

Form I

(Performance Appraisal Report

(Applicable for All Goa Civil Service Officers, Head of Departments, Mamlatdar, BDOs, CTOs, Asstt. Conservator of Forests)

a) Performance Appraisal Report for the period from _____ to _____

Section I - Basic Information

(To be filled in by the officer reported upon)

1. Name of the officer reported upon:

2. Service: Goa Civil Service/HODs, Mamlatdar, BDOs/Goa General Service, CTOs, ACF

3. Department:

4. Date of Birth: dd/mm/yyyy

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5. Present Pay:

6. present post:

7. Date of appointment to present post:

8. Whether the officer belongs to SC/ST/OBC:

9. Reporting, Reviewing and Accepting Authorities:

	Name & Designation	Period worked
Reporting Authority		
Reviewing Authority		
Accepting Authority		

10. Period of absence on leave, etc:

	Period	Type	Remarks
On Leave (specify type)			
Others (specify)			

11. Training Programs attended:

Date from	Date to	Institute	Subject

12. Awards/Honours:

13. Details of PARs of officers not written by the officer as reporting/reviewing authority for the previous year

14. Date of filing the property return for year ending December

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**15. Date of last prescribed medical examination
(for officers above 40 years of age)**

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Date:

**Signature on behalf of _____
Admn/Personnel Dept**

Section II – Self Appraisal

1. Brief description of duties:

(Objectives of the position you hold and the tasks you are required to perform, in about 100 words)

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2. In case of quasi-judicial authority indicate the following:

SI No.	Statute/ sections	Opening balance of cases at begining of the year	Number of cases added/ received during the year	Number of cases disposed by you during the year	Number of cases transferred to other authority/ courts/if any	Closing balance (c+d-e-f)	Remarks
a	b	c	d	e	f		

3. During the period under report, do you believe that you have made any exceptional contribution, e.g. successful completion of an extraordinarily challenging task or major systemic improvement (resulting in significant benefits to the public and/or reduction in time and costs)? If so, please give a verbal description (within 100 words):

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4. What are the factors that hindered your performance?

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5. Please indicate specific areas in which you feel the need to upgrade your skills through training programs:

For the current assignment:	
For your future career	

6. Are you entrusted with the work of maintaining Public Grievance register, if so is it maintained upto date?

(a) How promptly you have disposed the Grievance?

(b) Give Example of few cases:

7. Have you been advised during the year to improve your quality of work by your superior?

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8. Declaration

Have you filed your immovable property return, as due. If yes, please mention date.	Yes/No	Date

9. Have you under gone the prescribed medical examination

Yes/No/Not applicable

Date:

Signature of officer reported upon _____

Section III

Appraisal

1. Please state whether you agree with the responses relating to the submission of the officers filled out in Section II. If not, please furnish factual details.

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2. Please comment on the claim (if made) of exceptional contribution by the officer reported upon.

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3. Has the officer reported upon met with any significant failures in respect of his work? If yes, please furnish factual details.

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4. Do you agree with the skill up-gradation needs as identified by the officer?

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5. **Assessment of work output** (This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-10, in whole numbers, with 1 referring to the lowest grade and 10 to the best grade. Weightage to this Section will be 40%).

	Reporting Authority	Reviewing Authority	Initial of Reviewing Authority
i. Accomplishment of planned work or given task			
ii Quality of output			
Overall Grading on 'Work Output'			

6. **Assessment of Personal Attributes** (on a scale of 1-10. Weightage to this Section will be 30%).

	Reporting Authority	Review Authority	Initials of Reviewing Authority
i. Attitude to work			
ii Sense of responsibility			
iii Overall bearing and personality			
iv Communication skills			
v Ability in discussion and conversation:			
vi Moral courage and willingness to take a professional stand			
vii. Leadership qualities			
viii. Capacity to work in time limit			
ix Punctuality of Officers:			
x Ability and temperament of the Officer to deal with his colleagues, superiors and the Public			
Overall Grading on Personal Attributes			

7. **Assessment of Functional Competency** (on a scale of 1-10. Weightage to this Section will be 30%).

