National Institute of Rural Development and Panchayati Raj

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Centre for Skills & Jobs

Guidelines on

Employee Performance & Developmental Appraisal

Version:V1.0.0

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1. APPRAISAL GUIDELINES

The appraisal guidelines for the employees of Centre of Skills and Jobs of National Institute of Rural Development and Panchayati Raj have been categorized into 5 parts:

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The Project Officer/Manager (HR), under guidance from Director- Training & Development, DDU-GKY Division, NIRDPR will be the complete owner of 'Employee Performance and Developmental Appraisal'. The Project Officer/Manager (HR) has to make sure that the process explained in the guidelines is followed by all the officer/authorities involved. The Project Officer/Manager (HR), Reporting Officer, concerned Director(s)/Joint Director(s)/RR of 'Thematic Area', concerned Director(s)/Joint Director(s)/RR of the 'Activity other than Major', and the concerned Officer(s)/Manager(s) has to ensure the confidentiality of the entire process on 'Employee Performance and Developmental Appraisal'.

1.1. PERFORMANCE APPRAISAL & REVIEW

The Performance Appraisal & Review consist of two parts- 'Performance Appraisal & Review' and 'Self Appraisal'. This section covers the 'Performance Appraisal & Review' while 'Self Appraisal' has been covered in the next section.

1.1.1. The Performance Appraisal & Review contains the achievement of the employees on quarterly basis. This is jointly updated by the employee, his/her Reporting Officer and concerned Director(s)/JD(s)/RR of thematic area or other functional area. The targets set and achievement will be verified jointly by the Reporting Officer of the employee, and the concerned Director(s)/JD(s)/RR of the thematic area / other functional area. This 'Performance Appraisal & Review' will also form the basis of giving performance score of each quarter and finally overall score for the year. It captures overall responsibilities and achievements in the quarter for the employee.

1.1.2. For 'Thematic Area'(as given in Annexure 3.1), the target(s) will be set jointly by the concerned Reporting Officer (Director/JD) and the Director/JD/RR of 'Thematic Area' and 'Activity other than Major' along with the employee.

1.1.3. If the employee does not agree to the targets set or there is difference of opinion in setting of the targets then ED's decision will be final.

The guidelines to be followed for updating the 'Performance Appraisal & Review' form are:

1. The 'Performance Appraisal & Review' form will be updated on the quarterly basis for the employee.

2. The date of joining of employee will determine his/her *first* quarter.

3. The form will be jointly updated by the Employee, his/her Reporting Officer and concerned Director(s)/JD(s)/RR for the concerned 'Thematic Area' and 'Activity other than Major'.

4. The 'Performance Appraisal & Review' form has 5 columns; Rows can be inserted, depending on the number of targets set for the employee.

5. The form will be filled by the employee himself/herself in consultation with his/her Reporting Officer, and concerned Director(s)/JD(s)/RR. At the top of the form, he has to write his/her name and the date of joining the office.

6. The targets for the quarter will be set jointly between 1st and 15th day of the first month of the quarter. The achievements, deviations, if any, and the reasons of deviation will be updated and finalized by the Reporting Officer/Concerned Director(s)/Joint Director(s)/ RR in the presence of the concerned employee, between 1st and 15th day of the first month of the next quarter. The process will go on till the last quarter of the year.

7. For a complete year, the 'Performance Appraisal and Review' of a candidate will be frozen on 15th of April.

8. While setting the targets for POs/PMs/STMs/ADs, the circular on 'Roles and Responsibilities' has to be taken into account. The target of an employee is the complete activity of the quarter including his/her 'Major', and other activity including the thematic area of his/her choices.

a. The breakup of the target of PO(s)/PM(s) and STM(s) is as follows:

Function	% of work distribution of PO(s)/PM(s) in Monitoring & STM	% of work distribution of PO(s)/PM(s) in MIS	% of work distribution of PO(s)/PM(s) in Finance	% of work distribution of PO(s)/PM(s) in Training, M&E, and HR	% of work distribution of PO(s)/PM(s) in Law
Monitoring	70	20	20	20	20
MIS		60			
Finance			60		
HR/ Training/Research or Combination				80	
Thematic Area	30	20	20		20
Law					60
Total	100	100	100	100	100

b.   **The breakup of the target of AD(s) is as follows:**

Function	% of work distribution of AD(s) in Monitoring & Evaluation	% of work distribution of AD(s) in Finance	% of work distribution of AD(s) in MIS	% of work distribution of AD(s) in Training	% of work distribution of AD(s) in Impact Evaluation
Monitoring	30				
MIS			30		
Finance		30			
HR/Training/Research				30	30
Thematic Area	70	70	70	70	70
Law					
Total	100	100	100	100	100

9. The updated form will be first signed by the employee with date and then after review the Reporting Officer will put his/her signature with date for each quarter. The process has to be completed between 1st and 15th Day of the first month of the next quarter.

