

NATIONAL SEEDS CORPORATION LIMITED

(A Government of India Undertaking)



**PERFORMANCE MANAGEMENT SYSTEM
W.E.F. 01.04.2013, THAT IS FROM THE DATE OF NOTIFICATION**

NATIONAL SEEDS CORPORATION LIMITED, NEW DELHI
(A Government of India Enterprise)

PERFORMANCE MANAGEMENT SYSTEM
POLICY MANUAL

- 1.0 INTRODUCTION
- 1.1 OBJECTIVES OF PMS
- 1.2 IMPORTANCE OF OBJECTIVITY IN PERFORMANCE APPRAISAL REPORTS
- 1.3 APPLICABILITY OF PERFORMANCE APPRAISAL REPORTS

1.0. **Introduction to Performance Management System :**

1.1. **Objectives of PMS :**

- To accomplish the organizational vision and mission by linking individual performance to company objectives.
- To promote professional excellence.
- To evaluate the potential of the employee to assume higher responsibilities in the organization.
- To determine the gaps in knowledge and skills and / or shortcomings / failures noticed during evaluation of individual's achievements so that gaps in knowledge and skills could be removed and failures / shortcomings remedied through training and / or counseling.
- To identify employees having special skills development potential so as to suggest what further training / encouragement would be necessary for full exploitation of such potential and proper placement based on the skills of the employees.

1.2. **Importance of Objectivity in Performance Appraisal Reports :**

- Performance Appraisal Reports are the basic inputs on the basis of which confirmation, promotion and training needs etc. are decided. It is very important both in the interest of efficiency of the service and also of the employees that 'Reports' are written with the greatest possible care so that the work, conduct, character and potentialities of

the employees reported upon can be judged from the recorded opinion. Officers recording remarks in these Reports must realize the importance of these entries as their own competency will be judged partly from the remarks that they record about employees working under them. The objectivity of the Appraisal Reports is of the greatest importance for the efficiency and to boost morale of the employees. It is in the interest of the organization not less than that of the employee that the value of a proper system of Performance Appraisal Reports is recognized by all concerned. These should be fair, just and non-discriminatory.

- In order to minimize the operation of subjective human elements and of conscious or unconscious 'bias', the Performance Report of every employee will contain the assessment of more than two officers except in rare cases where there is only one supervisory level above the employee reported upon. The Appraisal Forms have been devised with a view to ensuring maximum objectivity in the preparation of Performance Appraisal Reports. The 'Reporting' and 'Reviewing' Authorities should apply their mind carefully to various alternatives suggested in different headings and indicate their opinion in writing out, in full, the appropriate alternative which according to them should best describe the employee's quality.
- No employee should be adversely affected by prejudicial Reports recorded without fullest consideration. At the same time none should be rewarded by excessively flattering Reports which are not based on facts. There should be no hesitation on the part of Reporting & Reviewing Authorities to record adverse remarks in justified cases.
- An employee should not be graded "Outstanding" unless exceptional qualities, performance and special achievements have been noticed. Grounds for giving such a grading should be clearly brought out with specific instances / qualification, as may be possible, in the Citation Sheet duly signed by Reporting Authority OR in the remarks column by the Reviewing / Accepting Authority.
- The "Poor" grading is an adverse report. Accordingly, the grading given should be consistent with remarks / rating against various columns / factors. Reference to specific incidents may be made, if at all, and recorded in the Citation Sheet duly signed by Reporting Authority.
- The appraisals should reflect the real merit of the employee and his / her performance during the period under report but the tendency to over assess the performance should be avoided and checked. Similarly, the bottom grade has to be awarded with added caution. The 'Bell Curve Approach' suggested in the Govt. Guidelines regarding the percentage of assessed employees falling under 'Outstanding' and 'Poor' categories would be met if the same is distributed as under in each category of employee i.e. 'Executives' & 'Non-Executives'.

- 'Outstanding' : (Not more than 10% to 15%)
- 'Poor' : (upto 10%)

1.3. **Applicability of Performance Appraisal Report :**

Performance Appraisal Report is applicable to:

- All regular employees of NSC including those employees whose services are lent to other organizations on mutually agreed terms.
- The employees who join in the middle of the PAR cycle but have served for a minimum period of three months.
- In case of Chief Vigilance Officer or any other officer who joins NSC on deputation from other Government / Autonomous Organizations, the Appraisal Forms, as applicable in their parent organization will be obtained in April, each year to assess their performance by the Competent Authority and sent back to their Cadre Authorities, as per Govt. guidelines.
- In case of Senior Executives at E-8 and above level, Board level Executives and Chief Executive, the procedure and guidelines framed by Govt. of India, Deptt. Of Public Enterprises, as applicable to PSEs, shall be followed.

2.0. **The Performance Appraisal Reporting Process for Executives**

Different Forms have been devised for the above category of employees

- | | | | |
|----|--------------------------------|---|----------|
| 1. | Senior Executives (E-4 to E-7) | - | Form - 1 |
| 2. | Executives (E-0 to E-3) | - | Form – 2 |
| 3. | Non Executives
(S-3 to S-8) | - | Form – 3 |
| 4. | Non-Executive (S-1 & S-2) | - | Form -4 |

2.1 **Senior Executives (E-8 & above) and Board Level Executives** - As per DPE guidelines.