	Reporting Authority	Review Authority	Initials of Reviewing Authority
i. Knowledge of laws/rules/procedures/ IT skills			
ii. Decision making ability			
iii. Initiative			
iv. Coordination ability			
v. Ability to motivate and develop subordinates / work in a team.			
vi. Ability and promptness in shouldering responsibility and giving free, frank and honest opinion/taking decisions:			
vii Are his proposals/decisions consistently sound and well thought of?			
Overall Grading on 'Functional competency'			

Note:- Grading chart
 9-10 Outstanding
 7-8 Very Good
 5-6 Good
 3-4 average
 1-2 Poor

8. Integrity

Please comment on the integrity of the officer:

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9. Pen picture by Reporting Officer. Please comment (in about 100 words) on the overall qualities of the officer including areas of strengths and lesser strengths and his attitude towards weaker sections.

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10. Overall grade (on a score of 1-10)

Date:

Signature of Reporting Authority _____

Note:- Grading chart

- 9-10 Outstanding
- 7-8 Very Good
- 5-6 Good
- 3-4 average
- 1-2 Poor

Section IV -

Review

1. Do you agree with the assessment made by the reporting officer with respect to the work output and the various attributes in section III? Do you agree with the assessment of the reporting officer in respect of extraordinary achievements and/or significant failures of the officer reported upon?

(In case you do not agree with any of the numerical assessments of attributes please record your assessment in the column provided for you in that section and initial your entries).

Yes	No
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2. In case of difference of opinion, details and reasons for the same may be given.

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4. Overall grade on a scale of 1-10

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Signature of Reviewing Authority _____

Date:

Note:- Grading chart

- 9-10 Outstanding
- 7-8 Very Good
- 5-6 Good
- 3-4 average
- 1-2 Poor

Section V

Acceptance

1. Do you agree with the remarks of the reporting / reviewing authorities?

Yes	No
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2. (1) In case of difference of opinion, details and reasons for the same may be given.

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(2) Overall grade (on a score of 1-10)

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(To be given only if answer to point No.(1) is negative)

Date

Signature of Accepting Authority____

Note:- Grading chart
9-10 Outstanding
7-8 Very Good
5-6 Good
3-4 average
1-2 Poor

C: SUMMARY OF MEDICAL REPORT (ONLY COPY OF THIS PART IS TO BE ATTACHED TO PAR)

1.	Overall Health of the officer		
2.	Any other remarks based on the health medical check up of the officer		
3.	Health profile grading		

Date:

Signature of Medical Authority
Designation

General guidelines for filling up the PAR form for officers

1. Introduction

1.1. The Performance Appraisal Report is an important document. It provides the basic and vital inputs for further development of an officer. The officer reported upon, the Reporting Authority, Reviewing Authority and the Accepting Authority should therefore, undertake the duty of filling up the form with a high sense of responsibility.

1.2 Performance appraisal should be used as a tool for career planning and training, rather than a mere judgmental exercise. Reporting Authorities should realize that the objective is to develop an officer so that he/she realizes his/her true potential. It is not meant to be a fault finding process but a developmental tool. The Reporting Authority, the Reviewing Authority and the Accepting Authority should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon.

1.3 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.

1.4 Although the actual documentation of performance appraisal is a year-end exercise, in order that it may be a tool for human resource development, career planning and training, rather than a mere judgmental exercise, the Reporting Authority 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.

2. Section-I

2.1 This Section should be filled up in the Administration Division/Personnel Deptt. Period of report could either be the entire reporting year, namely, from 1st of April to 31st March or a part of the year (90 days). In case the period of report is a full year, it should be indicated accordingly; for example, 2017-2018. In case the period of report is less than the entire year, specific start and end dates should be indicated, for example, 10th September 2017 - 31st March 2018.

2.2 Information on the present grade (pay-scale) as well as present post (actual designation and organization) and the date from which he/she has been on his/her present post needs to be mentioned.

2.3 In the table relating to reporting, reviewing and accepting authorities the name and designation of the reporting and reviewing authorities should be mentioned so that the officer reported upon is clear about whom he/she is required to send the report.

