



PAR NO. \_\_\_\_\_ of \_\_\_\_\_

**NATIONAL SEEDS CORPORATION LIMITED**  
**(A Government of India Undertaking)**

**PERFORMANCE APPRAISAL & DEVELOPMENT REPORT**  
**NON-EXECUTIVE CATEGORY**

**(All Category of NS-3 to S-3)**  
**(Rs.17000-60000 to 25000-87000)**

**For the year 20\_\_\_\_-20\_\_\_\_**

**Appraisal Period : 01.04.20\_\_\_\_ TO 31.03.20\_\_\_\_**

| <b>NAME OF EMPLOYEE</b> | <b>EMPLOYEE NO.</b> |
|-------------------------|---------------------|
|                         |                     |

**{The complete report should be handwritten. Please do not type any part of the report. All the information has to be filled only in the space provided. Please do not attach any additional sheets.}**



PERFORMANCE APPRAISAL AND DEVELOPMENT REPORT  
(FOR NON- EXECUTIVES OF NS-3 to S-3)  
(To be filled up by HR Department)  
Year 20\_\_-20\_\_

Appraisal Period : From 01.04.20\_\_ To 31.03.20\_\_

|                      |              |
|----------------------|--------------|
| NAME OF THE EMPLOYEE | EMPLOYEE NO. |
|                      |              |

|               |                    |  |
|---------------|--------------------|--|
| Qualification | Academic           |  |
|               | Professional Other |  |
|               |                    |  |

|                     |           |            |  |
|---------------------|-----------|------------|--|
| Present Designation |           | Department |  |
| Pay Scale           | Rs. _____ | Location   |  |

|                        |            |   |   |
|------------------------|------------|---|---|
| Date of Birth          | (dd/mm/yy) | / | / |
| Date of Joining in NSC |            | / | / |
| Date of Last Promotion |            | / | / |
| Date of Retirement     |            | / | / |

|                                                                |               |               |
|----------------------------------------------------------------|---------------|---------------|
| Leave without Pay/Unauthorized Leave, During the year, if any. | <u>Period</u> | <u>Reason</u> |
| Nature of Disciplinary Proceedings pending, if any             |               |               |
| Has any Penalty been awarded during since last promotion       | Yes           | No            |

|                                                     |      |             |
|-----------------------------------------------------|------|-------------|
| Authority                                           | Name | Designation |
| Reporting Authority                                 |      |             |
| Reviewing Authority                                 |      |             |
| Reviewing Authority (Functional)<br>(if applicable) |      |             |
| Accepting Authority                                 |      |             |

**Signature**  
**Name:**  
**Designation:**  
**Place:**

Date:    /    /20\_\_

Note: *In case of any blank column or wrong detail, correction may be made by Reporting Authority under his signatures, in consultation with Appraisee*



|                   |               |
|-------------------|---------------|
| NAME OF EMPLOYEE: | EMPLOYEE NO.: |
|-------------------|---------------|

### SECTION-A- PERFORMANCE PLANNING AND REVIEW

(NS-3 to S-3)

Maximum marks: 50

#### Key Performance Areas (KPAs)

[KPAs are defined as the responsibilities of the position held by the individual. KPAs are worded using as few terms as possible with no verbs (i.e. these are about results, not action) and no directions/measurement (eg-words such as good, increased, decreased ought to be avoided). They simply describe the crucial/key areas for whose results; an individual is accountable in his present capacity/role. Each KPA should be specific, measurable, realistic and time bound]

| (1)                                                                                                                                 |                                |                                    |                             | (2)                                                                                 |                                                            | (3)                                                      |                          |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------|--------------------------|
| To be filled at the beginning of the year by the Appraiser in consultation with the Appraisee (At least 8-10 KPAs to be identified) |                                |                                    |                             | To be filled at the end of the year by the Appraisee                                |                                                            | To be filled at the end of the year by the Appraiser     |                          |
| Key Performance Areas<br><br>(a)                                                                                                    | Targets to be achieved         |                                    | Max. Marks (100)<br><br>(d) | Self review by the Appraisee against targets achieved or partly achieved<br><br>(a) | Constraints faced, if any in completing targets<br><br>(b) | Review by the Appraiser / Reporting Authority<br><br>(a) | Marks Awarded<br><br>(b) |
|                                                                                                                                     | Unit of Measurement<br><br>(b) | Time Span of Completion<br><br>(c) |                             |                                                                                     |                                                            |                                                          |                          |
| 1.                                                                                                                                  |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |
| 2.                                                                                                                                  |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |

(Continued on next page)



(1)

(2)

(3)

| To be filled at the beginning of the year by the Appraiser in consultation with the Appraisee (At least 8-10 KPAs to be identified) |                                |                                    |                             | To be filled at the end of the year by the Appraisee                                |                                                            | To be filled at the end of the year by the Appraiser     |                          |
|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------|-----------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------|----------------------------------------------------------|--------------------------|
| Key Performance Areas<br><br>(a)                                                                                                    | Targets to be achieved         |                                    | Max. Marks (100)<br><br>(d) | Self review by the Appraisee against targets achieved or partly achieved<br><br>(a) | Constraints faced, if any in completing targets<br><br>(b) | Review by the Appraiser / Reporting Authority<br><br>(a) | Marks Awarded<br><br>(b) |
|                                                                                                                                     | Unit of Measurement<br><br>(b) | Time Span of Completion<br><br>(c) |                             |                                                                                     |                                                            |                                                          |                          |
| 3.                                                                                                                                  |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |
| 4.                                                                                                                                  |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |
| 5.                                                                                                                                  |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |
| 6.                                                                                                                                  |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |
| 7                                                                                                                                   |                                |                                    |                             |                                                                                     |                                                            |                                                          |                          |

(Continued on next page)

|              |  |  |  |  |  |  |  |
|--------------|--|--|--|--|--|--|--|
| 8            |  |  |  |  |  |  |  |
| 9            |  |  |  |  |  |  |  |
| 10,          |  |  |  |  |  |  |  |
| <b>Total</b> |  |  |  |  |  |  |  |

Overall Score=  $\frac{\text{Total Marks Awarded} \times 50}{100} = \underline{\hspace{2cm}} [A]$

\_\_\_\_\_  
 Signature of the Reporting Authority  
 Name:  
 Designation:  
 Date:  
 Rubber Stamp

\_\_\_\_\_  
 Signature of the Appraiser  
 Name:  
 Designation:  
 Date

\_\_\_\_\_  
 Signature of the Appraiser  
 Name:  
 Designation:  
 Date:

\_\_\_\_\_  
 Sig. of the Reporting Authority  
 Name:  
 Designation:  
 Date:  
 Rubber Stamp



|                      |              |
|----------------------|--------------|
| NAME OF<br>EMPLOYEE: | EMPLOYEE NO. |
|----------------------|--------------|

### SECTION-B- PERFORMANCE HIGHLIGHTS

**[This Section should be filled in by Appraisee and returned to the Reporting Authority within 10 days. In case it is not received back, the Reporting Authority will fill-up and submit the remaining Form by the scheduled date to Reviewing Authority making a note of non-receipt of this Form from Appraisee]**

#### **HIGHLIGHTS OF PERFORMANCE AND SPECIAL ACHIEVEMENTS/CONTRIBUTION:**

(Other than routine assignments).

|  |
|--|
|  |
|  |
|  |
|  |

#### **ROADBLOCKS, IF ANY, IN ACHIEVING THE SET GOALS/ASSIGNED DUTIES:**

|  |
|--|
|  |
|  |
|  |
|  |

\_\_\_\_\_  
Signature of the Appraisee

Date:

**Comments of Reporting Authority on Performance, Roadblocks and \*Review Discussions held with Appraisee:**

Date of Review discussions with Appraisee:- \_\_\_\_\_

After discussing all aspects of performance, the Appraisee was counselled on the following points during the Review Discussions:

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

Signature of the Appraisee

Date:

Date:

Signature of the Reporting Authority

Date:

*\* Review discussion to be focused primarily on the Performance and achievements during the year. Discussions to be held in an appropriate and conducive environment, taking into account whole year's performance and without being influenced by recent instances. Acknowledgement by the Appraisee on this Form will not be treated as acceptance of any adverse remarks/comments made in it which will be dealt with separately after Acceptance of the report.*



|                  |              |
|------------------|--------------|
| NAME OF EMPLOYEE | EMPLOYEE NO. |
|------------------|--------------|

### SECTION-C- PERFORMANCE ASSESSMENT

(All Category of NS-3 to S-3)

(Rs.17000-60000 to 25000-87000)

(To be filled in by Reporting Authority)

[Maximum marks: 30]

| Sl. No. | Performance Factors                                                                                                                                                                                                                                                                                       | Rating and Marks |           |      |         |      |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------|------|---------|------|
|         |                                                                                                                                                                                                                                                                                                           | Outstanding      | Very Good | Good | Average | Poor |
|         |                                                                                                                                                                                                                                                                                                           | 5                | 4         | 3    | 2       | 1    |
| 1       | General Intelligence, Keenness & Industry                                                                                                                                                                                                                                                                 |                  |           |      |         |      |
| 2       | Commitment & Initiative and tact in dealing with visitors/outside                                                                                                                                                                                                                                         |                  |           |      |         |      |
| 3       | Job Knowledge & its utilization in the position held<br><b>OR</b><br>*Proficiency & Accuracy in Stenographic Work/Computer Application etc.<br><b>*(Applicable to Stenos/PAs)</b>                                                                                                                         |                  |           |      |         |      |
| 4       | Knowledge of Rules, Regulations and Manuals of the Department/Trade<br><b>OR</b><br>*General Assistance in ensuring that matters requiring attention of the Senior Officer are not lost sight of and trustworthiness in handling secret/confidential matters/papers<br><b>*(Applicable to Stenos/PAs)</b> |                  |           |      |         |      |
| 5       | Ability to understand and grasp instructions and Capacity to do inter related jobs                                                                                                                                                                                                                        |                  |           |      |         |      |
| 6       | Quality of Performance (Competency/accuracy & thoroughness)                                                                                                                                                                                                                                               |                  |           |      |         |      |
| 7       | Dependability/ Responsibility                                                                                                                                                                                                                                                                             |                  |           |      |         |      |
| 8       | Devotion of Duty                                                                                                                                                                                                                                                                                          |                  |           |      |         |      |

|    |                                                                                                                                                                                                                                                                                                    |  |  |  |  |  |
|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|--|--|
|    |                                                                                                                                                                                                                                                                                                    |  |  |  |  |  |
| 9  | Proper maintenance of record/log books                                                                                                                                                                                                                                                             |  |  |  |  |  |
| 10 | Safety & Cost Consciousness                                                                                                                                                                                                                                                                        |  |  |  |  |  |
| 11 | Efficient and economical use of machinery/equipment/efficiency in repairs/ability of using machines and equipment's for operations<br>(Application for Engg. Discipline)<br>OR<br>Efficient utilization of Irrigation workers/labour/machinery/equipment<br>(Applicable for Production Discipline) |  |  |  |  |  |
| 12 | Promptness and disposal                                                                                                                                                                                                                                                                            |  |  |  |  |  |
|    | <b>Aggregate Marks</b>                                                                                                                                                                                                                                                                             |  |  |  |  |  |

Aggregate Rating on Performance Attributes=  $\frac{\text{Total Marks Awarded} \times 30}{(12 \times 5)} = \text{Weighted Score} = ( \quad ) = C$

---

Signature of the Reporting Authority  
Name:  
Designation:  
Date:  
Rubber Stamp:

Place:



|                  |              |
|------------------|--------------|
| NAME OF EMPLOYEE | EMPLOYEE NO. |
|------------------|--------------|

## SECTION-D: POTENTIAL ATTRIBUTES

The Appraiser / Reporting Authority will make a tick ( ) mark in the column provided against each attribute.

