



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

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

**PERFORMANCE APPRAISAL & DEVELOPMENT REPORT**  
**SENIOR EXECUTIVE CATEGORY**

**(E-4 TO E-7)**  
**(Rs. 29100-54500 TO 43200-66000)**

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

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

NAME OF EMPLOYEE	EMPLOYEE NO.

**{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 SR. EXECUTIVES OF GRADE- E-4, E-5, E-6 & E-7)  
(To be filled up by HR Department)  
Year 20..... - 20.....

Appraisal Period : From 01.04.20..... To 31.03.20.....

NAME OF EMPLOYEE	EMPLOYEE NO.
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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 since last 5 years	Yes	No
If yes, specify the penalty so awarded		
Has the Officer filed Annual Property Return before due date	Yes (date)	No

Authority	Name	Designation
Reporting Authority		
Reviewing Authority		
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 signature, in consultation with Appraisee.



NAME OF EMPLOYEE:	EMPLOYEE NO.:
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**SECTION-A- PERFORMANCE PLANNING AND REVIEW  
(E-4 to E-7)**

Maximum marks: 60

**Key Performance Areas (KPA's)**

[KPA's are defined as the responsibilities of the position held by the individual. KPA's 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 5-6 KPA's 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  (a)	Targets to be achieved		Max. Marks (100)  (d)	Self review by the Appraisee against targets achieved or partly achieved  (a)	Constraints faced, if any in completing targets  (b)	Review by the Appraiser / Reporting Authority  (a)	Marks Awarded  (b)
	Unit of Measurement  (b)	Time Span of Completion  (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 5-6 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  (a)	Targets to be achieved		Max. Marks (100)  (d)	Self review by the Appraisee against targets achieved or partly achieved  (a)	Constraints faced, if any in completing targets  (b)	Review by the Appraiser / Reporting Authority  (a)	Marks Awarded  (b)
	Unit of Measurement  (b)	Time Span of Completion  (c)					
3.							
4.							
5.							
6.							
7							

(Continued on next page)



(1) To be filled at the beginning of the year by the Appraiser in consultation with the Appraisee (At least 5-6 KPAs to be identified)				(2) To be filled at the end of the year by the Appraisee		(3) To be filled at the end of the year by the Appraiser	
Key Performance Areas  (a)	Targets to be achieved		Max. Marks (100)  (d)	Self review by the Appraisee against targets achieved or partly achieved  (a)	Constraints faced, if any in completing targets  (b)	Review by the Appraiser / Reporting Authority  (a)	Marks Awarded  (b)
	Unit of Measurement  (b)	Time Span of Completion  (c)					
8.							
9.							

Overall Score=  $\frac{\text{Total Marks Awarded} \times 60}{100} = \text{_____} [A]$

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

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

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

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

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NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-B- SELF APPRAISAL & REVIEW**

(To be filled by the Appraisee)

**HIGHLIGHTS OF KPA ACHIEVEMENTS:**


**ROADBLOCKS, IF ANY, IN ACHIEVING THE TARGETS:**


**SPECIAL ACHIEVEMENTS/CONTRIBUTION/STRENGTHS AND WEAKNESSES, IF ANY:**

(Other than routine assignments). Suggestion Scheme etc. Awards, Computerization, Training Faculty-Support, Presentation of Papers in Regional/National/International Seminars/Conferences etc.)


\_\_\_\_\_  
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 counseled 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 KPAs decided and achieved for 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.
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### SECTION-C- MANAGERIAL COMPETENCIES

[The managerial competencies of the Appraiser will be judged against competencies mentioned on 4 point scale by the Reporting Authority in the column provided against each value]

[Maximum marks : 20]