2.4 The period of absence from duty, on leave, training, or for other reasons, should also be mentioned in this section in the table provided for the purpose. Details of the training attended, date of filing of property returns and whether the officer reported upon has reported/reviewed and the annual performance report of all his/her subordinate officers for the previous year should be mentioned in the table for the purpose.

3. Section-II

3.1 The officer reported upon is first required to give brief description of his/her duties and responsibilities, which would normally not exceed about 100 words. Ideally, this should be in bullet form.

3.2 Section II also provides an opportunity for the officer to reflect upon his/her performance during the year and indicate one item which he/she thought was a significant contributions made by him/her during the year. It is always possible for any officer to make significant contribution even in activities otherwise regarded as routine in nature. Examples of such contribution may be the successful organization of a major event like the Games/IFFI or successful conclusion of an activity that has been going on for a long time, or even successful dealing of an emergency (e.g. major earth quake/flood) would certainly be an exceptional contribution.

3.3 The officer reported upon is required to indicate specific areas in which he/she feels the need to upgrade skills and attend training programs. He/she should also mention the specific steps that he/she has taken or proposes to take to upgrade his/her skills in the identified area.

3.4 There is an increased emphasis on competency building in the new performance appraisal and career progression system. There would be a premium on competency and skill upgradation. Hence, all officers are advised, through a note in Section II, to keep the cadre controlling authority informed, at least once in five years, of all educational and training programs attended, including the details of marks/grades secured in such programs, details of professional papers published. These would be taken into account in the future career progression.

3.5 This Section also requires the officer reported upon to record certain certificates about submission of property returns and annual medical check up.

4. Section-III

4.1 Section III requires the reporting authority to comment on Section II as filled out by the officer reported upon, and specifically state whether he/she agrees with the responses relating to the accomplishments. In case of disagreement the reporting authority should highlight the specific portions with which he/she is unable to agree and the reasons for such disagreement.

4.2 This Section then requires the reporting authority to comment on the skill upgradation needs as identified by the officer.

4.3 Thereafter, this Section requires the reporting authority to record a numerical grade in respect of the work output of the officer reported upon both in respect of the planned work as well as the unforeseen tasks. A numerical grade is also required in respect of the "quality" of the output. In doing so, the reporting authority should take into account the costs incurred (whether the officer reported upon has been cost conscious), the time taken and whether the laid down rules/procedures have been adhered to in accomplishing the tasks.

4.4 The reporting authority is also required to record a numerical grade in respect of work output, personal attributes and functional competencies.

4.5 Section III requires the reporting authority to comment on the integrity of the officer reported upon. In recording remarks with regard to integrity, he/she need not limit him/herself only to matters relating to financial integrity but could also take into account the moral and intellectual integrity of the officer reported upon. The following procedure should be followed in filling up the column relating to integrity:

(i) If the Officer's integrity is beyond doubt, it may be 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 Performance Appraisal

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/she had not watched the officer's work for sufficient time to form a definite judgement or that he/she 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 Performance Appraisal 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 officers conduct should be watched for a further period and thereafter action taken as indicated at (b) and (c) above.

4.6 The reporting authority is also required to record a descriptive pen-picture on the overall qualities of the officer reported upon and his/her performance including his attitude towards weaker sections. This need not exceed about 100 words and should try to cover overall qualities of the officer including areas of strengths and lesser strengths. The pen-picture is also meant to be a qualitative supplement to the quantitative assessments made earlier part of this section.

4.7 Finally, the reporting authority is required to record an overall grade. This should also be done on a scale of 1-10, with 1 referring to the lowest grade and 10 to the highest.

5. Section-IV

5.1 This Section is to be filled up by the reviewing authority. He/she is required to indicate if he/she agrees with the assessments made by the reporting officer. In case of disagreement, he/she may record his/her own assessment against the work output or any of the attributes in the column specifically provided for the purpose. In case of agreement, he/she need not fill in the column meant for him/her in the attributes/work output tables. Finally, the reviewing authority is required to record an, overall grade in the scale of 1-10.