The Performance Appraisal Reports in respect of the above category of Executives will be filled up as per DPE formats / guidelines.

2.2. **Sr. Executives (E-4 to E-7) (Form – 1) AND**

Executives (E-0 to E-3 (Form – 2)

Section : A – Performance Planning & Review

Page 1 of the Form containing Basic Data about the Appraisee will be filled up by Sectional head of the HR Deptt., Head Office, and sent to the concerned Reporting Authority in the last week of March each year along with blank Form of Section 'A' (pages 2 and 3) regarding Performance Planning & Review:

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). 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 20th 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 modifications may be made in consultation with Appraisee and Reviewing Authority in a separate modified form, appended at 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 1st 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 year 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.

Section : - B - Self-Appraisal and Review

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 discussions 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 informed to Appraisee during these discussions. The marks scored by the Appraisee on his performance as 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 decided and achieved during the year and should be held in an appropriate and conducive environment, taking into account whole year's performance and without being influenced by recent instances. Further, acknowledgement by the Appraisee on this form will not be treated as acceptance of any adverse comments / remarks made in it, which will be dealt with separately after final acceptance of the Report. However, in case the Appraisee fails to sign, then the form will not be withheld / delayed due to this reason by Reporting Authority, who will send the form to Reviewing Authority making a note of the refusal of Appraisee to sign in the prescribed column.

Section : C - Managerial Competencies (Maximum Marks = 20)

The Managerial Competencies of the Appraisee 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.

Section : D - Core Competencies (Maximum marks = 10)

The Core Competencies of the Appraisee 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.

Section : E - Potential Competencies (Max. Marks :10)

The Potential Competencies of the Appraisee 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.

Section : F – Summary Sheet

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 Integrity and promotability of

the employee in the Summary Sheet. The recommendation for considering accelerated promotion will only be made in the cases where the employee has been rated as 'Outstanding'. 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.

Section : G – Citation Sheet

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 Appraisee. 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.

Section : H – Appraisal Review Sheet

The Report will then be sent to the Reviewing Authority for his general assessment on the overall performance of Appraisee. 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 Appraisee and indicate the reasons for change in assessment made by Reporting Authority. In case of change in marks in any KPA / Competency, the serial number of the same may be indicated in the space provided for before indicating the modified score. Further, the modified score of the Appraisee in the particular KPA / Competency 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 sheet. 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.

Note : The Reporting / Reviewing Authorities shall adhere to the prescribed dates of submission of the reports to the next authority as per the PMS calendar, failing which adverse note may be made thereof by the HR Deptt.

Section: I – Appraisal Acceptance Sheet

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 Appraisee and indicate the reasons for change in assessment made by Reviewing Authority. In case of change in marks in any KPA / Competency, the serial number of the same may be indicated in the space provided for before indicating the modified score. Further, the modified score of the Appraisee in the particular KPA / Competency 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 sheet. Thereafter, the Accepting Authority will send the Form (by the scheduled date) to the HR Department.

Section : J – Training Profile & Plan

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 identified, the Appraiser will recommend the specific training programs 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.

Section : K – Consolidated Appraisal Report

This Section will be filled by Head of HR Deptt. if there are two or more Appraisal Reports of the Appraisee during the same appraisal year due to transfers, promotions etc.

3.0 **PMS PROCESS FOR NON-EXECUTIVES CATEGORY**

3.1 **JUNIOR EXECUTIVES & NON-EXECUTIVES (S-3 TO S-8)**

3.2 **NON-EXECUTIVES (S-1 & S-2)**

3.0 **The Performance Appraisal Reporting Process for Junior Executives & Non-Executives :**

Two types of Form have been devised for the above category of employees as under:

- Junior Executives & Non-Executives working in S-3 to S- 8 grades - Form – 3
- Non- Executive working in S-1 and S-2- Form -4

3.1 **Junior Executives & Non-Executives S - 3 to S- 8 (Form - 3)**

Page 1 of the Form containing Basic Data about the Appraisee will be filled up by Sectional head of the concerned HR Deptt., and the blank form will be sent to the concerned Reporting Authority in the last week of March each year.

Section : A -Performance Highlights

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. He will also indicate the road blocks, if any, faced by him in achieving the tasks / targets and put his signature in the space provided for. The Reporting Authority shall thereafter hold discussion with the Appraisee to review the performance of the Appraisee taking into account the road blocks if any, faced by him in achieving the targets 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. However, in case the Appraisee fails to sign, then the form will not be withheld / delayed due to this reasons by the reporting Authority who will sent the form to the Reviewing Authority making a note of refusal of Appraisee to sign the prescribed column.

Section : B -Performance Assessment (Maximum marks = 80)

This section will be filled by the Reporting Authority, who will judge the performance of the Appraisee in respect of each attribute and will make a tick () mark in the column provided against each attribute. The overall rating on these attributes will be calculated using the formula given at the end of the page.

Section : C - Potential Attributes (Maximum marks = 20)

The Reporting Authority will judge the potential of the Appraisee in respect of each attribute and will make a tick () mark in the column provided against each attribute. The overall rating on these attributes will be calculated using the formula given at the end of the page.