Sl. No.	ATTRIBUTES	RATINGS & MARKS				Rating by Reporting Authority
		7-10 marks	3-6 marks	2 marks	0-1 mark	
1	<b>PLANNING AND ORGANIZING</b> Ability for anticipating work needs for arranging work in logical order and devising efficient methods to attain predetermined plans	Exceptional ability to anticipate future work needs ahead of time and works in a logical order to meet plan	Normally anticipates work needs and is able to prepare a plan of action; generally good in arranging workload to meet plan	Is systematic and methodological	Lacks in this quality Needs Development	
2	<b>JOB KNOWLEDGE</b> (functional/Inter-functional)	Excellent knowledge of his job	Very good knowledge of his job	Adequate knowledge of his job and keen to learn	Lack of job knowledge. Needs improvement	
3	<b>TIME SCHEDULE</b>	Excellent ability; completes assignments ahead of schedule	Normally completes a plan of action on schedule	Completes assignment in reasonable time	Not systematic. Needs improvement	
4	<b>PROBLEM ANALYSIS AND DECISION MAKING</b> Ability to identify problems, analyze alternative courses of action and decides on the best action	Excellent analytical ability; always takes sound decisions pertaining to his job areas	Good analytical ability; always makes sound decisions pertaining to his job areas	Makes sound decisions pertaining to his job areas	Lack this trait. Needs development & improvement	
5	<b>TEAM ORIENTATION</b> Works with people rather than independently. A willingness to consult and keep others informed	Very High	High	Reasonable	Below expectation. Needs improvement	
6	<b>WILLINGNESS TO ACCEPT RESPONSIBILITY</b> This relates to the employee's willingness to accept and seek additional responsibility.	Eager to increase usefulness; actively seeks responsibility	Most of the time seeks responsibility	Accepts but does not seek responsibility	Generally shirks to accept responsibility	



7	<b>INFORMATION SHARING</b>	Excellent clarity of thought and expression; uses all channels of communication. Keeps all concerned well informed and maintains very good relations	Share information with all concerned. Very good in expression	Reasonably clear in expression. Keeps people informed	Generally does not share information with others	
8	<b>INITIATIVE</b> Ability to be self-reliant and move forward on a task without outside direction	Always self-reliant. Exceptionally good at applying mind in getting the job done; is a self starter	Never waits to be told for getting things done and overcomes obstacles independently	Reasonably good at thinking out things independently. Requires instructions occasionally	Lack initiative	
9	<b>LEADERSHIP</b> Ability to make positive impact on the team and inspire and influence them	Commands respect by virtue of own capabilities. Always successful in developing enthusiasm and team spirit	Develops high degree of enthusiasm and team spirit	Generally maintains enthusiasm and team spirit	Lacks leadership qualities	
10	<b>TRAINING AND DEVELOPMENT OF SUBORDINATES</b> Efforts towards on the job training. And support in providing opportunities to subordinates for development and growth	Continuously guides, trains and encourages subordinates, always tries to promote the growth and development of subordinates	Generally guides and trains subordinates; is conscious of promoting their growth and development	Generally interested in training and development of the subordinates	Not applicable OR is not interested in developing subordinates	
11	<b>INTER-PERSONAL RELATIONS</b>	Maintains excellent inter-personal relations with all employees in various departments	Maintains very good inter-personal relations with all employees in various departments	Maintains good inter-personal relations with all employees in various departments	Lack in this trait. Needs improvement	
12	<b>CUSTOMER SERVICE</b>	Always provides excellent customer service	Often provides excellent customer service	Sometimes provides excellent customer service	Not customer friendly.	
<b>Aggregate Score:</b>						

Rating on managerial competencies=  $\frac{\text{Total Marks Awarded} \times 20}{12 \times 10} = \text{Weighted Score} = ( \quad ) = B$

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

Place:



NAME OF EMPLOYEE	EMPLOYEE NO.
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### SECTION-D- CORE COMPETENCIES

[The core values of the Appraiser will be judged against value mentioned on 4 point scale by the Reporting Authority in the column provided against each value]

[Maximum marks : 10]

Sl. No.	CORE VALUES	RATINGS & MARKS				Rating by Reporting Authority
		Upto 5 marks	Upto 3 marks	Upto 2 marks	0-1 mark	
1	<b>Transparency &amp; Fairness</b>	Always demonstrates transparency & fairness	Often demonstrates transparency & fairness	Sometimes demonstrates transparency & fairness	Lacks this trait. Needs improvement	
2	<b>Involvement</b>	Total commitment to work and allows employees to participate in decision making	Committed to work, allow some participation from employees	Committed to work but seldom allows others to participate	Generally not committed to work OR does no allow others to participate	
3	<b>Flexibility</b>	Always flexible to adapt in the changing environment and use sound judgement. Open to accept new ideas	Often flexible to adapt in the changing environment and use sound judgement. Open to accept new ideas	Sometime flexible to adapt in the changing environment. Reluctant to accept new ideas	Generally rigid in accepting/ada pting new ideas/enviroment	
4	<b>Willingness to accept challenges</b>	Always willing to accept challenges	Often willing to accept challenges	Sometimes willing to accept challenges	Generally not willing to accept challenges	
5	<b>Ethical Behaviour</b>	Always demonstrates honesty and sincerity in every action. Applies sound business & professional ethics	Often demonstrates honesty and sincerity in every action. Applies sound business & professional ethics.	Sometimes demonstrates honesty and sincerity in every action. Sometime applies sound business & professional ethics	Generally lacks in this trait. Needs improvement	
6	<b>Candid Quality/Cantour</b>	Always frank and forthright. Gives and receives constructive criticism/sugges tion. Appreciates good	Often frank and forthright. Gives and receives constructive criticism/sugges tion. Often appreciates good performance	Sometimes frank and forthright. Sometimes gives and receives constructive criticism/sugges tion.	Generally lacks in this trait. Need Improvement	

