

**MAHANAGAR TELEPHONE NIGAM LIMITED**

**ANNUAL**

**PERFORMANCE APPRAISAL REPORT**

**OF**

**EXECUTIVES (E1 to E4)**

Employee No.....

Name of the Executive: .....

Designation:.....

Date of Birth:.....

Report for the period: .....

**MAHANAGAR TELEPHONE NIGAM LIMITED  
PERFORMANCE APPRAISAL FORM FOR OFFICERS**

Report for the year/period ending

**PART 1(a): PERSONAL DATA**

1	(a) Name of Officer		
	(b) Employee No.:	(c) Cadre:	(d) Grade:
2.	(a) Date of Birth		
	(b) Does the Officer belong to SC/ST		
3.	Date of continuous appointment to the present grade		
4.	Present post and date of appointment thereto		
5.	Please state whether the annual return of immovable property within the prescribed calendar year was filled within the prescribed date i.e. 31st January of the year following the calendar year. If not, the date of filling the return should be given.		

**PART 1(b): MISCELLANEOUS**

1. Period of absence from duty:			
Kind of Leave	From	To	Reason
2. Medical History of the employee			
Is he suffering from any Chronic disease limiting him from discharging his assigned job?		Total expenditure if any made during the financial year on indoor treatment.	

3. Qualification gained in the year of reporting
Academic
Professional
4. Training course/s attended during the course of the reporting year

**PART 1(c): DUTIES & RESPONSIBILITIES**

Brief description of duties (Generic in nature but specific to the present assignment to derive KPAs)		
1		
2		
3		
4		
5		
6		
7		
8		
9		
10		
<b>SIGNATURES</b>		
<b>EXECUTIVE</b>	<b>REPORTING OFFICER</b>	<b>REVIEWING OFFICER</b>

**PART 2: ASSESSMENT OF WORKOUTPUT**

(Weightage of this section would be 50%)

The Key Performance Areas (KPA) together with measures/indicators and maximum marks assigned to each KPA are set jointly by the Reporting Officer and the Executive for the review period such that the total of the **marks assigned to each KPA added together is 100**. The assessment on the KPAs will be done by assigning marks on the maximum marks assigned to that KPA.

KEY PERFORMANCE AREAS	Max. marks assigned to KPA	MEASURE/ INDICATOR OF KPA	ASSESSMENT		
			SELF	REPORTING OFFICER	REVIEWING OFFICER
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
<b>TOTAL</b>	<b>100</b>	<b>TOTAL MARKS</b>			

Total Performance Marks for the year (Prorated to total marks of 50)	$= \frac{\text{Total Marks obtained} \times 50}{100} =$
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<b>SIGNATURES</b>		
<b>EXECUTIVE</b>	<b>REPORTING OFFICER</b>	<b>REVIEWING OFFICER</b>

State briefly the shortfalls with reference to the targets/objectives referred above. Please specify constraints, if any, in achieving the targets.

SIGNATURES		
<b>EXECUTIVE</b>	<b>REPORTING OFFICER</b>	<b>REVIEWING OFFICER</b>

**PART 3 – PERFORMANCE APPRAISAL**

(Weightage of this section would be 15%: Total marks=50)

(Put a tick mark on the rating closest to your assessment. Sum of number/rating along the tick mark shall be the *Total of all ratings* required for calculating the score at the end of the Section.)

Sl. N.	Item	Rating										Reporting Officer	Reviewing Officer
		1		2		3		4		5			
1	<b>Consistency in delivery of work</b> Amount of acceptable work produced, w.r.t. delivery of work.	1		2		3		4		5			
		Output far below the job requirements.		Output inadequate.		Produces volume of work required in the job.		Generally high output of acceptable work.		Output of work is exceptionally high.			
2	<b>Quality of Work</b> Thoroughness, accuracy and general excellence of output, extent of work free from errors, consistency of work under varying conditions.	1		2		3		4		5			
		Work consistently below required standards. Makes no effort to improve.		Work barely upto mark. Needs to be checked.		Produces work of acceptable quality.		Generally does a thorough and accurate job. Work needs minimum correction.		Consistently thorough and accurate in his work under all conditions.			
3	<b>Cost Consciousness</b> Efforts towards utilization of available resources and elimination of waste.	1		2		3		4		5			
		Wastefulness in work and totally unaware and uninterested in cost reduction.		Aware of effecting economy but makes no special efforts.		Utilizes resources well and reduces waste.		Generally makes optimum utilization of resources, conscious of eliminating waste.		Always makes optimum utilization of resources. Constantly tries to reduce cost/eliminate waste.			