Section : D - Summary Sheet

The Reporting Authority will fill up the Summary Sheet by adding the marks of Sections B and C and thus arrive at a final rating and identify & tick mark appropriate column of overall evaluation depending upon total marks awarded. The Appraiser will also fill in his comments on promotability and integrity of the employee. The recommendations for considering accelerated promotion will be made only in cases where the employee has been rated as outstanding. 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.

Section : E - Citation Sheet

If the employee has been rated 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.

Section : F - Appraisal Review Sheet

The Reporting Authority will then send the Form (by scheduled date) to the Reviewing Authority for his general assessment on the overall performance of the 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 the assessment made by Reporting Authority. In case of change in marks in any of the sections, the serial number of the same may be indicated in the space provided for, before indicating the modified score. Further, the modified score of the Appraisee in the particular Section 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 sheet. Thereafter, the Reviewing Authority will send the Form (by scheduled date) to the Reviewing Authority (Functional) (wherever applicable) for counter signature or to HR Department who will submit the same to Accepting Authority for his assessment / remarks.

Note : The Reporting / Reviewing Authorities shall adhere to the prescribed dates of submission of the reports to the next authority as per the PMS calendar, failing which adverse note may be made thereof by the HR Deptt.

Section : G - Appraisal Acceptance Sheet

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 of the sections, the serial number of the same may be indicated in the space provided for, before indicating the modified score. Further, the modified score of the Appraisee in the particular Section 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 sheet. Thereafter, the appraisal report form will be returned to HR Department

Section : H -Training Profile & Plan

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 identified, the Appraiser will recommend the specific training programs 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.

Section : I - Consolidated Appraisal Report

This section will be filled by Head of HR Department if there are two or more reports of the Appraisee during the same appraisal year due to transfers, promotions etc.

3.2 Non- Executive working in S-1 and S-2- Form - 4

Section : A -Performance Highlights

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. He will also indicate the road blocks, if any, faced by him in achieving the tasks / targets and put his signature in the space provided for. The Reporting Authority shall thereafter hold discussion with the Appraisee to review the performance of the Appraisee taking into account the road blocks if any, faced by him in achieving the targets 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. However, in case the Appraisee fails to sign, then the form will not be withheld / delayed due to this reasons by the

reporting Authority who will sent the form to the Reviewing Authority making a note of refusal of Appraisee to sign the prescribed column.

Section : B -Performance Assessment (Maximum marks = 100)

This section will be filled by the Reporting Authority, who will judge the performance of the Appraisee in respect of each attribute and will make a tick () mark in the column provided against each attribute. The overall rating on these attributes will be calculated using the formula given at the end of the page.

Section : C - Summary Sheet

The Reporting Authority will fill up the Summary Sheet by adding the marks of Sections B and C and thus arrive at a final rating and identify & tick mark appropriate column of overall evaluation depending upon total marks awarded. The Appraiser will also fill in his comments on promotability and integrity of the employee. The recommendations for considering accelerated promotion will be made only in cases where the employee has been rated as outstanding. 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.

Section : D - Citation Sheet

If the employee has been rated 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.

Section : E - Appraisal Review Sheet

The Reporting Authority will then send the Form (by scheduled date) to the Reviewing Authority for his general assessment on the overall performance of the 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 the assessment made by Reporting Authority. In case of change in marks in any of the sections, the serial number of the same may be indicated in the space provided for, before indicating the modified score. Further, the modified score of the Appraisee in the particular Section 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 sheet. Thereafter, the Reviewing Authority will send the Form (by scheduled date) to the Reviewing Authority (Functional) (wherever applicable) for counter signature or to HR Department who will submit the same to Accepting Authority for his assessment / remarks.

Note : The Reporting / Reviewing Authorities shall adhere to the prescribed dates of submission of the reports to the next authority as per the PMS calendar, failing which adverse note may be made thereof by the HR Deptt.

Section : F - Appraisal Acceptance Sheet

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 of the sections, the serial number of the same may be indicated in the space provided for, before indicating the modified score. Further, the modified score of the Appraisee in the particular Section 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 sheet. Thereafter, the appraisal report form will be returned to HR Department

Section : G -Training Profile & Plan

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 identified, the Appraiser will recommend the specific training programs 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.

Section : H - Consolidated Appraisal Report

This section will be filled by Head of HR Department if there are two or more reports of the Appraisee during the same appraisal year due to transfers, promotions etc.

4.0. **ROLES AND RESPONSIBILITIES**

4.1. **ROLE OF APPRAISEE**

4.2. **ROLE OF REPORTING AUTHORITY**

4.3. **ROLE OF REVIEWING AUTHORITY / REVIEWING AUTHORITY (FUNCTIONAL)**

4.4. **ROLE OF ACCEPTING AUTHORITY**

4.5. **SIGNING & STAMPING OF REPORTS BY AUTHORITIES**

4.0. **Roles and Responsibilities**

4.1. **Role of Appraisee :**

- The Appraisee Executive should attend the meetings with the Reporting Authority at all stages (Performance Planning and Year-End Review) and should be prepared to have an open and frank discussion about his / her performance. The Appraisee should also fill up column 1 of Section A and Self Appraisal Sheet Section B and in case of non-executive; the Appraisee shall fill up Section B of the form Self Appraisal and participate in Review Discussions.
- The PAR aims at creating amity and convergence of individual and organizational goals and it should be taken in that spirit.