10. On 'Performance Parameter', 'Measure(s)', 'Achievements', 'Deviations (if any)' and 'Reason for Deviation' of the Project Officers (Monitoring), the Director (Monitoring & Evaluation) may take appropriate inputs from State Team Manager/ Assistant Directors (Monitoring & Evaluation) since Monitoring team is large in number.

11. Measure(s) is/are the basis on which the 'Performance Parameter' will be assessed.

12. The Reporting Officer has to ensure that the workloads of the employees of the same designation reporting to him are equivalent.

12. Setting of the targets pertaining to the 'Thematic Area' and 'Activity other than Major') by the concerned Director(s)/JD(s)/RR, has to be done in consultation with the Reporting Officer.

13. The Executive Director will be the Reviewing Officer for the 'Performance Appraisal and Review'.

14. For each quarter, Achievements, deviations, if any, and the reasons of deviations will be shared and discussed with the concerned employee.

Classification of the Reporting Officers of the employees (position wise):

SN	Position of the employee	Reporting Officer	Reviewing Officer
1	Attendants	For those attached with Director/Joint Director it will be the respective Director/Joint Director/RR while for others it will be Additional Project Director.	Executive Director
2	Project Assistants	For those attached with Director/Joint Director it will be the respective Director/Joint Director/RR while for others it will be Additional Project Director.	Executive Director
3	PO/PM/STM/AD	Respective Director/Additional Project Director/Joint Director/Regional Representative	Executive Director
4	Director/Additional Project Director/Joint Director	Executive Director	Executive Director

1.2. SELF APPRAISAL

The 'Self Appraisal' is an introspective, reflective and self-developmental tool for the employee The self appraisal form will be updated by the employee for his/her personal development. This updated form will be shared with the Reporting Officer before sharing it to the HR department. It consists of 3 parts.

The guidelines to be followed while doing Self appraisal are as follows:

1. The part A of the form has 4 columns and Rows can be inserted as needed. It has 4 parts- (i) Areas in which the employee needs improvement, (ii) Action plan with milestones for improvement, (iii) Help needed from the organisation to reach the milestones, and (iv) Achievements in regards to the action plan.
2. The form need to be updated on half yearly basis by the employee. Areas in which the employee need improvement, Action plan with milestone for improvement, help needed from the organisation to reach the milestone need to be filled between 1st and 15th day of the Quarter 1 while the achievement vis-a-vis Action plan need to be filled between 1st and 15th day of the next month after the end of quarter 2
3. Part B of the form is about identifying the areas of exceptional performance on the employee's part. The exceptional performance has to be justified with specific examples.
4. Part B of the form will have to be updated after 6 months i.e. between 1st and 15th day of the month following the end of quarter 2.The part C consists of the areas in which the employee would like to work in this organisation. This part of the form will have to be filled after 6 months i.e. between 1st and 15th day of the month following the end of quarter 2.
5. After completing this self appraisal form, the employee has to submit it the Reporting Officer before sharing to the HR department. between 1st and 15th day of the month following the end of quarter 2.
6. The concerned employee and the Reporting Officer both will put their name, date and signature on this form.
7. The Reviewing Officer (ED) will look at the Self Appraisal forms and affix comments wherever needed.

1.3. POSITION COMPETENCY

This part of the appraisal guidelines captures the attributes of the employee. This will have a value while deciding the Performance Score of the employee by the Reporting Officer, concerned Director(s)/Joint Director(s)/RR of 'Thematic Area' and concerned Director(s)/Joint Director(s)/RR of the 'Activity other than Major'.

Guidelines to be followed while deciding position competency of the employee:

1. The Position Competency of an employee will be decided on quarterly basis.
2. The Reporting Officer, concerned Director(s)/Joint Director(s)/RR of 'Thematic Area' and concerned Director(s)/Joint Director(s)/RR of the 'Activity other than Major' will assign a score on the scale of 4. If an employee is 'Excellent' on the predefined parameters then he/she will be awarded a score of 4, for 'Good' the score will be 3, for 'Average', the score will be 2 , and for 'Below Average', the score will be 1.
3. For each employee of the Division, there are 4 different attributes on which the Position Competency will be decided. The attributes have been decided based on the position of the employee.
4. For Project Assistants/PO(s)/PM(s)/STM, the attributes deciding the Position competency are- (i) Team Work (ii) Planning (iii) Problem Analysis (iv) Achievement Orientation.
5. For AD(s), the attributes deciding the Position competency are- (i) Team Work (ii) Leadership (iii) Planning (iv) Problem Analysis.
6. For Director(s)/Joint Director(s)/APD, the attributes deciding the Position competency are- (i) Team Work (ii) Leadership (iii) Planning (iv) Achievement Orientation.
7. For Attendant(s), the attributes deciding the Position competency are- (i) Team Work (ii) Reliability (iii) Dedication (iv) Determination.
8. Position Competency will be decided before giving the 'Performance Score'. The Reporting Officer/Director(s)/Joint Director(s)/RR will have the score in mind while giving the 'Performance Score' to the employee.
9. The duration to complete this activity is between 1st and 15th Day of the first month of the next quarter.