[Maximum marks = 20]

| S.No. | ATTRIBUTES                                                                                                     | RATING AND MARKS |           |      |         |      |
|-------|----------------------------------------------------------------------------------------------------------------|------------------|-----------|------|---------|------|
|       |                                                                                                                | Outstanding      | Very Good | Good | Average | Poor |
|       |                                                                                                                | 5                | 4         | 3    | 2       | 1    |
| 1     | Punctuality and attendance                                                                                     |                  |           |      |         |      |
| 2     | Learning Attitude                                                                                              |                  |           |      |         |      |
| 3     | Amenability to Discipline & Behaviour                                                                          |                  |           |      |         |      |
| 4     | Relations with fellow employees and seniors (team player)                                                      |                  |           |      |         |      |
| 5     | Communication skills                                                                                           |                  |           |      |         |      |
| 6     | House Keeping / Cleanliness at Workplace/Equipment/ Official Vehicle                                           |                  |           |      |         |      |
| 7     | Adherence to statutory regulations pertaining to his job OR adherence to traffic rules (applicable to Drivers) |                  |           |      |         |      |
| 8     | Patience and Courtesy                                                                                          |                  |           |      |         |      |
| 9     | Mental Alertness and Physical Energy                                                                           |                  |           |      |         |      |
| 10    | Sense of Organizational Pride                                                                                  |                  |           |      |         |      |
|       | <b>Aggregate Marks</b>                                                                                         |                  |           |      |         |      |

Rating on potential attributes =  $\frac{\text{Total Marks Awarded} \times 20}{(10 \times 5) = 50}$  = Weighted Score \_\_\_\_\_ = D

Signature of the Reporting Authority  
 Name:  
 Designation:  
 Date:  
 Rubber Stamp

Place:



|                  |              |
|------------------|--------------|
| NAME OF EMPLOYEE | EMPLOYEE NO. |
|------------------|--------------|

### **SECTION-E: SUMMARY SHEET**

(To be filled up by the Reporting Authority)

#### **1. Scores:**

|                                                               |  |
|---------------------------------------------------------------|--|
| Score in Section-A-KEY PERFORMANCE AREA (MAXIMUM MARKS 50)    |  |
| Score in Section-C- PERFORMANCE ASSESSMENT (MAXIMUM MARKS 30) |  |
| Score in Section-D-POTENTIAL ATTRIBUTES (MAXIMUM MARKS 20)    |  |
| <b>Total Marks</b>                                            |  |

**2. Overall Evaluation:** (Please make a tick ( ☒ ) mark in the appropriate column.

( ☐ ) **Outstanding:**86-100 ( ☐ ) **Very Good:** 70-85( ☐ ) **Good:** 50-69( ☐ ) **Average:**35-49( ☐ ) **Poor:**0-34

(If the employee has been rated Outstanding or Poor, please fill the citation sheet on the following page)

#### **3. Integrity and promotability:**

Please indicate by making a tick ( ☒ ) mark in the appropriate column, whether :

(a) Integrity of the employee is ( ☐ ) Beyond ( ☐ ) Nothing ( ☐ )# Doubtful  
Doubt Adverse  
Noticed

(b) The employee is fit for: ( ☐ ) Accelerated ( ☐ ) Promotion on  
Promotion (if permissible) Normal Course

# If integrity is doubtful, please give evidence /details

**Any other Observations, if required:** (Please read guidelines)

---



---

Signature of the Reporting Authority

Name:

Designation:

Date:

Rubber Stamp

Place:



|                  |              |
|------------------|--------------|
| NAME OF EMPLOYEE | EMPLOYEE NO. |
|------------------|--------------|

### SECTION-F: CITATION SHEET

(To be filled by the Reporting Authority only if the Appraisee has been rated as outstanding/poor)

Please give concrete reasons for giving as outstanding/poor rating to the appraisee. These reasons should focus on the results achieved by the concerned employee during the appraisal period and not his personal attributes (hard working, motivated, committed etc.) Each of these reasons should also be supported by details of specific incidents corroborating the same.

