

**ANNUAL PERFORMANCE ASSESSMENT REPORT
FOR
PUDUCHERRY CIVIL SERVICE OFFICER
(ENTRY GRADE)**

Name of Officer : _____

Report for the year / Period ending : _____

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Report for the Year / Period Ending _____

PART – I

PERSONAL DATA

(To be filled-in by the Administrative Section Concerned of the Ministry / Department / Office)

1. Name of Officer : _____

2. Date of Birth : _____

3. Date of Continuous Appointment to Present : Date Grade
Grade.

4. Present Post and Date of Appointment : Date Post
thereto.

5. Period of Absence from Duty (on leave, :
training etc.), during the year. If he has
undergone training, please specify

PART – II

(To be filled-in by the Officer Reported upon)

(Please read carefully the Instructions given at the end of the Form before filling in the entries)

1. Brief description of duties :

2. Please specify the quantitative / physical / financial targets / objectives set for yourself or that were set for you in respect of **eight to ten items** of work, in order of priority, and your achievement against each target.

Targets

Achievements

3. (a) Please state briefly the shortfalls with reference to the targets / objectives referred to in column 2. Please specify constraints, if any, in achieving the targets.

- (b) Please also indicate items in which there have been significantly higher achievements and your contribution thereto.

PART – III

(To be filled-in by the Reporting Authority)

(Please read carefully the Instructions given at the end of the Form before filling in the entries)

A. NATURE AND QUALITY OF WORK

1. Please comment on Part-II as filled out by the Officer and specifically state whether you agree with the answers relating to targets and objectives, achievements and shortfalls. Also specify constraints, if any, in achieving the objectives.

2. Quality of output—

Please comment on the Officer's quality of performance having regard to standard of work and programme objectives, and constraints, if any.

3. Knowledge of sphere of work—

Please comment specifically on each of these : Level of knowledge of functions, related instructions and their application.

B. ATTRIBUTES

1. Attitude of work—

Please comment on the extent to which the Officer is dedicated and motivated and on his / her willingness and initiative to learn and systematise his / her work.

2. Decision-making ability—

*Please comment on the quality of decision-making and on ability to weigh **pros and cons** of alternatives.*

3. Initiative—

Please comment on the capacity and resourcefulness of the Officer in handling unforeseen situations on his / her own and willingness to take additional responsibility and new areas of work.

4. Ability to inspire and motivate—

Please comment on the capacity of the Officer to motivate, to obtain willing support by own conduct and capacity to inspire confidence.

5. Communication skill (written and oral)—

Please comment on the ability of the Officer to communicate and on his / her ability to present arguments.

6. Inter-personal relations and team work—

Please comment on the quality of relationship with superiors, colleagues and subordinates, and on the ability to appreciate others point of view and take advice in the proper spirit. Please also comment on his / her capacity to work as a member of a team and to promote team spirit and optimise the output of the team.

7. Relations with the public—

Please comment on the Officer's accessibility to the public and responsiveness to their needs.

8. Attitude towards Scheduled Castes / Scheduled Tribes / Weaker Sections of Society—

Please comment on his / her understanding of the problems of Scheduled Castes and Scheduled Tribes / Weaker Sections and willingness to deal with them.

C. ADDITIONAL ATTRIBUTES

(for Officers of 12 years of service and above only)

1. Planning ability—

Please comment whether the Officer anticipates problems, work needs, and plans accordingly and is able to provide for contingencies.

2. Supervisory ability—

Please comment on the Officer's ability relating to—

(i) proper assignment of tasks :

(ii) identification of proper personnel for performing the tasks :

(iii) guidance in the performance of tasks ; and

(iv) review of performance.

3. Coordination ability—

Please comment on the extent to which the Officer is able to achieve coordination in formulation and implementation of tasks and programmes by different functionaries involved.

4. (i) **ASSESSMENT OF WORK OUTPUT (WEIGHTAGE TO THIS SECTION WOULD BE 40%)**

	Reporting Authority	Reviewing Authority	Initial of Reviewing Authority
(i) Accomplishment of planned work / work allotted as per subjects allotted			
(ii) Quality of output			
(iii) Analytical ability			
(iv) Accomplishment of exceptional work / unforeseen tasks performed			
Overall Grading on 'Work Output'			

(ii) **ASSESSMENT OF PERSONAL ATTRIBUTES (WEIGHTAGE TO THIS SECTION WOULD BE 30%)**

	Reporting Authority	Reviewing Authority	Initial of Reviewing Authority
(i) Attitude to work			
(ii) Sense of responsibility			
(iii) Maintenance of discipline			
(iv) Communication skills			
(v) Leadership qualities			
(vi) Capacity to work in team spirit			
(vii) Capacity to work in time limit			
(viii) Inter-personal relations			
Overall Grading on personal attributes			