Some lights on the attributes:

1. **Team Work**: It is the combined action of a team, groups etc., especially when effective and efficient.

   Facets:
   - Support team decisions even if not in total agreement.
   - Deal effectively with different viewpoints as a team.
   - Cooperate with the team members to set responsibilities.
   - Share information, ideas, and suggestions to accomplish mutual goals.

2. **Planning:** It is formulating a method or methods by which a thing is to be done, meeting the targets and standards.

   Facets:
   - Plan work so that it gets done in time.
   - Formulate work objectives clearly, including timetable and priorities.
   - Get things done by focusing on the implementation.
   - Anticipate and act to compensate for potential risks and problems.
   - Formulate strategies to overcome potential roadblocks.

3. **Leadership:** It is the ability to show or guide the way by going in front. Set challenging targets and coach and motivate staff to realize these.

   Facets:
   - Practice open two –way communication
   - Show interest and give support and coaching when necessary.
   - Develop ideas to improve departmental operations and take appropriate actions to implement change and group acceptance.

4. **Problem Analysis:** It is to identify problems; recognize significant information; diagnose possible causes for the problem(s) and possible solution(s) thereof.

   Facets:
   - Take well planned steps to gather and organise data for diagnostic purposes.
   - Distinguish the grade of problems and indicate major issues.
   - Foresee problems and judge their relevance.
   - Ask for questions and ensure they are answered.

5. **Achievement Orientation**: It is to set and meet the highest standards; be discontented with average performance.

   Facets:

- ➢ Set high standards and seek continuous improvements.
- ➢ Input more than the required effort to realize predetermined targets.
- ➢ Formulate realistic and challenging tasks for self and the team members.
- ➢ Maintain quality and urgency towards desired results.

6. **Reliability**: Dependability and the power to remain calm in crisis.

   Facets:
   - ➢ To be someone who is always counted on, no matter what.
   - ➢ showing up for work on time
   - ➢ informing the concerned authorities when he cannot make it
   - ➢ Meeting deadlines

7. **Dedication**: It is the sense of duty and enthusiasm for service

   Facets:
   - ➢ Consistently *exceeding* an employer's expectations
   - ➢ willing to take on any task
   - ➢ proactive learning
   - ➢ putting in overtime to finish the task assigned

8. **Determination:** It explains the resolution, perseverance and the will to succeed.

   Facets:
   - ➢ Passionate about their work
   - ➢ Taking responsibilities of the decisions made.
   - ➢ make future plans based on outcomes of previous actions
   - ➢ Never let go attitude

1.4. PERFORMANCE SCORE

This part contains the performance score of the employee for each quarter. The form is filled by the Reporting Officer on the basis of achievements, deviations (if any) and the reason of deviation. However, the Reviewing Officer (ED) may change the Performance Score based on his understanding of the candidate's work taking into consideration of all the ratings of the Reporting Officer.

Guidelines to be followed while updating this form:

1. The Reporting Officer (for major activity), concerned Director(s)/JD(s)/RR (for activity other than major) and concerned Director(s)/JD(s)/RR (for thematic area) will give score to the employee independently on a scale of 10, based on his/her achievements on the targets set. The scores will be given between 1st Day and 15th Day of the month following the next quarter.

2. Reviewing Officer will have a look at the scores given by the Reporting Officer (for major activity), concerned Director(s)/JD(s)/RR (for activity other than major) and concerned Director(s)/JD(s)/RR (for thematic area). He will put his signature along with concerned APD/Director(s)/JD(s)/RR. He may change the Performance Score.

3. Weighted performance score will be calculated based on the scores given by the Reporting Officer, concerned Director(s)/JD(s)/RR (for activity other than major) and concerned Director(s)/JD(s)/RR (for thematic area) for each quarter. The weighted scores will be calculated on 15th Day of the month following the next quarter.

4. Weight of the Performance Score of an employee has been kept equal to the amount (in %) of work (s)he does on his/her 'Major Activity', 'Thematic Area' , and 'Activity other than Major' as in the circular released on 'Roles and Responsibilities'. For Director(s)/Joint Director(s)/APD/Project Assistant(s)/Attendant(s), the performance score itself will be the weighted performance score.

