



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.

FORM-1



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)

FORM-1



(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)					
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



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

Signature of the Reporting Authority

Date:

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 Appraisee 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	PLANNING AND ORGANIZING 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	JOB KNOWLEDGE (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	TIME SCHEDULE	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	PROBLEM ANALYSIS AND DECISION MAKING 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	TEAM ORIENTATION Works with people rather than independently. A willingness to consult and keep others informed	Very High	High	Reasonable	Below expectation. Needs improvement	
6	WILLINGNESS TO ACCEPT RESPONSIBILITY 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	INFORMATION SHARING	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	INITIATIVE 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	LEADERSHIP Ability to make positive impact on the term 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	TRAINING AND DEVELOPMENT OF SUBORDINATES 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	INTER-PERSONAL RELATIONS	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	CUSTOMER SERVICE	Always provides excellent customer service	Often provides excellent customer service	Sometimes provides excellent customer service	Not customer friendly.	
	Aggregate Score:					

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 Appraisee 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	Transparency & Fairness	Always demonstrates transparency & fairness.	Often demonstrates transparency & fairness.	Sometimes demonstrates transparency & fairness.	Lacks this trait. Needs improvement.	
2	Involvement	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	Flexibility	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/adapt ing new ideas/environment	
4	Willingness to accept challenges	Always willing to accept challenges	Often willing to accept challenges	Sometimes willing to accept challenges	Generally not willing to accept challenges	
5	Ethical Behaviour	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	Candid Quality/Contour	Always frank and forthright. Gives and receives constructive criticism/suggestion. Appreciates good performance and consistent in words an deeds.	Often frank and forthright. Gives and receives constructive criticism/suggestion. Often appreciates good performance and consistent in words and deeds	Sometimes frank and forthright. Sometimes gives and receives constructive criticism/suggestion. Appreciates good performance and consistent in words and deeds.	Generally lacks in this trait. Need Improvement	

7	Collaboration/Group effort	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	Discipline	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	Ability in presentation of cases, Nothing and Drafting/giving sound advice	Excellent Skill	Very Good Skill	Good Skill	Average/Poor (as applicable)	
10	Timely Submission of APAR of subordinate and self	Due date	One week late	Two weeks late	One month late or more than one month late	

$$\text{Rating on Core Value} = \frac{\text{Total Marks Awarded} \times 10}{(10 \times 5)} = 50$$

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	Resource Management & Administrative Ability	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	System Orientation	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	Drive and Self Motivation	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	Attitude	Always displays positive disposition towards one's work, people and organization	Generally displays positive disposition towards one's work, people	Sometimes displays positive disposition towards one's work, people	Normally does not display positive attitude	
5	Innovations and creativity	Always displays willingness and ability to come up with ideas and alternatives for	Generally displays willingness and ability to come up with ideas	Sometimes displays willingness and ability to come up with ideas	Lack this trait.	

		solving job related problems as well as improvement of systems	and alternatives for solving job related problems as well as improvement of systems	and alternatives for solving job related problems as well as improvement of systems		
6	Trust	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	Concern for Subordinate's Development	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	Communication Skills	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	Cost Consciousness	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	Patience, Tact & Courtesy	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= $\frac{\text{Total Marks Awarded} \times 10}{(10 \times 5)} = 50$ = 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)	
Total Marks	

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 () Nothing ()# Doubtful
Doubt Adverse
Noticed

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

If integrity is doubtful, please give evidence /details

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

Place:

Name:

Signature of the Reporting Authority

Designation:

Date:

Rubber Stamp



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 appraise. 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.

Place: _____

Name: _____

Signature of the Reporting Authority _____

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)		
Total 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

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

Name:

Signature of the Reviewing Authority

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) Page7 (Managerial Competencies)		
Marks obtained in Part-IV I Page9 (Core Competencies)		
Marks obtained in Part-IV-(D) Page 11 (Potential Competencies)		
Total 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

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

Name:

Signature of the Accepting Authority

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



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

Name:

Signature of the Appraiser

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:

Signature of the Head of HR Deptt.

Name:

Designation:

Date:

Place:

Section 'C'	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 th -30 th April
5. Section 'D'	Core Competencies (Maximum marks = 10) Page- 7- 8 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 th -30 th April
6. Section 'E'	Potential Competencies (Maximum marks = 10) Page- 9- 10 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 th -30 th April
7. Section 'F'	Summary Sheet Page- 11 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 th -30 th April
8. Section 'G'	Citation Sheet Page- 12 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 th -30 th April
9. Section 'H'	Appraisal Review Sheet Page- 13 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 nd -15 th May
10. Section 'I'	Appraisal Acceptance Sheet Page- 14 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 th -25 th May
11. Section 'J'	Training Profile & Plan Page- 15 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 identified, 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 th -30 th April
12. Section 'K'	Consolidated Appraisal Report Page- 16 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 th -30 th 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.:
-------------------	---------------

(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.							

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

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