		performance and consistent in words and deeds.	and consistent in words and deeds	Appreciates good performance and consistent in words and deeds.		
7	<b>Collaboration/Group effort</b>	Always works in tandem (in partnership). Open in sharing information and in seeking suggestions/opinions. Encourages team work across departments/function	Often works in tandem (in partnership). Generally open in sharing information and in seeking suggestions/opinions. Often encourages team work across departments/function	Sometimes works in tandem (in partnership). Open in sharing information and in seeking suggestions/opinions. Sometimes encourages team work across departments/function.	Generally lacks in this trait. Need Improvement	
8	<b>Discipline</b>	Always adheres to accepted norms. Honours the promises and adheres to agreed system. Respect for other's time and space and exercises self-control	Often adheres to accepted norms. Often honours the promises and adheres to agreed system. Often respects for other's time and space and exercises self-control	Sometimes adheres to accepted norms. Sometimes honours the promises and adheres to agreed system. Sometimes respect for other's time and space and exercises self-control	Normally does not adhere to accepted norms/agreed systems honour the promises.	
9	<b>Ability in presentation of cases, Nothing and Drafting/giving sound advice</b>	Excellent Skill	Very Good Skill	Good Skill	Average/Poor (as applicable)	
10	<b>Timely Submission of APAR of subordinate and self</b>	Due date	One week late	Two weeks late	One month late or more than one month late	

Rating on Core Value=  $\frac{\text{Total Marks Awarded} \times 10}{(10 \times 5)} = \text{Weighted Score} = ( \quad ) = C$

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

Place:



NAME OF EMPLOYEE	EMPLOYEE NO.
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### SECTION-E- POTENTIAL COMPETENCIES

[The potential competencies of the Appraiser will be judged against competencies mentioned on 4 point scale by the Appraiser/Reporting Authority in the column provided against each value]

[Maximum marks : 10]

Sl. No.	POTENTIAL COMPETENCIES	RATINGS & MARKS				Rating by Reporting Authority
		Upto 5 marks	Upto 3 marks	Upto 2 marks	0-1 mark	
1	<b>Resource Management &amp; Administrative Ability</b>	Always mobilizes people and resources to achieve objectives/goals, delegates responsibility & authority, establishes performance measurement, etc.	Generally mobilizes people and resources to achieve objectives/goals, delegates responsibility & authority, establishes performance measurement, etc.	Sometimes mobilizes people and resources to achieve objectives/goals, delegates responsibility & authority, establishes performance measurement, etc.	Generally lacks this trait	
2	<b>System Orientation</b>	Always uses appropriate problem solving methods to improve systems and process, gathers, organizes, maintains and monitors the flow of information. Believes in development of systems & procedures	Generally uses appropriate problem solving methods to improve systems and process, gathers, organizes, maintains and monitors the flow of information. Believes in development of systems & procedures	Sometimes uses appropriate problem solving methods to improve systems and process, gathers, organizes, maintains and monitors the flow of information. Believes in development of systems & procedures	Generally lacks this trait	
3	<b>Drive and Self Motivation</b>	Always willing to start and complete tasks independently with initiative and without waiting for instructions	Generally willing to start and complete tasks independently with initiative and without waiting for instructions	Sometimes willing to start and complete tasks independently with initiative and without waiting for instructions	Lack self motivation and drive	
4	<b>Attitude</b>	Always displays positive disposition towards one's work, people and	Generally displays positive disposition towards one's work, people	Sometimes displays positive disposition towards one's	Normally does not display positive attitude	