6. Section-V

6.1 This Section is to be filled by the accepting authority. He/she is required to indicate if he/she agrees with the assessments made by the reporting authority/reviewing authorities. In case of difference of opinion, he/she is required to give details and reasons for the same in the column specifically provided for the purpose in the table in Section V.

7. Numerical Grades

7.1 At several places, numerical grades are to be awarded by reporting and review authorities. These should be on a scale of 1-10, where 1 refers to the lowest grade and 10 to the highest. 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, reviewing and accepting authorities should rate the officer against a larger population of his/her peers that may be currently working under them or would have worked under them in the past.

7.2 Weightage & Mean

Weights have been assigned to work output, personal attributes and functional competency. The overall grade will be based on the addition of the mean value of each group of indicators in proportion to weightage assigned.

8. Disclosure

8.1 There should be more openness in the system of appraisal. The annual PAR, including the overall grade and integrity, should be communicated to the officer reported upon after it has been finalized by the accepting authority.

8.2. Representation

The officer reported upon may have the option to give his comments on the PAR. Such comments may be restricted to the specific factual observations contained in the Performance Appraisal Report leading to the assessment of the officer in terms of attributes, competency and output. If comments are submitted, the Reporting/Reviewing/Accepting Authority would have the option to accept them and modify the PAR accordingly. If the comments are not accepted, the views of the Reporting/Reviewing/Accepting Authority would be communicated with reasons to the officer reported upon. Thereafter, only if the officer reported upon so desires, he may request for the matter to be forwarded to the Competent Authority. The representation shall be confined to errors of facts and nothing else. The Competent Authority shall give clear findings on the representation and take a final decision on the assessment, including the overall grading in regard to the parameters affected thereby. The decision along with details in case an entry is upgraded or down graded with, reasons for same may be recorded in the PAR and the same communicated to the officer reported upon. The decision of the Competent Authority shall be final.

9. Schedule for completion of PARs of Officers

9.1 The following schedule should be strictly followed: -

Reporting Year – Financial Year

Activity	
PAR to be generated by the Personnel Department.	1 st week of June (Tentatively)
Self appraisal	1 st July
Appraisal by Reporting Authority	1 st August
Appraisal by Reviewing Authority	1 st September
Appraisal by Accepting Authority	1 st October
Disclosure to the officer reported upon	1 st November
Representation of the officer reported upon, if any.	15 th November
Forwarding of representation of the officer	1 st December
Comments of Reporting Authority	15 th December
Forwarding of representation to the Competent Authority along with the comments of Reporting Authority/Reviewing Authority and Accepting Authority	1 st January
Decision by Competent Authority.	15 th January
Communication of the decisions to the officer reported upon	1 st February
Analyzing/finalizing of entire PAR	15 th February

9.1 The completed PAR should reach Personnel Department by 15th February of the following year.

9.4. If a PAR relating to a financial year is not recorded by the 15th February of the year in which the financial year ended, no remarks shall be recorded thereafter. The member of Service will be assessed based on the overall record and self-assessment of the year concerned, if he had given his self-assessment in time and the Reporting Authority, Reviewing Authority and the Accepting Authority have not completed the PAR according to the time schedule given in para 9.1.

9.5. The member of Service reported upon shall, while forwarding his self-

appraisal to the Reporting Authority, endorse a copy of the self-appraisal, to the Personnel Department and keep a record of the same as evidence that he had submitted the same in time.

9.6. The Reporting Authority shall record his comments in the PAR of the officer reported upon within the stipulated time and send it to the Reviewing Authority along with a copy thereof to the Personnel Department.

9.7. In case the Reporting Authority fails to submit the PAR to the Reviewing Authority within the stipulated period Personnel Department shall send a copy of self-appraisal directly to the Reviewing Authority and authorize him to initiate the PAR. The Department shall also keep a note of the failure of the Reporting Authority to submit the PAR of his subordinate in time for an appropriate entry in the PAR of such Reporting Authorities.

9.8. The Personnel Department shall evolve a suitable mechanism to ensure that the remarks of the Reporting, the Reviewing and the Accepting Authorities are recorded without fail by the dates given in the schedule below Para 9.1.