4.2. **Role of Reporting Authority**

- “Reporting Authority”, for the purpose of these Rules, shall mean the Officer of the Corporation who will initiate the Appraisal Report of an employee working under his supervision for major part of the relevant period for which such a Report is to be written.
- The Reporting Authority, as far as possible, should be at least one / two steps higher than the employee being reported upon.
- In case of non-executives, the Appraisal Reports shall be initiated by an ‘Executive’ (E0 and above) only. However, the initiating officer can, if necessary, consult the immediate superior of the employee before recording his / her assessment. Further, it has to be ensured that such Reports are reviewed at the level not below the concerned Head of the Department.
- The Reporting Authority of the concerned Executive shall identify Key Performance Areas in consultation with the Appraisee indicating the targets to be achieved, time schedule, and maximum marks against

each task assigned. This will be communicated to the Employee before the 15th April each year.

- The Reporting Authority / Appraiser should set up Performance Planning and Annual Assessment meetings with all the executives reporting to him within the specified periods as per the PMS calendar.
- The Reporting Authority shall maintain a brief log of critical events occurring within his scope of work as an aid to memory while completing the Annual assessment and for giving feedback to the Appraisee during Annual Assessment Reviews.
- There is no objection to the Reporting Authority conveying the substance of the appraisal to the employee concerned, or, even showing the employee the appraisal report informally. It should, however, be made clear that the assessment, to the extent it pinpoints gaps in knowledge and skill, and / or shortcomings / failures, or, special development potential, are subject to review by the Reviewing Authority and eventual acceptance / countersignature by the Competent Accepting Authority.
- The Reporting Authority shall carry out the PAR scoring of all executives reporting to him in an objective manner. Any routine approach or subjectivity in assessment has to be guarded against very carefully.
- In the event of change of KPAs / targets etc. the Reporting Authority is required to obtain prior clearance from Reviewing Authority and necessary modifications should be made in Section A of the Form in consultation with the Appraisee and obtain his signature.
- The Appraisal form is to be filled in only in respect of employee who has worked for not less than three months under the control of Reporting Authority (excluding period of Earned Leave and / or other grounds of long leave / absence.)
- The Reports are to be filled in manuscript legibly. Overwriting and cutting are to be avoided, in case of any over-writing / cuttings the same has to be attested with signatures.
- The Reporting Authority shall evaluate each factor independently for rating taking into account the performance during the period under Report as a whole. Assessment based on an isolated or individual incident has to be strictly avoided.
- The Reporting Authority shall fill up the scores against each factor and indicate the total of all scores at the appropriate place.

- The Reporting Authority should not be in a hurry to write all the Reports in one day.

4.3. **Role of Reviewing Authority**

- While it might be difficult for the higher officer to get to know a large number of employees two-three grades below him, his overall assessment of the character, performance and ability of the reported employee is vitally necessary and a built-in corrective. The judgment of the immediate superior, even though completely fair in its intent, might sometimes be too narrow and subjective to do justice to the employee reported upon. The Reviewing Authority should, therefore, consider it his / her duty to personally know and form his / her judgment of the work and conduct of the employee reported upon. He / She should accordingly exercise positive and independent judgment on the remarks of the Reporting Authority in various detailed headings in the Form of the Report and well as on the general assessment and express clearly his agreement or disagreement on those remarks. This is particularly necessary in case of adverse remarks (if any), where the opinion of the higher officer shall be construed as the correct assessment. The Reviewing Authority is free to make his remarks on points not even mentioned by the Reporting Authority. Such additional remarks would, in fact, be necessary where the Report is too brief, vague or cryptic.
- Where Reviewing Authorities are not sufficiently familiar with the work of the employee reported upon, they should verify correctness of the remarks of Reporting Authority after making such enquiries, as may be considered necessary. In such cases, a hearing can be given to the person reported upon before completing the Review.
- The Reviewing Authorities have to make sure that the Reporting Authority has duly discharged the responsibility of making an objective assessment in each case, and in recoding their comments they should specifically comment on this aspect.
- The Reviewing Authorities should add any such remarks which they may like to make, particularly, in respect of assessment relating to gaps in knowledge and skill, and / or shortcomings / failures, or, special development potential on the basis of personal knowledge, if any.
- Wherever the Reviewing Authority differs from the assessment of the Reporting Authority, reasons should be supported by objective analytical comments.
- The Reviewing Authority should specifically comment on suggestions made by the Reporting Authority for remedial / appropriate action covering management development aspects or make their own suggestions.

- The Reporting Authority and the Reviewing Authority should freely seek any clarifications from H.R. Department in case of any doubt or difficulty in filling up the Appraisal Forms properly.
- The Reviewing Authorities shall carry out detailed discussions with respective Reporting Authorities, wherever necessary, while making vital changes in the assessment of Reporting Authorities.
- The Reviewing Authority shall also carry out an integrity check to ensure that the scores / ratings awarded to the employees under his / her purview are distributed in a proper manner.
- The Reviewing Authority shall not in any manner (written or verbal) put any blame on Reporting Authority about the contents of the Report, which may instigate the concerned employee or result in bickering between the employee and the Reporting Authority or among other co-employees.
- Where an Executive has any grievance against the Reporting Authority regarding the PAR process, the Reviewing Authority shall intervene and settle the grievance in a fair and objective manner.