		organization		work, people		
5	<b>Innovations and creativity</b>	Always displays willingness and ability to come up with ideas and alternatives for solving job related problems as well as improvement of systems	Generally displays willingness and ability to come up with ideas and alternatives for solving job related problems as well as improvement of systems	Sometimes displays willingness and ability to come up with ideas and alternatives for solving job related problems as well as improvement of systems	Lack this trait.	
6	<b>Trust</b>	Always inspires trust in the minds of the role set members for meeting their expectations through fair dealing	Generally inspires trust in the minds of the role set members for meeting their expectations through fair dealing	Sometimes inspires trust in the minds of the role set members for meeting their expectations through fair dealing	Lacks this quality/Trait	
7	<b>Concern for Subordinate's Development</b>	Always willing and able to understand strengths and weaknesses of the subordinates and facilitate their development	Generally willing and able to understand strengths and weaknesses of the subordinates and facilitate their development	Sometimes willing and able to understand strengths and weaknesses of the subordinates and facilitate their development	Normally does not develop subordinates	
8	<b>Communication Skills</b>	Always expresses opinions and views in a clear, concise and fluent manner. Good listener with openness to accept other's views	Generally expresses opinions and views in a clear, concise and fluent manner. Good listener with openness to accept other's views	Sometimes expresses opinions and views in a clear, concise and fluent manner. Good listener with openness to accept other's views	Lacks proper communication skills	
9	<b>Cost Consciousness</b>	Always keeps Cost Consciousness in mind in the areas under his scope	Generally keeps Cost Consciousness in mind in the areas under his scope	Sometimes only keeps Cost Consciousness in mind in the areas under his scope	Generally lacks this trait	
10	<b>Patience, Tact &amp; Courtesy</b>	Always displays positive disposition towards these qualities	Generally displays positive disposition towards these qualities	Sometimes displays positive disposition towards these qualities	Meets some of the traits partially or completely lacks these traits	

Rating on potential competencies=  $\frac{\text{Total Marks Awarded} \times 10}{(10 \times 5)} = \text{Weighted Score} := D$

Signature of the Reporting Authority  
Name:  
Designation:  
Date:

Place:



NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-F- SUMMARY SHEET OF PERFORMANCE & COMPETENCIES PROFILE**

(To be filled up by the Reporting Authority)

**1. Scores:**

Marks obtained in Section (A) Page 3 (KPA Performance)	
Marks obtained in Section I Page 6 (Managerial Competencies)	
Marks obtained in Section (D) Page 8 (Core Competencies)	
Marks obtained in Section I Page 10 (Potential Competencies)	
<b>Total Marks</b>	

**A. 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/Poor, please fill the citation sheet on the following page)

**B. Integrity and promotability:**

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

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

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

# If integrity is doubtful, please give evidence /details

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

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

Name:

Designation:

Date:

Rubber Stamp

Place:



NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-G- 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.

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Place:

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



NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-H- 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 agrees with the assessment of the Reporting Authority:

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 should indicate his own Assessment in the space provided below:

	Serial No. of KPA/Competency which needs modification	Modified Score
Marks obtained in Section (A) Page 3 (KPA Performance)		
Marks obtained in Section I Page 6 (Managerial Competencies)		
Marks obtained in Section (D) Page 8 (Core Competencies)		
Marks obtained in Section I Page 10 (Potential Competencies)		
<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 about the performance and also indicate reasons for changes/modifications.

**Recommendations of the Reviewing Authority**

The employee is fit for: ( ) Accelerated  
Promotion (if permissible)

( ) Promotion on  
Normal Course

\_\_\_\_\_  
Signature of the Reviewing Authority

Name:

Designation:

Date:

Rubber Stamp

Place:





NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-I- APPRAISAL ACCEPTANCE SHEET**

(To be filled by the Accepting Authority)

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

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

	Serial No. of KPA/Competency which needs modification	Modified Score
Marks obtained in Part –I (A) Page 4 (KPA Performance)		
Marks obtained in Part- III (B) Page 7 (Managerial Competencies)		
Marks obtained in Part-IV I Page 9 (Core Competencies)		
Marks obtained in Part-IV-(D) Page 11 (Potential Competencies)		
<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 Accepting Authority should indicate below his General Observations about the performance and also indicate reasons for changes/modifications.