5. In case of Director(s)/Joint Director(s)/APD, the Reviewing Officer and the Reporting Officer is the Executive Director.

6. For each quarter, the weighted scores of the candidates will be tabulated in the 'Performance Score' form.

7. The 'Annual Overall Score' will be calculated as the average/mean of the weighted scores of all quarters.

8. On 15th April, the annual overall score of the employee will be generated and frozen.

9. If Annual Overall Score appears in decimal then following points will be followed-

   • If the first digit after decimal of the Annual Overall Score is 5 or greater than 5, then the number before decimal will increase by 1 and the digits after decimal will become 0.

   • If the first digit after decimal of the Annual Overall Score is less than 5, then the number before decimal will remain the same and the digits after decimal will become 0.

Important notes:

a. If a employee scores a 'Below Average' in any quarter then s/he has to be necessarily counselled and the same has to be recorded in the Counselling Form.

b. In any quarter, 10 % or less employee shall get an 'Excellent'. Excellent is a rare case of exceptional performance and this marking/grading should not be given indiscriminately.

c. The combined annual score of employee will form the basis of the renewal of contract and finally the annual increment.

d. An employee can take his/her grievances, if any, to the ED. ED's decision shall be final and binding.

1.5. PERFORMANCE COUNSELLING

The Performance Counselling form has to be jointly filled by the Reporting Officer, and Director(s)/Joint Director(s)/RR, and the employee based on the 'Performance Review' of the employee. The intention of Performance Counselling is to improve the performance of the employee. The form consists of two parts. One part will be filled by the Reporting Officer, and Director(s)/Joint Director(s)/RR while the second part is a declaration by the employee.

Guidelines to be followed on this form:

1. The Reporting Officer, Director(s)/Joint Director(s)/RR has to do Performance Counselling of the employee during the 1st and 15th day of the first month of the next quarter. Based on the performance of the employee, the Reporting Officer will list down the reasons for poor/average performance of the employee in Part A of the form.

2. In Part B of the form, the Reporting Officer will recommend the employee, the list of actions needed to be done to improve his/her performance.

3. The last part of the form contains the declaration by the employee.

4. If the employee does not agree with the reasons and recommendations of the Reporting Officer then the final authority rests with the Executive Director.

2. PERFORMANCE APPRAISAL

2.1. PERFORMANCE APPRAISAL & REVIEW

(Quarterly Performance Review)

Form 2.1.1(*For Project Assistants/Attendants*)
Break up of Targets:
100% (Reporting Officer)

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

_____ Name of the Reviewing Officer (ED)
_____ Signature of the Reviewing Officer (ED)

Date:

Form 2.1.2.(*For PO(Monitoring), & STM*)
Break up of Targets:
70% Monitoring (Employee with the Reporting Officer, Director (M&E)/RR)
30% thematic area (Employee with Director (T&D)/JD (Appraisal), and Director (M&E)

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

Name of the Concerned Director/JD   Date: Signature of the Concerned Director/JD
/RR of the thematic area   /RR of the thematic area

_____ Name of the Reviewing Officer (ED)
_____ Signature of the Reviewing Officer (ED)
Date

Form 2.1.3. (*For PO(MIS/FINANCE)*)
Break up of Targets:
60% MIS/FIN (Employee with the Reporting Officer i.e. JD (MIS)/Director (Fin))
20% Monitoring (Employee with the Reporting Officer i.e. JD (MIS)/Director (Fin) , and Director(M&E))
20% Thematic Area (Employee with Director (T&D)/JD (Appraisal), and JD (MIS)/Director (Fin))

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

Name of Director (M&E)   Date: Signature of Director (M&E)

Name of the Concerned Director/JD   Date: Signature of the Concerned Director/JD
/RR of the thematic area   /RR of the thematic area

_____ Name of the Reviewing Officer (ED)
_____ Signature of the Reviewing Officer (ED)

Date

Form 2.1.4.(*For PO(LAW)*)
Break up of Targets:
60% LAW (Employee with the Reporting Officer i.e. APD)
20% Monitoring (Employee with the Reporting Officer i.e. APD/), and Director (M&E))
20% Thematic Area (Employee with Director (T&D)/JD(Appraisal), and APD)

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

Name of Director (M&E)   Date: Signature of Director (M&E)

Name of the Concerned Director/JD Date: Signature of the Concerned Director/JD
/RR of the thematic area   /RR of the thematic area

_____ Name of the Reviewing Officer (ED)
_____ Signature of the Reviewing Officer (ED)

Date

Form 2.1.5.(*For PO(Training/HR/M&E)*)
Break up of Targets:
80% Training & HR including thematic area (Employee with the Reporting Officer i.e. Director (T&D))
20% Monitoring (Employee with the Reporting Officer i.e. Director (T&D), and Director (M&E))