Note : The Reporting / Reviewing Authorities shall adhere to the prescribed dates of submission of the reports to the next authority as per the PMS calendar, failing which adverse note may be made thereof by the HR Deptt.

Role of Reviewing Authority (Functional)

The Reports of the employees who are in charge of HR, Vigilance, Finance, Internal Audit, Engineering, Production and Marketing Departments at the RO shall be sent by HR Department to the Functional head of the concerned Department at Head Office, if such Functional Head is not already the Reviewing / Accepting Authority of such employees.

- The Reviewing Authority (functional) shall review the Report and make necessary changes if required and write his comments with respect to assessment of such Executives. HR Department shall indicate the name and designation of Reviewing Authority (Functional) in respect of the concerned individual in page 1 of the form.

4.4. Role of Accepting Authority

- All Reports should be submitted by H.R. Department for final acceptance to the Accepting Authority.
- In case of all Executives of the level of E-3 and above, Chairman & Managing Director shall be the Accepting Authority.
- In case of the other Executives of the level of E-0 to E-2, the concerned Functional Director or Functional Head shall be the Accepting Authority. In case of all employees below E-3 level who are directly

reporting to the Functional Director / Functional Head, the Reports will be submitted to CMD for Review / Acceptance.

- In case of Non-Executives, the concerned Functional Department at the level of GM / CGM, as the case may be, shall be the Accepting Authority except the cases where they are the Reviewing Authorities.
- In case of non-executives working in the offices of Director / CMD, the APRs will be written by his Secretary (Executive), provided such non-executive is at least two levels below such Secretary. The Concerned Director / CMD shall be the Reviewing as well as Accepting Authority in such cases.
- In case of Secretary to CMD and other Executives directly reporting to him, CMD will perform the role of Reporting / Reviewing / Accepting authorities.
- The Accepting Authority may accept the Report with or without any change and make his observations on the assessment / Review which shall be treated as final.

4.5. **Signing & Stamping of Reports by Authorities**

- The Reporting / Reviewing / Accepting Authorities shall sign the Reports with their full legible signature with dates and also put their Rubber Stamp (Name, Designation & Name of Office) below their signatures.

5.0. **PERIODICITY / FREQUENCY** **(FOR WRITING APPRAISAL REPORTS)**

The Performance Appraisal Reports shall be recorded annually for the period covered by the financial year. The deadlines of various stages of the Report are indicated in the PMS Calendar.

- While normally there should be only one Report covering the year of Report, there can be a situation in which it becomes necessary to write more than one Report in the same year by different Reporting Authorities in the event of a change in Reporting Authority during the course of a year, provided that no Report should be written unless the Reporting Authority has at least three months experience on which to base his Report. Such part Reports should be written at the time of transfer or immediately thereafter and not deferred till the end of the year. The responsibility for obtaining Reports in such cases should be that of the concerned Head of Department. If period of observation happens to be less than three months, then no Report would be necessary.
- When appraisal report for a given financial year has been written by different officials, the rating given by each official will be given weightage on pro-rata basis depending upon the period for which the

official has worked under him as per Proforma given in the last section of the Form.

- In case Performance Appraisal Reports for full assessment years are not available, assessment will be made with reference to the available reports. Full weightage would, however, be given if PAR for part of the year is available.
- Where there is no Reporting Authority having the requisite experience of three months or more during the period of Report to initiate the Report, the Reviewing Authority himself may initiate Report as a Reporting Authority, provided the Reviewing Authority has been the same for the entire period of Report. Such a Report will have to be reviewed by the Authority above such Reviewing Authority.
- The Reports should be completed within the date given in the PMS Calendar and delay in this regard on the part of Reporting Authority shall be adversely commented upon. If there is delay on the part of the employee being reported upon in submission of self appraisal Report etc. this should be adversely commented upon by the Reporting Authority.
- In case the Appraisee employee fails to submit the Self-Appraisal Form within the prescribed period, the Reporting Officer will assess the performance based on available information pertains to tasks / targets and this will be treated as final.

