\_\_\_\_ by checking (\_\_\_/ ) one of the answers under each item  
given below :

Ø1. Decides effectively when appropriate precedent is available

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

Ø2. Documents decisions carefully for review by others

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

Ø3. Performs well when bases for decision are clear and definite

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

Ø4. Performs well even when bases for decision are vague and  
ambiguous

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

Ø5. Performs well in making routine decisions

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

Ø6. Decides well when relevant precedent is lacking

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

Ø7. Assumes responsibility completely when decisions are to be  
post - audited

- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

08. Makes critical or highly important decisions adequately
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
09. Considers all relevant information
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
10. Makes simple, straight forward decisions very satisfactorily
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
11. Competently makes decisions even when facets of decision must be concealed
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
12. Formulates decisions capable of being given adequate public defense
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
13. Skilled in considering goals in his judgement making
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
14. Works well under heavy decision pressure
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
15. Deals effectively with decisions involving staff functions (i.e., budget, personnel)
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
16. Deals effectively with decision involving general administration matters.
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

17. Effectively obtains group consensus on decisions  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
18. Decides well in situations with some policy implications  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
19. Competence in "policy implementing" as contrasted with  
"policy making" decisions  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
20. Embodies technical know - how in judgements  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
21. Considers implicit, hidden aspects of situation  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
22. Refrains from decisions when appropriate  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
23. Avoids over - commitment and retains flexibility  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
24. Screens facts for relevance and accuracy  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
25. Keeps details in perspective  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
26. Takes initiative when appropriate  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

27. Keeps within scope of given authority  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
28. Embodies checks of adequacy in decisions  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
29. Makes full use of given authority  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
30. Makes judgements which are internally consistent  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
31. Decisions contain clues for execution  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
32. Feeds - back past results in reshaping objectives  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
33. Considers wide range of alternative  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
34. Focuses attention on definition of the problem  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
35. Sticks to objective realities, avoiding wishfulness  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
36. Works in an orderly, systematic fashion  
A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree

37. Times decisions appropriately
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
38. Tackles decisions with assurance and self - confidence
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
39. Decisions are as appropriate in long - run as in short - run
- A. Strongly Agree B. Agree C. Neither Agree nor Disagree  
D. Disagree E. Strongly Disagree
40. In general, how effectively do you feel the officer/executive exercises judgement in his decision making
- A. Exceptionally Effectively B. Very Effectively  
C. Moderately Effectively D. Slightly Effectively  
E. Ineffectively
41. To what extent do you feel the officer/executive shows initiative in his job
- A. To the greatest extent B. To a significant extent  
C. To an appreciable extent D. To a marginal extent  
E. To the least extent