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

Name of Director (M&E)   Date: Signature of Director (M&E)

_____ Name of the Reviewing Officer (ED)
_____ Signature of the Reviewing Officer (ED)

Date

Form 2.1.6(*For AD*)
Break up of Targets:
70% thematic area (Employee with Director (T&D)/JD(Appraisal), the Reporting Officer i.e.
Director (T&D)/Director (M&E)/Director (Fin)/JD (MIS))
30% Monitoring/FIN/MIS/Training (Employee with the Reporting Officer i.e. Director (T&D)/
Director (M&E)/Director (Fin)/JD (MIS))

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

Name of the Concerned Director/JD   Date: Signature of the Concerned Director/JD
RR of the thematic area   /RR of the thematic area

_____ Name of the Reviewing Officer (ED)

_____ Signature of the Reviewing Officer (ED)

Date:

Form 2.1.7(*For Director(s)/Joint Director(s)/APD*)
Break up of Targets:
100% (Reporting Officer, Executive Director)

Quarter No.	Performance Parameter	Measure(s)	Achievement	Deviation	Reason for Deviation
First					
Second					
Third					
Fourth					

Name of the Employee　　　　　　　Date:　　　　　　　Signature of the Employee

Name of the Reporting Officer　　　Date:　　　　　　　Signature of the Reporting Officer
(Executive Director)　　　　　　　　　　　　　　　　　　(Executive Director)

2.2.   SELF-APPRAISAL

This section of the Appraisal is purely developmental in nature. This section will not be used for evaluating employees in any form & manner

PART A

Areas in which I need improvement (to be filled between Day 1 and Day 15)	Action Plan with milestones for improvement (to be filled between Day 1 & Day 15)	Help needed from the organization to reach the milestones (to be filled between Day 1 & Day 15)	Achievements vis-a-vis Action Plan (*to be filled after 6 months*)

PART B (*to be filled after 6 months*)

Identify areas of exceptional performance on your part that should be particularly noted. Provide specific examples:

PART C (*to be filled after 6 months*)

Areas in which I would like to work in this organisation are:

(It can be maintained as a file in the HR department. This Section should typically be filled on a half-yearly basis).

Name of the Employee   Date: Signature of the Employee

Name of the Reporting Officer   Date: Signature of the Reporting Officer

2.3. POSITION COMPETENCY

This form will be filled by the Reporting Officer/ Director(s)/Joint Director(s)/RR.

Range of scores:

Achievement on Qualities	Score (Maximum)
Excellent	4
Good	3
Average	2
Below Average	1

2.3.1. Competency for Attendants:
2.3.1.1. Position Competency Score for Quarter 1

Attributes	Score by the Reporting Officer (PCQ1_1)
Reliability	
Dedication	
Determination	
Team Work	

2.3.1.2. Position Competency Score for Quarter 2

Attributes	Score by the Reporting Officer (PCQ2_1)
Reliability	
Dedication	
Determination	
Team Work	

2.3.1.3. Position Competency Score for Quarter 3

Attributes	Score by the Reporting Officer (PCQ3_1)
Reliability	
Dedication	
Determination	
Team Work	

2.3.1.4. Position Competency Score for Quarter 4

Attributes	Score by the Reporting Officer (PCQ4_1)
Reliability	
Dedication	

Determination	
Team Work	

_____ Name of Reporting Officer

_____ Signature of Reporting Officer

Date:

2.3.2. Competency for STM, PO(s)/PM(s), and Assistants:
2.3.2.1. Position Competency Score for Quarter 1

Attributes	Score by the Reporting Officer for 'Major' work (PCQ1_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ1_2)	Score by Director(s)/Joint Director(S)/RR for 'Other than Major' work (PCQ1_3)	Total Score on the Attribute (PCQ1_1+ PCQ1_2+ PCQ1_3)/3
Team Work				
Planning				
Problem Analysis				
Achievement Orientation				

2.3.2.2. Position Competency Score for Quarter 2

Attributes	Score by the Reporting Officer for 'Major' work (PCQ2_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ2_2)	Score by Director(s)/Joint Director(S)/RR for 'Other than Major' work (PCQ2_3)	Total Score on the Attribute (PCQ2_1+ PCQ2_2+ PCQ2_3)/3
Team Work				
Planning				
Problem Analysis				
Achievement Orientation				

2.3.2.3. Position Competency Score for Quarter 3

Attributes	Score by the Reporting Officer for 'Major' work (PCQ3_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ3_2)	Score by Director(s)/Joint Director(S)/RR for 'Other than Major' work (PCQ3_3)	Total Score on the Attribute (PCQ3_1+ PCQ3_2+ PCQ3_3)/3
Team Work				
Planning				
Problem Analysis				
Achievement Orientation				