---

---

---

---

---

---

---

---

---

---

Signature of the Reporting Authority

Name:

Designation:

Date:

Rubber Stamp

Place:



|                  |              |
|------------------|--------------|
| NAME OF EMPLOYEE | EMPLOYEE NO. |
|------------------|--------------|

**SECTION-G: APPRAISAL REVIEW SHEET**

(To be filled by the Reviewing Authority)

**Date of Receipt of APAR :** \_\_\_\_\_

The Reviewing Authority is required to indicate whether or not he/she agrees with the assessment of the Reporting Authority and put a tick mark in the relevant column:

☐

I agree with the assessment of the Reporting Authority

☐

I do not agree with the assessment of the Reporting Authority

In case he does not agree with the assessment, he / she should indicate his own Assessment in the space provided below:

| Section Score                                                 | Serial Number of factor modified | Revised Score |
|---------------------------------------------------------------|----------------------------------|---------------|
| Score in Section-A-KEY PERFORMANCE AREA (MAXIMUM MARKS 50)    |                                  |               |
| Score in Section-C- PERFORMANCE ASSESSMENT (MAXIMUM MARKS 30) |                                  |               |
| Score in Section-D-POTENTIAL ATTRIBUTES (MAXIMUM MARKS 20)    |                                  |               |
| <b>Total Marks</b>                                            |                                  |               |

**Overall Evaluation:** (Please make a tick ( ✓ ) mark in the appropriate column.

( ) **Outstanding:**86-100 ( ) **Very Good:** 70-85 ( ) **Good:** 50-69 ( ) **Average:**35-49 ( ) **Poor:**0-34

The Reviewing Authority should indicate below his General Observations, if any, and also the reasons for changes/modifications in the assessment

---



---



---

**Recommendations of the Reviewing Authority**

Whether the employee is fit for: ( ) Accelerated Promotion (if permissible) OR ( ) Promotion when due in normal Course

Signature of the Reviewing Authority  
Name:  
Designation:  
Date:

**Comments & Counter signature by Reviewing Authority (Functional) (if applicable) Date of Receipt:**\_\_\_\_\_

---



---

Signature of Reviewing Authority (Functional)  
Name & Designation:  
Date:



|                          |                      |
|--------------------------|----------------------|
| <b>NAME OF EMPLOYEE:</b> | <b>EMPLOYEE NO.:</b> |
|--------------------------|----------------------|

### **SECTION-H: APPRAISAL ACCEPTANCE SHEET**

(To be filled by the Accepting Authority)

**Date of Receipt of APARs:** \_\_\_\_\_

The Accepting Authority is required to indicate whether or not he/she agrees with the assessment of the Reviewing Authority:

☐

I agree with the assessment of the Reviewing Authority

☐

I do not agree with the assessment of the Reviewing Authority

In case he does not agree with the assessment, he should indicate his own Assessment in the space provided below:

| Section Score                                                 | Serial Number of factor modified | Revised Score |
|---------------------------------------------------------------|----------------------------------|---------------|
| Score in Section-A-KEY PERFORMANCE AREA (MAXIMUM MARKS 50)    |                                  |               |
| Score in Section-C- PERFORMANCE ASSESSMENT (MAXIMUM MARKS 30) |                                  |               |
| Score in Section-D-POTENTIAL ATTRIBUTES (MAXIMUM MARKS 20)    |                                  |               |
| <b>Total Marks</b>                                            |                                  |               |

**Overall Evaluation:** (Please make a tick ( ☐ ) mark in the appropriate column.

( ☐ ) **Outstanding:** 86-100 ( ☐ ) **Very Good:** 70-85 ( ☐ ) **Good:** 50-69 ( ☐ ) **Average:** 35-49 ( ☐ ) **Poor:** 0-34

The Reviewing Authority should indicate below his General Observations, if any, and also the reasons for changes/modifications in the assessment

---



---



---



---

### **Recommendations of the Accepting Authority**

The employee is fit for: ( ☐ ) Accelerated Promotion (if permissible) ( ☐ ) Promotion on Normal Course

Signature of the Accepting Authority  
Name:  
Designation:  
Date:  
Rubber Stamp