**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.
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**SECTION-J- TRAINING PROFILE AND PLAN**

(To be filled in Duplicate)

Designation	Pay Scale	Location

**D. 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.				

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

Sl. No.	Basic/Functional Course	Sl. No.	Development Course

\_\_\_\_\_  
Signature of the Appraiser

Name:

Designation:

Date:

Place: \_\_\_\_\_

Note: Second Copy of Training Profile & Plan will be sent to Training Section for further action

SECOND COPY (For use in Training Section)

FORM-1



NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-J- TRAINING PROFILE AND PLAN**

(To be filled in Duplicate)

Designation	Pay Scale	Location

**A. 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.				

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

Sl. No.	Basic/Functional Course	Sl. No.	Development Course

\_\_\_\_\_  
Signature of the Appraiser

Name:

Designation:

Date:

Place: \_\_\_\_\_

To: HR Department (Training Section)



NAME OF EMPLOYEE	EMPLOYEE NO.
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**SECTION-K- 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:**

Period \_\_\_\_\_

Marks \_\_\_\_\_

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

*\* For calculated 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 month 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 ( ) Nothing ( )# Doubtful  
Adverse  
Noticed

# If integrity is doubtful, please give evidence /details

**Any other Observations, if required:**

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Signature of the Head of HR Deptt.

Name:

Designation:

Date:

Place:



## GUIDELINES FOR APPRAISAL

(For E-4 to E-7)

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

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

		<b>Timeline</b>
1.	<b>Basic information/data about the Appraisee</b> (to be filled by the HR Deptt.)	<b>Page-1</b> 25 <sup>th</sup> March
2. Section 'A'	<b>Performance Planning and Review (Maximum marks= 60)</b> 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 KPAs 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 60. 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.	<b>Page- 2- 3</b> 15 <sup>th</sup> -20 <sup>th</sup> April  1 <sup>st</sup> -10 <sup>th</sup> April  10 <sup>th</sup> -25 <sup>th</sup> April
3. Section 'B'	<b>Self Appraisal and Review</b> In this Section the Appraisee will indicate highlights of his achievements with respect to each KPA set out in the beginning of the year in Section 'A'. In the next column he will also indicate the roadblocks if any faced by him in achieving the targets. Thereafter, he will also indicate special achievements/contributions including his strengths and weaknesses, if any, which are other than routine assignments carried out by him during the year and put his signatures below these three columns in the space provided for. The Reporting Authority shall thereafter hold discussion with the Appraisee to review the performance of the Appraisee along with the information supplied by the Appraisee in Column 2 of Section A and the self-appraisal in Section B taking into account the roadblocks if any, faced in completion of each of the KPA and thereafter indicate his comments with respect to the performance as discussed and indicated in Section 'A' and strengths and weaknesses of the Appraisee shall also be made known to him. Both Appraisee and the Reporting Authority will put their signatures in the last column. The review discussions should be focused primarily on the KPAs decoded and achieved during the year and should be held in an appropriate and conducive environment, taking into account whole years performance and without being influenced by recent	<b>Page- 4</b> 10 <sup>th</sup> -25 <sup>th</sup> April  25 <sup>th</sup> -30 <sup>th</sup> April