2.3.2.4. Position Competency Score for Quarter 4

Attributes	Score by the Reporting Officer for 'Major' work (PCQ4_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ4_2)	Score by Director(s)/Joint Director(S)/RR for 'Other than Major' work (PCQ4_3)	Total Score on the Attribute (PCQ4_1+ PCQ4_2+ PCQ4_3)/3
Team Work				
Planning				
Problem Analysis				
Achievement Orientation				

_____ Name of Reporting Officer

_____ Signature of Reporting Officer

Date:

_____Name of concerned Director/JD/RR of 'Thematic Area' (if necessary)

_____Signature of concerned Director/JD/RR of 'Thematic Area' (if necessary)

Date:

_____Name of concerned Director/JD/RR of the 'Activity other than Major' (if necessary)

_____Signature of concerned Director1/JD/RR of the 'Activity other than Major' (if necessary)

Date:

2.3.3. Competency for Assistant Director(s):

2..3.3.1. Position Competency Score for Quarter 1

Attributes	Score by the Reporting Officer for 'Major' work (PCQ1_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ1_2)	Total Score on the Attribute (PCQ1_1+ PCQ1_2)/2
Team Work			
Planning			
Problem Analysis			
Leadership			

2.3.3.2. Position Competency Score for Quarter 2

Attributes	Score by the Reporting Officer for 'Major' work (PCQ2_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ2_2)	Total Score on the Attribute (PCQ2_1+ PCQ2_2)/2
Team Work			
Planning			
Problem Analysis			
Leadership			

2.3.3.3. Position Competency Score for Quarter 3

Attributes	Score by the Reporting Officer for 'Major' work (PCQ3_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ3_2)	Total Score on the Attribute (PCQ3_1+ PCQ3_2)/2
Team Work			
Planning			
Problem Analysis			
Leadership			

2.3.3.4. Position Competency Score for Quarter 4

Attributes	Score by the Reporting Officer for 'Major' work (PCQ4_1)	Score by Director(s)/Joint Director(S)/RR for 'Thematic Area' work (PCQ4_2)	Total Score on the Attribute (PCQ4_1+ PCQ4_2)/2
Team Work			
Planning			
Problem Analysis			
Leadership			

_____ Name of Reporting Officer

_____ Signature of Reporting Officer

Date:

_____Name of concerned Director/JD/RR of 'Thematic Area' (if necessary)

_____Signature of concerned Director/JD/RR of 'Thematic Area' (if necessary)

Date:

2.3.4. For Director(s)/ Joint Director(s)/APD:

2.3.4.1. Position Competency Score for Quarter 1

Attributes	Score by the Reporting Officer (PCQ1_1)
Team Work	
Planning	
Leadership	
Achievement Orientation	

2.3.4.2. Position Competency Score for Quarter 2

Attributes	Score by the Reporting Officer (PCQ2_1)
Team Work	
Planning	
Leadership	
Achievement Orientation	

2.3.4.3. Position Competency Score for Quarter 3

Attributes	Score by the Reporting Officer (PCQ3_1)
Team Work	
Planning	
Leadership	
Achievement Orientation	

2.3.4.4. Position Competency Score for Quarter 4

Attributes	Score by the Reporting Officer (PCQ4_1)
Team Work	
Planning	
Leadership	
Achievement Orientation	

_____ Name of Reporting Officer (ED)

_____ Signature of Reporting Officer (ED)

Date:

2.4. PERFORMANCE SCORE

(To be filled by the Reporting Officer/Director(s)/JD(s)/RR on the basis of Performance Review form)

2.4.1. Performance Score by the Reporting Officer

The score will be on the scale of 10 as described below.

Performance of the Employee (Give Score)				
Quarter No. 1	Score(Q1_1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Score(Q2_1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Score(Q3_1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Score (Q4_1):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

_____ Name of Reporting Officer

_____ Signature of Reporting Officer

Date:

_____ Name of the Reviewing Officer (ED)

_____ Signature of the Reviewing Officer (ED)

Date:

2.4.2. Performance Score by the Concerned Director(s)/JD(s) for thematic areas

The score will be on the scale of 10 as described below.