(iii) **ASSESSMENT OF FUNCTIONAL COMPETENCY (WEIGHTAGE TO THIS SECTION WOULD BE 30%)**

	Reporting authority	Reviewing Authority	Initial of Reviewing Authority
(i) Knowledge of Rules / Regulations / Procedures in the area of function and ability to apply them correctly.			
(ii) Strategic planning ability			
(iii) Decision making ability			
(iv) Coordination ability			
(v) Ability to motivate and develop subordinates			
Overall Grading on functional competency			

5. Aptitude and Potential—

Please indicate three fields of work from amongst the following for possible specialisation and career development of the officer. Please mark 1, 2, 3 in three appropriate boxes.

1. Personnel Administration ☐
2. Law and Order and Internal Security ☐
3. Financial Administration ☐
4. Agricultural and Rural Development ☐
5. Social Services and Educational Administration ☐
6. Planning ☐
7. Economics and Commercial Administration ☐
8. Industrial Administration ☐
9. Any Other Field (Please specify) ☐

6. Training—

Please give recommendations for training with a view to further improving the effectiveness and capabilities of the Officer (while specifying the areas of training, it is not necessary to confine to the fields referred to in column 4)

7. Pen picture by Reporting Officer on the overall qualities of the Officer including areas of strengths and lesser strengths and his attitude towards weaker sections.

PART – IV

GENERAL

1. State of health—

2. Integrity—

(Please see Note below the instructions)

3. General assessment—

Please give an overall assessment of the Officer with reference to his / her strength and shortcomings and also by drawing attention to the qualities if any not covered by the entries above.

4. Grading—

(Outstanding / Very Good / Good / Average / Below Average)

[An Officer should not be graded Outstanding unless exceptional qualities and performance have been noticed, grounds for giving such a grading should be clearly brought out.]

Place :

Signature :

Date :

Name in Block Letters :

Designation (During the
period of Report) :

PART – V

REMARKS OF THE REVIEWING AUTHORITY

1. Length of service under the Reviewing Authority.
2. Is the Reviewing Authority satisfied that the Reporting Authority has made his / her report with due care and attention and after taking into account all the relevant material?
3. Do you agree with the assessment of the Officer given by the Reporting Authority?
(In case of disagreement, please specify the reasons. Is there anything you wish to modify or add?)
4. Pen picture of the overall qualities of the Officer including areas of strengths and lesser strengths and his attitude towards weaker sections.
5. Has the Officer any special characteristics, and / or any abilities which would justify his / her selection for special assignment or / out of turn promotion? If so, specify.

Place :

Signature of the Reviewing Authority

Date :

Name in Block Letters :

Designation (During the
period of Report) :

PART – VI

REMARKS OF THE ACCEPTING AUTHORITY*(i.e. Next Superior Authority)*

Comments on the remarks of the Reporting / Reviewing Authority. In case of disagreement, please specify the reasons :

Place :

Date :

Signature of the Accepting Authority

Name in Block Letters :

Designation (During the
period of Report) :

INSTRUCTIONS

1. The Confidential Report is an **important document**. It provides the basic and vital inputs for assessing the performance of an Officer and for his / her further advancement in his / her career. The Officer reported upon, the Reporting Authority, the Reviewing Authority and the Accepting Authority should therefore, undertake the duty of filling out the form **with a high sense of responsibility**.
2. Performance appraisal through Confidential Reports should be used as a tool for **human resource development**. Reporting Officers should realise that the objective is to **develop an Officer** so that he / she realises his / her true potential. It is **not** meant to be a **fault-finding process** but a developmental one. The Reporting Officer and the Reviewing Officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the Officer reported upon.
3. The columns should be filled with due care and attention and after **devoting adequate time**. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.
4. If the Reviewing Authority is satisfied that the Reporting Authority had made the **report without due care and attention**, he shall record a remark to that effect in Part-V, column 2. The Government shall **enter the remarks in the Confidential Roll of the Reporting Authority**.
5. Every answer shall be given in a **narrative form**. The space provided indicates the **desired length** of the answer. Words and phrases should be chosen carefully and should accurately reflect the intention of the authority recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'Outstanding', 'Very Good', 'Good', 'Average', 'Below Average' while giving your comments against any of the **attributes**.
6. The Reporting Officer shall, in the **beginning of the year** set **quantitative / physical / financial targets in consultation with each of the Officers** with respect to whom he is required to report upon. **Performance appraisal** should be a **joint exercise** between the Officer reported upon and the Reporting Officer. The targets / goals shall be set at the commencement of the reporting year i.e. April, in the case of All India Service Officers. In the case of an Officer taking up a new assignment in the course of the reporting year, such targets / goals shall be set at the time of assumption of the new assignment.
7. The targets should be clearly known and understood by both the Officers concerned. **While fixing the targets, priority should be assigned item-wise**, taking into consideration the nature and the area of work and any special features that may be specific to the nature or the area of the work of the Officer to be reported upon.