Place:



|                   |               |
|-------------------|---------------|
| NAME OF EMPLOYEE: | EMPLOYEE NO.: |
|-------------------|---------------|

### **SECTION-H: TRAINING PROFILE AND PLAN**

(To be filled in duplicate)

|             |           |          |
|-------------|-----------|----------|
| Designation | Pay Scale | Location |
|             |           |          |

#### **Training programme attended by the employee in the last three years**

(to be filled up by HR Deptt.)

| Sl. No. | Name of the Programme | Year | Duration | Institution/Location |
|---------|-----------------------|------|----------|----------------------|
| 1.      |                       |      |          |                      |
| 2.      |                       |      |          |                      |
| 3.      |                       |      |          |                      |
| 4.      |                       |      |          |                      |
| 5.      |                       |      |          |                      |
| 6.      |                       |      |          |                      |

#### **Training Needs (to be filled by Appraiser in consultation with the Appraisee)**

| Sl. No. | Basic/Functional Course | Sl. No. | Development Course |
|---------|-------------------------|---------|--------------------|
| 1       |                         |         |                    |
| 2       |                         |         |                    |
| 3       |                         |         |                    |
| 4       |                         |         |                    |
| 5       |                         |         |                    |

\_\_\_\_\_  
Signature of the Reporting Authority

Name:

Designation:

Date:

Place:

Note: Second copy of Training Profile & Plan will be sent to HR Department for further action



|                   |               |
|-------------------|---------------|
| NAME OF EMPLOYEE: | EMPLOYEE NO.: |
|-------------------|---------------|

**SECTION-H: TRAINING PROFILE AND PLAN**

(To be filled in Duplicate)

| Designation | Pay Scale | Location |
|-------------|-----------|----------|
|             |           |          |

**Training programme attended by the employee in the last three years**

(to be filled up by HR Deptt.)

| Sl. No. | Name of the Programme | Year | Duration | Institution/Location |
|---------|-----------------------|------|----------|----------------------|
| 1.      |                       |      |          |                      |
| 2.      |                       |      |          |                      |
| 3.      |                       |      |          |                      |
| 4.      |                       |      |          |                      |
| 5.      |                       |      |          |                      |

**Training Needs (to be filled by Appraiser in consultation with the Appraisee)**

| Sl. No. | Basic/Functional Course | Sl. No. | Development Course |
|---------|-------------------------|---------|--------------------|
| 1       |                         | 1       |                    |
| 2       |                         | 2       |                    |
| 3       |                         | 3       |                    |
| 4       |                         | 4       |                    |
| 5       |                         | 5       |                    |

\_\_\_\_\_  
Signature of the Reporting Authority

Name:

Designation:

Date:

Place:

Note: Copy of Training Profile & Plan will be sent to HR Department by Reporting Authority for further action.

To: HR Department (Training Section)



|                   |               |
|-------------------|---------------|
| NAME OF EMPLOYEE: | EMPLOYEE NO.: |
|-------------------|---------------|

### **SECTION-I- CONSOLIDATED APPRAISAL REPORT**

To be filled by the HR Dept. at the end of the year ONLY when there are two or more Performance Appraisal Reports for the employee during the year

#### **First Report:**

Period \_\_\_\_\_

Marks \_\_\_\_\_

#### **Second Report:**

Period \_\_\_\_\_

Marks \_\_\_\_\_

#### **Third Report (if applicable):**

Period \_\_\_\_\_

Marks \_\_\_\_\_

Total Marks : (Calculated as Weighted Average\*):

*\* For calculating Weighted Average, 15 days or more will be treated as a complete month. For instance if an employee has worked for 6 months and 20 days with one reporting officer and 5 months 10 days with the second reporting officer, his weighted average will be calculated by assigning 7 months weightage to the first set of marks and five month weightage to the second set of marks.*

**Overall Evaluation:** (Please make a tick (✓) mark in the appropriate column.

( ) **Outstanding:**86-100 ( ) **Very Good:** 70-85( ) **Good:** 50-69( ) **Average:**35-49( ) **Poor:**0-34

- Integrity of the employee ( ) Beyond Doubt ( ) Nothing Adverse ( )# Doubtful  
Noticed

# If integrity is doubtful, please give evidence /details

**Any other Observations, if required:**

---



---



---

Signature of the Head of HR Deptt.