Performance of the Employee (Give Score)				
Quarter No. 1	Score(Q1_2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Score(Q2_2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Score(Q3_2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Score (Q4_2):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

_____Name of concerned Director/JD/RR of the thematic area

_____ Signature of concerned Director/JD/RR of the thematic area

Date:

_____ Name of the Reviewing Officer (ED)

_____ Signature of the Reviewing Officer (ED)

Date:

2.4.3. Performance Score by the Concerned Director(s)/JD(s)/RR for Activity other than Major

The score will be on the scale of 10 as described below:

Performance of the Employee (Give Score)				
Quarter No. 1	Score(Q1_3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Score(Q2_3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Score(Q3_3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Score (Q4_3):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

_____Name of concerned Director/JD/RR of the Activity other than 'Major'

_____Signature of concerned Director1/JD/RR of the Activity other than 'Major'

Date:

_____ Name of the Reviewing Officer (ED)

_____ Signature of the Reviewing Officer (ED)

Date:

2.4.4. Weighted Performance Score for PO(s)/PM(s), Monitoring /STM

Weighted Score for Quarter 1(WQ1) = (0.70 x Q1_1) + (0.30 x Q1_2)
Weighted Score for Quarter 2(WQ2) = (0.70 x Q2_1) + (0.30 x Q2_2)
Weighted Score for Quarter 3(WQ3) = (0.70 x Q3_1) + (0.30 x Q3_2)
Weighted Score for Quarter 4(WQ4) = (0.70 x Q4_1) + (0.30 x Q4_2)

Weighted Score of the Quarter:

Performance of the Employee (Give Score)			
Quarter No. 1	Weighted Score(WQ1) :		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Weighted Score(WQ2) :		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Weighted Score(WQ3) :		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Weighted Score (WQ4):		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

2.4.5. Weighted Performance Score for PO(s)/PM(s), MIS/FIN/LAW

Weighted Score for Quarter 1(WQ1) = $(0.60 \times Q1\_1) + (0.20 \times Q1\_2) + (0.20 \times Q1\_3)$
Weighted Score for Quarter 2(WQ2) = $(0.60 \times Q2\_1) + (0.20 \times Q2\_2) + (0.20 \times Q2\_3)$
Weighted Score for Quarter 3(WQ3) = $(0.60 \times Q3\_1) + (0.20 \times Q3\_2) + (0.20 \times Q3\_3)$
Weighted Score for Quarter 4(WQ4) = $(0.60 \times Q4\_1) + (0.20 \times Q4\_2) + (0.20 \times Q4\_3)$

Weighted Score of the Quarter:

Performance of the Employee (Give Score)			
Quarter No. 1	Weighted Score(WQ1) :		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Weighted Score(WQ2) :		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Weighted Score(WQ3) :		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Weighted Score (WQ4):		
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

2.4.6. Weighted Performance Score for PO(s)/PM(s), Training/HR/M&E

Weighted Score for Quarter 1(WQ1) = (0.80 x Q1_1) + (0.20 x Q1_2)
Weighted Score for Quarter 2(WQ2) = (0.80 x Q2_1) + (0.20 x Q2_2)
Weighted Score for Quarter 3(WQ3) = (0.80 x Q3_1) + (0.20 x Q3_2)
Weighted Score for Quarter 4(WQ4) = (0.80 x Q4_1) + (0.20 x Q4_2)

Weighted Score of the Quarter:

Performance of the Employee (Give Score)				
Quarter No. 1	Weighted Score(WQ1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Weighted Score(WQ2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Weighted Score(WQ3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Weighted Score (WQ4):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

2.4.7. Weighted Performance Score for AD(s)

Weighted Score for Quarter 1(WQ1) = (0.30 x Q1_1) + (0.70 x Q1_2)
Weighted Score for Quarter 2(WQ2) = (0.30 x Q2_1) + (0.70 x Q2_2)
Weighted Score for Quarter 3(WQ3) = (0.30 x Q3_1) + (0.70 x Q3_2)
Weighted Score for Quarter 4(WQ4) = (0.30 x Q4_1) + (0.70 x Q4_2)

Weighted Score of the Quarter:

Performance of the Employee (Give Score)				
Quarter No. 1	Weighted Score(WQ1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Weighted Score(WQ2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Weighted Score(WQ3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Weighted Score (WQ4):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

2.4.8. Weighted Performance Score for Project Assistant(s)/Attendant(s)

Weighted Score for Quarter 1(WQ1) = Q1_1
Weighted Score for Quarter 2(WQ2) = Q2_1
Weighted Score for Quarter 3(WQ3) = Q3_1
Weighted Score for Quarter 4(WQ4) = Q4_1

Weighted Score of the Quarter:

Performance of the Employee (Give Score)				
Quarter No. 1	Weighted Score(WQ1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Weighted Score(WQ2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Weighted Score(WQ3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Weighted Score (WQ4):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

Annual Overall Score (*auto generated*):   (WQ1+WQ2+WQ3+WQ4)/4

_____ Name of Reporting Officer

_____ Signature of Reporting Officer

Date:

_____Name of concerned Director/JD/RR of 'Thematic Area' (if necessary)

_____Signature of concerned Director/JD/RR of 'Thematic Area' (if necessary)

Date:

_____Name of concerned Director/JD/RR of the 'Activity other than Major' (if necessary)

_____Signature of concerned Director1/JD/RR of the 'Activity other than Major' (if necessary)

Date:

_____ Name of the Reviewing Officer (ED)

_____ Signature of the Reviewing Officer (ED)

Date:

2.4.9. Weighted Performance Score for APD/Director(s)/Joint Director(s)

Weighted Score for Quarter 1(WQ1) = Performance Score = WQ1
Weighted Score for Quarter 2(WQ2) = Performance Score = WQ2
Weighted Score for Quarter 3(WQ3) = Performance Score = WQ3
Weighted Score for Quarter 4(WQ4) = Performance Score = WQ4

Weighted Score of the Quarter:

Performance of the Employee (Give Score)				
Quarter No. 1	Weighted Score(WQ1) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No.2	Weighted Score(WQ2) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 3	Weighted Score(WQ3) :			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)
Quarter No. 4	Weighted Score (WQ4):			
	Below Average (0-3)	Average (4-5)	Above Average (6-8)	Excellent (9-10)

Annual Overall Score (*auto generated*):   (WQ1+WQ2+WQ3+WQ4)/4

_____ Name of Reporting Officer (ED)
_____ Signature of Reporting Officer (ED)

Date:

2.5. COUNSELLING FORMAT

(To be filled jointly by the Employee and the Reporting Officer)

PART A *(To be filled by Reporting Officer, Director(s)/ Joint Director(s)/RR)*

The reasons for the poor/average performance of ....(Employee Name) are:

SN	Reasons
1	
2	

PART A *(To be filled by Reporting Officer, Director(s)/ Joint Director(s)/RR)*

S/he has to do the following things to improve:

SN	Recommendations
1	
2	

Name and Designation of   Date   Signature of the Reporting Officer
  the Reporting Officer

Name of the concerned Director/JD/RR   Date: Signature of the concerned Director
of the thematic area   /JD/RR of the thematic area

Name of the concerned Director/JD/RR   Date: Signature of the concerned Director
of acitivity other than 'Major'*(if necessary)*   of acitivity other than 'Major'*(if necessary)*

Declaration by the Candidate

I agree with the assessment of the Reporting Officer/Director/JD/RR regarding the reasons for poor performance. I agree to comply with his/her suggestions for improvement.

<div align="center">OR</div>

I agree with my Reporting Officer assessment but not with his/her recommendations

<div align="center">OR</div>

I do not agree with my Reporting Officer's assessment.

Name & Designation   Date   Signature of Employee
  of Employee

3. ANNEXURE

3.1. Thematic Area

The nature of work expected under the above mentioned thematic areas are-

1. **Project Appraisal**(*Activities listed under this theme should be related to DDU-GKY Programme only):*

   - Existing Appraisal System
   - Checking the application of PIA (Project Implementation Agency) for a new project and sending the project appraisal report to MoRD.
   - Do desk appraisal for A and B category PIAs and field appraisal for C category PIAs including visit to head office of new projects for prospective and existing PIAs.
   - Suggesting for improvement of the Appraisal System
   - Designing tools, measures, and metrics to measure risks associated with prospective PIAs
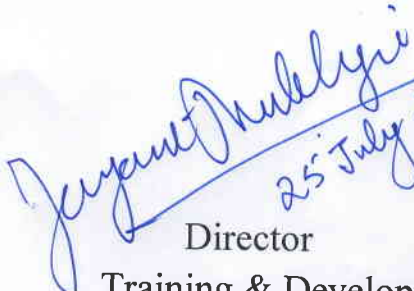   - Designing models for measuring risk measurement as well as risk mitigation

2. **Training**(*Activities listed under this theme should be related to DDU-GKY Programme only)***:**

   - Conducting training programmes in SRLM/SIRD/NIRD
   - Handling various aspects related to conduction of training programmes
   - Designing of training modules and manuals

3. **Impact Evaluation**(*Activities listed under this theme should be related to DDU-GKY Programme only):*

   - Research design,
   - Qualitative and quantitative data collection efforts,
   - Quantitative data analysis,

- Transcription and documentation of case studies/interviews,
- Report writing, organizing workshops to discuss the research outcomes, etc.

4. **Documentation and Animation** *(Activities listed under this theme should be related to DDU-GKY Programme only):*

- Still photography
- 2D/3D Animation
- Script writing for animation
- Short videos
- Audios documentation

5. **Content Development:** *(Activities listed under this theme should be related to DDU-GKY Programme only):*

- Developing Cases and caselets
- Writing success/failure stories
- Life experiences / Unique experiences
- Developing manuals
- Preparation of training guides/brochures

25 July 2016

Director
Training & Development