6.0. **PROCEDURES TO BE FOLLOWED ON VARIOUS OCCASIONS**

6.1. **TRANSFERS**

6.2. **PROMOTIONS**

6.3. **WHEN REPORTS ARE WRITTEN BY DIFFERENT OFFICIALS**

6.4. **SUSPENSION**

6.5. **RETIREMENT**

6.6. **NON-AVAILABILITY OF REPORT FOR COMPLETE YEAR**

6.7. **LOSS / MISPLACEMENT / LEAKAGE OF REPORTS**

6.8. **CASES WHERE THE INTEGRITY OF THE EMPLOYEES REPORTED UPON ARE DOUBTFUL.**

6.0. **Procedure to be followed on various occasions**

6.1. **Transfer**

- If the Appraisee or the Reporting Authority who has spent less than three months of the Assessment Year is transferred from the Department, then no assessment needs to be carried out for such employee for that period by that Reporting Authority and the assessment of earlier / subsequent Reporting Authority will be considered. In case of executives, fresh KPAs will have to be identified and issued to such employees by the new Reporting Authority in the new department / location and this will form the basis of such Executive's annual assessment for that year which will be done solely by the new Reporting Authority.
- If the employee or the Reporting Authority has spent more than three months of the assessment year prior to transfer from the department, then an assessment must be carried out for the employee duly signed by the Reporting Authority for the relevant period followed by a review of the same by the concerned Reviewing Authority.
- The new Reporting Authority will issue fresh KPAs to such executives and the executive's annual assessment for that year will comprise both the old as well as new PAR forms duly signed by the respective Reporting Authorities separately.
- If the reporting Authority is transferred during the year then the new Reporting Authority in his place will review the targets already set for

the Appraiser in the beginning of the year and modify or add the targets for the remaining period.

- If the Reporting Authority resigns from the service during the year, he will be asked to submit appraisal report of the employees for which he was the Reporting Authority for the related period before being relieved. HR Department will ensure compliance of this aspect.

6.2. **Promotion**

- In case of employees promoted during the assessment year, new Forms will be issued if promotion is accompanied by change in role-band or change of job responsibility or transfer.
- If an executive is promoted within the same role-band and continues to remain in the same department under the same Reporting Authority with substantially the same responsibilities and KPAs, then the existing PAR format will continue to be used. If considered necessary, some new KPAs may be added in the existing KPAs by the Reporting Authority.
- If an executive is promoted along with a change in role-band, then a fresh PAR format will have to be filled appropriate to the role-band and fresh KPAs will need to be agreed upon between the Appraiser and the Appraiser.

6.3. **When Reports are written by Different Officials**

- When Appraisal Reports for a given Reporting Year have been written by different Reporting Authorities, the rating given by each official will be given weightage on pro-rata basis, depending upon the period for which the officials has worked under them and a consolidated Appraisal sheet annexed to the Form shall be filled by head of HR Department.

6.4. **Suspension**

- No Officer under suspension should be allowed to write / review the Appraisal Reports of his subordinates, if during major part of performance period, he / she is under suspension as he / she might not have full opportunity to supervise the work of the subordinate employee.
- No Report will be written for the period an employee remains under suspension. However, the fact, circumstances & period of suspension may be recorded in the PAR Form.

6.5. **Retirement**

- When a Reporting Authority / Reviewing Authority retires or otherwise demits the office, he may be allowed to write a Report on his subordinates within one month of his retirement / demission of office.

6.6. **Non-availability of Report for complete year**

- In the absence of non-availability of complete report, for whatsoever reason, assessment of a concerned employee will be made with reference to available reports. In all such cases, full weightage would, however, be given if Appraisal Report for part of the year is available. In case such Reports are not received back from the ex-Reporting Authorities, then the concerned Reviewing Authority will write the Report as Reporting Authority and next higher officer will be the Reviewing Authority.

6.7. **Loss / Misplacement / Leakage of Reports**

- In case any Appraisal Report is lost or misplaced or in case of any leakage of any part of a Report, an Inquiry shall be conducted by Head of H.R. Department or any other officer nominated by CMD, to go into the circumstances and to fix responsibility for such loss / leakage.

6.8. **Cases where the integrity of the employee reported upon is doubtful**

- The Report should give clear opinion on the main points like character, integrity etc. of the employee.
- Remarks like 'Doubtful Character', Complaints received about his taking illegal gratification etc. are not permissible. Entries should be based on established facts.
- In case of unconfirmed nature of suspicions about the integrity of an employee, the column should be left blank and a separate secret note about doubts / suspicions regarding the employee's integrity should be recorded simultaneously and sent to H.R. Department and followed up.
- A copy of secret note should be sent together with the Appraisal Report Form to the next superior officer who should ensure that the follow up action is taken with due expedition.
- If as a result of follow up action, the employee is exonerated, his integrity should be certified and an entry made in the Appraisal Report. If suspicions are confirmed, the fact should be recorded.
- If inquiries do not disclose sufficient material to remove / confirm the suspicion, the concerned employee's conduct should be watched for a further period and in the meantime as far as practicable he / she should be kept away from the sensitive nature of job.