Name:

Designation:

Date:

Rubber Stamp:

Place:



**GUIDELINES FOR APPRAISAL**  
(For Non- Executive of NS-3 to S-3)

**(To be read carefully by the authorities before filling up the Appraisal Form)**

The performance Appraisal and Development Report consists of the following Section:

| S.No.                | Context                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Timeline                                                                                      |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| 1.                   | <b>Basic information/data about the Appraisee</b><br>(to be filled by the HR Deptt.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 25 <sup>th</sup> March                                                                        |
| 2.<br>Section<br>'A' | <b>Performance Planning and Review (Maximum marks= 50)</b><br>This part of the form shall be forwarded to the Reporting Authority by HR Deptt. in the last week of March. The Reporting Authority shall fill up column 1 of the Form (i.e. Identify the KPA s in consultation with the Appraisee and set targets of achievements also indicating the unit of measurement, time span of completion and maximum marks in respect of each such KPA). The marks allocated to these KPAs need to be limited to 50. A copy of the targets identified in Section A shall be communicated to the Appraisee and one copy of the Form will be kept with the Reporting Authority. Thereafter, the Form shall be returned back to HR Deptt. by the Reporting Authority before 20 <sup>th</sup> April. In case, due to any unforeseen circumstances, any KPA/Target needs to be modified, during the course of the year, the same may be done in exceptional cases, by the Reporting Authority with prior approval of the Reviewing Authority. For this purpose necessary modification may be made in consultation with Appraisee and Reviewing Authority in a separate modified form, appended at the end of the Form, and thereafter returned to HR Deptt. through the Reviewing Authority for being incorporated with the original KPA sheet in Section A. A Copy of this modified form should be given to the Appraisee and also kept by the Reporting Authority for record. The complete form along with this partly filled Section 'A' or amended section A will again be sent by HR Deptt. to Reporting Authority in the 1 <sup>st</sup> week of April, next year for annual Appraisal. At this stage, Column 2 of the Form is to be filled in by the Appraisee in which he is expected to rate himself against the targets set for him at the beginning of the year, (or subsequently modified) by furnishing factual information and the constraints if any faced by him in completing the assigned tasks. He will then sign the Form in the space provided below column 2. Column 3 of the Form is to be filled in by the Reporting Authority in which he will give his own appraisal/assessment of the Appraisee's performance during the years vis-à-vis the targets set and taking into account the information given by the Appraisee in column 2 and also the information given in Section B of the form filled by the Appraisee and hold review discussions with the Appraisee. The Appraiser will then give his comments in column 3 (A) with respect to the factual position on the constraints mentioned by the Appraisee in column 2 (B) and then award him marks in column 3 (B) based on his overall performance. These marks will then be converted to an overall score by using the formula given at the end of the page. | 25 <sup>th</sup> March –<br>31 <sup>st</sup> March                                            |
| 3.<br>Section<br>'B' | <b>Performance Highlights</b><br>This page should be handed over to the Appraisee by Reporting Authority for filling up his contributions / achievements during the year in the first part and to be returned back within 10 days. On completion of the assessment in all sections the Reporting Authority should discuss and counsel the Appraisee about all aspect of his performance including his strengths, deficiencies and improvements required. The Reporting Authority will also record his comments in the space provided for in this Form and obtain Appraisee's signatures on it as token of acknowledgement. (This acknowledgement will not be treated as acceptance of any adverse comment made in it, which will be communicated to him separately after the Report is accepted by the Accepting Authority).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1 <sup>st</sup> -15 <sup>th</sup><br>April<br><br>15 <sup>st</sup> -20 <sup>th</sup><br>April |
| 4.<br>Section<br>'C' | <b>Performance Assessment (Maximum marks = 30)</b><br>(To be filled by the Reporting Authority)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 15 <sup>th</sup> -30 <sup>th</sup><br>April                                                   |
| 5.<br>Section<br>'D' | <b>Potential Attributes (Maximum Marks = 20)</b><br>The Reporting Authority will make a tick ( ) mark in the column provided against each attribute. The overall rating on these attributes will be calculated using the formula                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 15 <sup>th</sup> -30 <sup>th</sup><br>April                                                   |