	instances. Further, acknowledgement by the Appraiser on this form will not be treated as acceptance of any adverse comments/remarks made in it, which will be dealt with separately after acceptance of the report.	
4. Section 'C'	<b>Managerial Competencies (Maximum Marks = 20)</b> <b>Page- 5- 6</b> The managerial Competencies of the Appraiser will be judged against the values mentioned in the form on a four point scale by the Reporting Authority and marks will be awarded against each Managerial Competency in the column provided. The overall rating on these Managerial Competencies will then be calculated by using the formula given at the end of the Form.	25 <sup>th</sup> -30 <sup>th</sup> April
5. Section 'D'	<b>Core Competencies (Maximum marks = 10)</b> <b>Page- 7- 8</b> The Core Competencies of the Appraiser will be judged against the values mentioned in the form on a four point scale by the Reporting Authority and marks will be awarded against each Core Competency in the column provided. The overall rating on these Core Competencies will then be calculated by using the formula given at the end of the Form.	25 <sup>th</sup> -30 <sup>th</sup> April
6. Section 'E'	<b>Potential Competencies (Maximum marks = 10)</b> <b>Page- 9- 10</b> The Potential Competencies of the Appraiser will be judged against the values mentioned in the form on a four point scale by the Reporting Authority and marks will be awarded against each Potential Competency in the column provided. The overall rating on these Potential Competencies will then be calculated by using the formula given at the end of the Form.	25 <sup>th</sup> -30 <sup>th</sup> April
7. Section 'F'	<b>Summary Sheet</b> <b>Page- 11</b> The Reporting Authority will fill in the Summary Sheet by adding the marks of Forms A,C,D & E and thus arrive at a final rating and overall evaluation. The Appraiser will also fill in his comments on promotability and Integrity of the employee in the Summary Sheet. 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.	25 <sup>th</sup> -30 <sup>th</sup> April
8. Section 'G'	<b>Citation Sheet</b> <b>Page- 12</b> If the employee has been rated as outstanding or poor in the Summary Sheet (Section F), then the Reporting Authority will fill the Citation Sheet in the section by citing concrete reasons for awarding outstanding/poor rating to the Appraiser. However, the reasons so indicated 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.	25 <sup>th</sup> -30 <sup>th</sup> April
9. Section 'H'	<b>Appraisal Review Sheet</b> <b>Page- 13</b> The Report will then be sent to the Reviewing Authority for his general assessment on the overall performance of Appraiser. The Reviewing Authority will indicate whether or not he agrees with the assessment of the Reporting Authority and will give his own assessment of the Appraiser and indicate the reasons for change in assessment made by Reporting Authority. Thereafter, the Reviewing Authority will send the form (by scheduled date) to the HR Department who will submit the same to Accepting Authority for his assessment/remarks.	2 <sup>nd</sup> -15 <sup>th</sup> May
10. Section 'I'	<b>Appraisal Acceptance Sheet</b> <b>Page- 14</b> In this Section, the Accepting Authority will indicate whether or not he agrees with the assessment made by the Reviewing Authority and will give his own assessment of the Appraiser and indicate the reasons for change in assessment made by Reviewing Authority, which will be the final stage of the Appraisal.	16 <sup>th</sup> -25 <sup>th</sup> May
11. Section 'J'	<b>Training Profile &amp; Plan</b> <b>Page- 15</b> In this Section, Training Programmes attended by the Appraiser 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 Appraiser will be filled up by the Appraiser in consultation with the Appraiser and based on the needs so indentified, the Appraiser will recommend the specific training programmes to be attended by the Appraiser 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.	25 <sup>th</sup> -30 <sup>th</sup> April
12. Section 'K'	<b>Consolidated Appraisal Report</b> <b>Page- 16</b> This Section will be filled by Head of HR Deptt. if there are two or more Appraisal Reports of the Appraiser during the same appraisal year due to transfers, promotions etc.	26 <sup>th</sup> -30 <sup>th</sup> May



## MODIFIED KPAs SHEET

NAME OF EMPLOYEE:	EMPLOYEE NO.:
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**SECTION-A- PERFORMANCE PLANNING AND REVIEW  
(E-4 to E-7)**

Maximum marks: 60

**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 by the Appraiser in consultation with the Appraisee Date of Change: _____				To be filled at the end of the year by the Appraisee		To be filled at the end of the year by the Appraiser	
Revised Key Performance Areas  (a)	Targets to be achieved		Max. Marks (100)  (d)	Self review by the Appraisee against targets achieved or / party achieved  (a)	Constraints faced, if any in completing targets  (b)	Review by the Appraiser / Reporting Authority  (a)	Marks Awarded  (b)
	Unit of Measurement  (b)	Time Span of Completion  (c)					
1.							
2.							
3.							
4.							



NAME OF EMPLOYEE:	EMPLOYEE NO.:
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(1)				(2)		(3)	
To be filled at the beginning of the year by the Appraiser in consultation with the Appraisee (At least 5-6 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  (a)	Targets to be achieved		Max. Marks (100)  (d)	Self review by the Appraisee against targets achieved or / party achieved  (a)	Constraints faced, if any in completing targets  (b)	Review by the Appraiser / Reporting Authority  (a)	Marks Awarded  (b)
	Unit of Measurement  (b)	Time Span of Completion  (c)					
5.							
6.							
7.							
8.							
9.							

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

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

Overall Score=  $\frac{\text{Total Marks Awarded} \times 60}{100} = \text{_____} [A]$

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

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