

## **Abstract**

The Sri Lanka Army Officer Appraisal System's purpose is to provide feedback, document a record of performance and potential, and provide Army Headquarters selection board sound information for decision making. For the present research it is assumed that the Officer Performance reports are, and have historically been, considered not in 'best practice'. This research also assumes any perceived bias is contradictory to the purpose of the evaluation system and investigates why this unfairness exists. This is done by viewing the evaluation system as an "open system" and using organization, behavior, evaluation, and Competency Mapping Theory to analyze organizational structure, culture, rewards, people, and tasks in Sri Lanka military systems to identify elements that contribute towards this unjust. The PAS of Army was compared and components were analyzed using the content analysis method with SL Navy, SL Air Force, Indian Army and Coca Cola PAS to identify differences. Interviews were conducted with Officers to collect their perceptions on the issues. A questionnaire was administered to collect data from the same sample of Officers. The research is based on the conceptualization of three factors. They are problems emerge due to rater activities, problems transpire due to existing systems, and practical problems papering in the Army organization. It can be concluded that the structure of the military, military culture, and the role of performance evaluations in the promotion and reward systems all directly support biasness. Changing the evaluation tool reduces inflation in the short term, but a whole system approach must be taken to combat any bias or injustice in the long term. Some elements are unlikely to change. The analysis suggests the tool must be changed to permit rater accountability. Culture must be altered to accept accurate evaluations and small changes in structure. Reward system must be changed to reduce the long-term tendencies for bias and perceptions of injustice in evaluations.