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                              |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|
|                       | given at the end of the page.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                              |
| 6.<br>Section<br>'E'  | <b>Summary Sheet</b><br>The Reporting Authority will fill up the Summary Sheet by adding the marks of Section B and C and thus arrive at a final rating and identify & tick mark appropriate column of overall evaluation depending upon total marks awarded.<br>The Appraiser will also fill in his comments on promotability and Integrity of the employee. The Reporting Authority may also indicate any other observation about the employee e.g. knowledge and interest of working in Hindi; sensitivity to social justice; interest towards CSR projects; Medical fitness/unfitness of the employee; his indebtedness etc.                                                                                                                                                                                                                                                                                                                                                                                                                                              | 15 <sup>th</sup> -30 <sup>th</sup><br>April  |
| 7.<br>Section<br>'F'  | <b>Citation Sheet</b><br>If the employee has been rated as outstanding or poor, the Reporting Authority will fill up the Citation Sheet in this section by citing concrete reasons for awarding outstanding or poor rating to the Appraisee. Each of these reasons should also be supported by details of specific incidents corroborating the same.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 15 <sup>th</sup> -30 <sup>th</sup><br>April  |
| 8.<br>Section<br>'G'  | <b>Appraisal Review Sheet</b><br>The Report will then send the Form (by scheduled date) to the Reviewing Authority for his general assessment on the overall performance of Appraisee. The Reviewing Authority will indicate in this section whether or not he agrees with the assessment of the Reporting Authority and will give his own assessment of the Appraisee and indicate the reasons for change in assessment made by Reporting Authority. In case of change in marks in any attribute/section, the serial number of the same will be indicated in the space provided for before putting the modified score. Further, the modified score of the Appraisee in the particular sections may be indicate in the concerned section and the overall score and weighted score may be worked out as per the formula given at the end of the particular sheet.<br><br>Thereafter, the Reviewing Authority will send the form (by scheduled date) to the Reviewing Authority (Functional) for countersignature (wherever applicable) or to HR Department for further action. | 1 <sup>st</sup> -15 <sup>th</sup><br>May     |
| 9.<br>Section<br>'H'  | <b>Appraisal Acceptance Sheet</b><br>In this Section, the Accepting Authority will indicate whether or not he agrees with the assessment of the Reviewing Authority and record his final assessment and general observations and reasons for change in assessment made by Reviewing Authority, In case of change in marks in any attribute/sections, the serial number of the same may be indicated in the space provided for before putting the modified score. Further, the modified score of the Appraisee in the particular sections may be indicated in the concerned section and the overall score and weighted score may be worked out as per the formula given at the end of the particular sheet. The report will then be sent to HR Department.                                                                                                                                                                                                                                                                                                                     | 23 <sup>rd</sup> -31 <sup>st</sup><br>May    |
| 10.<br>Section<br>'I' | <b>Training Profile &amp; Plan</b><br>In this Section, Training Programmes attended by the Appraisee during the last three years will be filled up by HR Deptt. at the time of sending the blank forms to the Reporting Authority. Training needs of the Appraisee will be filled up by the Appraiser in consultation with the Appraisee and based on the needs so indentified, the Appraiser will recommend the specific training programmes to be attended by the Appraisee in the coming year. This Section will be filled in duplicate and the duplicate copy will be sent to the Training Section for further action i.e. making a consolidated training programme for the year.                                                                                                                                                                                                                                                                                                                                                                                         | 15 <sup>th</sup> – 30 <sup>th</sup><br>April |
| 11.<br>Section<br>'J' | <b>Consolidated Appraisal Report</b><br>This Section will be filled by Head of HR Deptt. if there are two or more Reports of the Appraisee during the same appraisal year due to transfers, promotions etc.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 1 <sup>st</sup> -10 <sup>th</sup><br>June    |