7.0. **ADVERSE REMARKS**

7.1. **REPRESENTATIONS AGAINST ADVERSE REMARKS**

7.2. **PROCEDURE TO DEAL WITH REPRESENTATION ON ADVERSE REMARKS.**

7.0. **Adverse Remarks :**

- There should be no hesitation on the part of Reporting Authorities to record adverse remarks in justified cases. However, no employee should be adversely affected by prejudicial reports recorded without fullest consideration.
- The “Poor” rating in the overall evaluation column will be treated as adverse, besides any specific adverse remarks on performance as well as Managerial / Core / Potential Competencies of the Appraisee. Where less than one mark is awarded to the Appraisee in any of the competencies, the same will also be treated as adverse which needs to be communicated.
- Where an adverse remark is recorded in respect of an official having good record consistently, some details regarding the same should invariably be given.
- Adverse remarks on performance as well as basic qualities and potential of the employee reported upon should be communicated in writing to the concerned employee by head of H.R. Department within one month of the acceptance of the Report by Accepting Authority. A copy of such communication may also be endorsed to the concerned RM / H.R. Department (at Head Office) and concerned Reviewing Authority.
- Only such adverse entries which have been accepted by the Accepting Authority should be communicated. A copy of the letter communicating adverse remarks duly acknowledged by the concerned employee should be kept in the Appraisal Report file.
- Care should be taken to ensure that the Memorandum containing adverse remarks should be couched in such a language that it does not produce a sense of resentment on the employee reported upon and that it makes it clear that the intention of communicating these deficiencies to him is that he / she should try to improve in respect of these deficiencies. Care should also be taken to ensure that the identity of the officer making particular remarks in the Report is not disclosed, except in special circumstances, with due approval of Competent Authority.

- The general remarks which are of adverse nature affecting individual's promotion / career development and also remarks such as "Poor" and "Needs improvement" may be communicated.
- The employee should also be simultaneously counseled by concerned Reviewing Authority to make efforts to overcome the shortcoming and a confirmation to this effect should also be kept in the file.

7.1 Representation against adverse remarks :

- Only one representation can be submitted to the Accepting Authority, who will be the Competent Authority, through the HOD within a period of six weeks of communication of the adverse remarks to an employee. The time limit should be indicated in the letter communicating the adverse remarks to the concerned employee. However, concerned Accepting Authority shall have the power to relax this time limit if there is satisfactory explanation for the delay.
- The representation of the employee against adverse remarks should be disposed by the Accepting Authority expeditiously, in any case, within a period of three months of its submission.
- Adverse remarks should not be deemed to be operative if any representation filed by the concerned employee, within the prescribed time limit is pending. However, if no representation is made within the prescribed time or once such representation has been finally disposed off by the Accepting Authority, there would be no further bar to take notice of the adverse remarks already communicated.
- Any grievance / complaint / representation regarding any entry / remarks / procedure etc. in the Appraisal Report of an employee, shall be dealt with in the manner prescribed in these rules and shall not be raised or dealt with by any Grievance Redressal Machinery or any other forum like Board or Government.

7.2. Procedure to Deal with Representation on Adverse Remarks :

- The representation against adverse remarks should be examined by the Competent Authority in consultation, with concerned Reporting Authority and Reviewing Authority, as the case may be.
- If the remarks were found to be correct and representation frivolous, a note may be made in the Appraisal Report of the petitioner that he did not take the correction in good spirit.
- If the Competent Authority feels that there is no sufficient ground for interference, the representation should be rejected and petitioner informed accordingly.

- If however, the Competent Authority feels that the remarks should be toned down, it should make necessary entry separately with proper attestation at the appropriate places of the Report; the correction should not be made in the earlier entries themselves.
- In the event of the Competent Authority coming to the conclusion that the adverse remarks were inspired by malice or was / were entirely incorrect or unfounded and therefore, deserve expunction, it should order accordingly.
- If the representation is partially or wholly upheld, the particulars of orders should be recorded in the Report itself.
- If the remarks are ordered to be expunged, they should be effectively obliterated both in Report as well as the copy of letter communicating those remarks. Copy of the Order based on such a representation should not be kept in the Appraisal Report file, but should be kept in the Personal File of the individual concerned.
- Where any penalty is set aside on appeal, or review, the copy of punishment Order should be removed from the Report file as well as the adverse remarks recorded on the basis of such penalty should be expunged.
- Where any penalty is modified by the Competent Authority, the entry made in the Appraisal Report originally on the basis of the penalty awarded should also be immediately modified.
- No further correspondence on adverse remarks will be entertained six months after rejection of representation against adverse entries by the Accepting Authority. Such correspondence shall be simply filed unless some factual inaccuracies / typographical mistake have been pointed out within six months period.

8.0. MAINTENANCE / CUSTODY OF PERFORMMANCE APPRAISAL REPORTS

- All Appraisal Report files of employees of the level of S-8 and above working in all ROs and Head Office shall be maintained at Head Office. The Appraisal Report files of the ROs' staff below S-8 will be maintained at the respective ROs.
- The Appraisal Report files of the Executives of the level of DGM (E-4 and above) shall be maintained and kept in the custody of APS / PS to CMD and in case of all other employees, the files should be maintained by a 'Nodal officer' to be nominated by Head of HR Department of concerned ROs / Head Office. The Appraisal Report file of the nominated Nodal Officers shall be maintained and kept in the custody of Head of HR Department.