8. Although performance appraisal is a year-end exercise, in order that it may be a tool for human resource development, the Reporting Officer and the Officer reported upon should meet during the course of the year **at regular intervals to review the performance** and to take necessary corrective steps.
9. It should be the endeavour of each appraiser to present the **truest possible picture** of the appraisee in regard to his / her performance, conduct, behaviour and potential.
10. Assessment should be confined to the appraisee's performance **during the period of report only.**
11. Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.
12. Aspects on which an appraisee is to be evaluated on different attributes are delineated below each column. The appraiser should deal with these and other aspects relevant to the attributes.

Note : The following procedure should be followed in filling up the column relating to **integrity.**

Integrity :

- (i) If the Officer's integrity is beyond doubt, it may be so stated.
- (ii) If there is any doubt or suspicion, the column should be left blank and action taken as under :
 - (a) A separate secret note should be recorded and followed up. A copy of the note should also be sent together with the Confidential Report to the next Superior Officer who will ensure that the follow-up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note, the Reporting Officer should state either that he had not watched the Officer's work for sufficient time to form a definite judgement or that he has heard nothing against the officer, as the case may be.
 - (b) If, as a result of the follow-up action, the doubts or suspicions are cleared, the Officer's integrity should be certified and an entry made accordingly in the Confidential Report.
 - (c) If the doubts or suspicions are confirmed, this fact should also be recorded and duly communicated to the Officer concerned.
 - (d) If as a result of the follow-up action, the doubts or suspicions are neither cleared nor confirmed, the Officer's conduct should be watched for a further period and thereafter action taken as indicated at (b) and (c) above.

ANNEXURE-I**GUIDELINES REGARDING FILLING UP OF APAR WITH
NUMERICAL GRADING**

- (i) The columns in the APAR should be filled with due care and attention and after devoting adequate time.
 - (ii) It is expected that any grading of 1 or 2 (against work output or attributes or overall grade) would be adequately justified in the pen picture by way of specific failures and similarly, any grade of 9 or 10 would be justified with respect to specific accomplishments. Grades of 1-2 or 9-10 are expected to be rare occurrences and hence the need to justify them. In awarding a numerical grade the reporting and reviewing authorities should rate the officer against a larger population of his / her peers that may be currently working under them.
 - (iii) APARs graded between 8 and 10 will be rated as 'Outstanding' and will be given a score of 9 for the purpose of calculating average scores for empanelment / promotion.
 - (iv) APARs graded between 6 and short of 8 will be rated as 'Very ' Good' and will be given a score of 7.
 - (v) APARs graded between 4 and 6, short of 6 will be rated as 'Good' and given a score of 5.
 - (vi) APARs graded below 4 will be given a score of zero.
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ANNEXURE-II

TIME SCHEDULE FOR PREPARATION / COMPLETION OF APAR (REPORTING YEAR - FINANCIAL YEAR)

Sl No.	Activity	Date by which to be completed
1.	Distribution of blank APAR forms to all concerned (i.e., to offer to be reported upon where self-appraisal has to be given and to Reporting Officers where self-appraisal is not to be given)	31st March (This may be completed even a week earlier)
2.	Submission of self-appraisal to Reporting Officer by Officer to be reported upon (where applicable).	15th April
3.	Submission of report by Reporting Officer to Reviewing Officer.	30th June
4.	Report to be completed by Reviewing Officer and to be sent to Administration or CR Section / Cell or Accepting Authority, wherever provided.	31st July
5.	Appraisal by Accepting Authority, wherever provided.	31st August
6.	(a) Disclosure to the Officer reported upon where there is no Accepting Authority.	1st September
	(b) Disclosure to the Officer reported upon where there is Accepting Authority.	15th September
7.	Receipt of representation, if any, on APAR	15 days from the date of receipt of communication.
8.	Forwarding of representations to the Competent Authority.	
	(a) Where there is no Accepting Authority for APAR.	21st September
	(b) Where there is Accepting Authority for APAR	6th October
9.	Disposal of representation by the Competent Authority.	Within one month from the date of receipt of representation.
10.	Communication of the decision of the Competent Authority on the representation by the APAR Cell.	15th November
11.	End of entire APAR process, after which the APAR will be finally taken on record.	30th November