

ABSTRACT

Burden of the battle is born by the troops, led by the officer, who has to be close with the enemy to kill or get killed. The entire war effort in the ultimate analysis is thus organized to ensure that those who finally engage the enemy in indirect combat be on the ground.

Within the military there is a growing problem among officers passing out from training institutions, and there is no identified qualified officers to fill the suitable vacancies. A solution has to be found, by inducement as well as compulsion.

Appraisals and training must get directly linked and to this must be added well-planned development of the individual. Specifically in the Army there is a very high lead to a great lack of flexibility for stepping into other jobs but the Army is committed to look after its Human Resource (HR).

That brings to Confidential Report consciousness. Officers, even young Majors and Captains plan their career, courses, appointments to serve in, superiors to serve under, time to be spent in appointments and so on; quite meticulously, so that they get the necessary stamp and right reports. The principle purpose of confidential reports is to enable selection boards to reach a decision concerning promotion and appointment of an officer. The Confidential Report must also tell an officer, without equivocation, how well he has performed during the period under review.

Even so there is a sharp increase in the number of representations and complaints, not only from officers against Confidential Reports, but far more surprisingly, also from Non Commission Officers(NCO). There is no easy solution to this problem, except to suggest some refinements in the system of reporting and selection of officers.

The objective of the study is to analyse the effectiveness of the process of Performance Appraisal System in Sri Lanka Army to evaluate officer cadres.

The researcher has selected a questionnaire survey approach to achieve the objectives of the study. Also in developing the research plan, the researcher has selected a sample, which is representative of the population and to study it extensively in order to arrive at conclusions about the populations.

Orchestrating such a large and complex organization in order to have it performed like a symphony is not an easy task and without fine-tuning aberrations will show. In the Army one simply cannot accept loopholes in the system because if left in the flow some vital parts could get choked. It is evident, therefore that well educated and experienced people as well as specialists are needed to effectively oversee the functions of the Army.