- The Appraisal Report files should be handled like confidential documents. The officers concerned should ensure that no room is given for complaints about any leakage of information. These files should be kept in the personal custody of the nodal officer who is nominated to maintain such files. The concerned official should hand over the files duly updated, to successor or any other officer nominated by RMs / GM (HR), as the case may be, at the time of his transfer / retirement.
- The concerned nodal officer will ensure that all activities of writing Reports in the PMS are completed as per schedule by the concerned authorities and all Reports are put up to the Accepting Authority for final acceptance. The adverse remarks, if any, are communicated to the concerned employees in time and a decision taken on the representation (s) if any, submitted by them within the prescribed period.
- Names and designations of the authorities should be written in capital letters or their rubber stamps affixed with their signatures. The Report should be placed in the File one after the other in chronological order and pages being serially numbered from top onwards. Relevant entries in the index of the File should be filled in immediately after a Report is finally accepted.
- An entry relating to penalty should be recorded in the Report for the year in which the punishment Order is issued. "Warning" which is not treated as "penalty", should be mentioned in the Report only if it is issued as a result of Disciplinary Proceedings and if a reasonable opportunity was given to the concerned employee Reported upon to present his / her case relating to the particular incident on which 'warning' was issued.
- Appraisal Report file should not contain any extraneous paper other than punishment and Appeal Orders and letters communicating adverse remarks.
- Suitable entries may also be made regarding suggestions of the concerned employee which have been accepted and considered useful for achieving economy and high standards of efficiency in administration. A copy of the Training Profile, as enclosed with the Report shall be forwarded to the In-charge of Training Section in the concerned Office for compiling yearly Annual Training Programmes of the employees.
- The Appraisal Report file relating to a deceased employee may be destroyed after a period of two years from the date of his / her death. The file of retired employees or those who have left the service shall be destroyed after a period of five years after cessation of service or after the period prescribed under RTI Act is over.

- In case of retired / . dismissed employees whose cases pertaining to promotion & related matters are pending in court / other authorities, the files shall be preserved / kept in safe custody till the time for filing of an appeal has lapsed or till a final decision in the appeal filed by such employee in the Court has been taken or till the period prescribed under RTI Act is over.
- Attested copies of Appraisal Reports in respect of Executive Category may be sent to outside Govt. Authorities / Court etc. only with the prior approval of CMD. In case of other employees, the same may be sent only with the prior approval of GM (HR) / concerned RMs where such files are being maintained.

9.0 : P M S CALENDAR

Sl.No.	Activity / Steps	Timeline	Key Responsibility
1. Executives (S-8, E-0 to E-3) & Senior Executives (E-4 – E-7) (Forms 2 and 3)			
1	Issue of PMS Forms to Reporting Authority (Pages 1, 2 & 3 of Section A)	25 th March – 31 st March	HR Department
2	Performance Planning in consultation with Appraiser & communicating the same to Appraiser	1 st – 15 th April	Executive Reporting Authority
3.	Return of PMS Form after Performance Planning to HR Deptt.	20 th April	Reporting Authority
4	Issue of PMS Form for Annual Assessment	1 st - 10 th April	HR Department
5	Filling up of column 2 of Section A and Section B by Appraiser	10 th – 25 th April	Appraiser
6	Annual Assessment including holding of Review discussions with Appraiser	25 th – 30 th April	Reporting Authority
7	Submission of Form to Reviewing Authority	1 st May	Reporting Authority
8	Review Assessment	2 nd – 15 th May	Reviewing Authority
9	Submission of Form to Reviewing Authority (Functional) or HR Department (as applicable)	16 th May	Reviewing Authority

10	Review of Assessment by Reviewing Authority (Functional) (if applicable)	16 th – 22 nd May	Reviewing Authority (Functional)
11	Submission of Form to HR Department	23 rd May	Reviewing Authority/ Reviewing Authority (Functional)
12	Submission of Form to Accepting Authority	25 th May	HR Department
13	Acceptance	25 th – 31 st May	Accepting Authority
14	Conveying of Adverse Remarks (if any) and filling of Reports	1 st – 20 th June	HR Department

II. Non –Executives (S-0 to S-7) (Forms : 4 and 5)

1	Issue of PMS Forms (Form 4 & 5)	25 th March – 31 st March	HR Department
2	Filling & Submission of Self-Appraisal Form (Section – A, page-2)	1 st April – 15 th April	Appraisee
3.	Assessment of Appraisee including holding review discussions with Appraisee	15 th April – 30 th April	Reporting Authority
4	Submission of Forms to Reviewing Authority	By 30 th April	Reporting Authority
5	Review of Assessment	1 st – 15 th May	Reviewing Authority
6	Submission of Form to Reviewing Authority (Functional) or HR Department (as applicable)	By 15 th May	Reviewing Authority
7	Countersigning (if applicable) and return the Form to HR Department	By 22 nd May	Reviewing Authority (Functional)
8	Submission of Form to Accepting Authority	22 nd May	HR Department
9	Acceptance	23 rd May – 31 st May	Accepting Authority
10	Conveying of Adverse Remarks (if any) and filing of Reports	1 st June – 20 th June	HR Department

10.0. INTERPRETATION

- Any question of doubt or interpretation or application of these rules should be referred to the Chairman-cum-Managing Director, whose decision shall be final and binding.

- The Chairman-cum-Managing Director shall have the power to supplement these rules or to remove difficulties in the application of these rules to such extent and subject to such exceptions as may be considered necessary.
- Chairman-cum-Managing Director shall have the power to take a decision on such issues which are not covered in this Manual by taking into consideration the rules of Govt. of India and or other PSEs on the subject or on receipt of any direction from the Government / DPE etc. on the subject.
- On the commencement of these rules, every rule and order in force immediately before such commencement in so far as it provides for any of the matters contained in these rules shall cease to operate.