4	<b>Job Knowledge (Functional)</b>	1		2		3		4		5			
		Knowledge of job much below than what is required. Makes no effort to learn.		Knowledge of job not upto what is required, but tries to learn.		Adequate knowledge of job and keen to learn.		Very good knowledge of job.		Excellent knowledge of job.			
5	<b>Time Schedule</b>	1		2		3		4		5			
		Lacks ability and desire to complete assignment within time schedule.		Completes assignments after frequent delays.		Completes assignments in reasonable time.		Normally completes a plan of action on schedule.		Excellent ability to complete assignments ahead of schedule.			
6	<b>Initiative</b> Ability to be self reliant and move forward on a task without outside direction.	1		2		3		4		5			
		Always requires to be told. Does not apply mind to get things done.		Requires much help and instructions while doing things.		Requires instructions occasionally.		Never has to be told for getting things done and overcomes obstacles independently.		Always self reliant, exceptionally good at applying mind to get the job done. A self starter.			
7	<b>Problem Analysis and Decision Making</b> Ability to identify problems, analyse alternative courses of action and decide on the best action.	1		2		3		4		5			
		Lacks analytical ability. Takes no decisions.		Decisions frequently not sound due to faulty analysis.		Makes sound decisions pertaining to his/her job areas.		Good analytical ability, always makes sound decisions pertaining to his/her job areas.		Excellent analytical ability, always takes sound decisions pertaining to his/her job areas.			
8	<b>Willingness to Accept Responsibility</b> This relates to the employee's willingness to accept and seek additional responsibility.	1		2		3		4		5			
		Tries to evade responsibility.		Rarely accepts responsibility.		Accepts, but does not seek responsibility.		Most of the time seeks responsibility.		Eager to increase usefulness. Actively seeks responsibility.			
9	<b>Team Orientation</b> Works with people rather than independently. A willingness to consult and keep others informed.	1		2		3		4		5			
		Very low		Low		Reasonable		High		Very high			

10	<b>Sensitivity to Customers</b> Both external and internal.	1	2	3	4	5		
		Very Low	Low	Reasonable	High	Very High		
							TOTAL	

Rating on Performance =  $\frac{\text{Total of all ratings} \times 15}{50}$   
(Prorated to 15 marks)

SIGNATURES	
REPORTING OFFICER	REVIEWING OFFICER

**PART 4: MANAGERIAL COMPETENCIES/POTENTIAL APPRAISAL**

(Weightage of this section would be 25%: Total marks=25)

Scale of Appraisal is from 1 to 5 (1-Poor, 2-Fair, 3-Good, 4-Very Good, 5-Excellent) keeping the existing role as well as future positions in perspective.

S.No.	MANAGERIAL COMPETENCIES/POTENTIAL	Rating on a scale of 1 to 5	Reviewing Officer
1.	<b>Leadership Qualities</b> 1. Takes up responsibilities whenever need arises 2. Sets standards for self and leads by setting an example for other		
2.	<b>Analysis and decision making</b> 1. Demonstrates good judgment in handling routine problems 2. Analyzes decisions before implementing them 3. Has the ability to work under pressure 4. Recognizes deficiencies and seeks help when appropriate		
3.	<b>Communications (Written and Oral)</b> 1. Keeps superiors and/or coworkers informed of work progress 2. Reports necessary information to co-workers 3. Keeps and maintains all necessary written information that might be required by a specific assignment		
4.	<b>Team building capacity</b> 1. Willingly shares information and works jointly with colleagues to resolve problems		
5.	<b>Planning and Organising</b> 1. Schedules own activities based on how they impact other part of the work/project 2. Creates logical plan (eg workplan) for an activity or project and balances and prioritizes activities to ensure critical items are addressed to efficiently manage skills and resources		
<b>TOTAL</b>			

Rating on Competencies =  $\frac{\text{Total of all ratings}}{\text{Total of all ratings}}$  =

SIGNATURES	
REPORTING OFFICER	REVIEWING OFFICER

**Reporting Officer's comments on Potential Suitability and Integrity**  
 The Reporting officer will indicate suitability of the Executive for higher positions or horizontal movement in different functions/Organisations and /or suitability for any specific or particular sector or further continuance.

**Integrity: Beyond doubt, Questionable (brief details may be mentioned below)**

**Signature of Reporting Officer**

**PART 5: CORE VALUES**

(Weightage of this section would be 10%: Total marks=25)

(This Section consists of Core values which are to be demonstrated in day to day activities of the Executive)

S.No.	CORE VALUES	Rating on a scale of 1 to 5	Reviewing Officer
1.	<b>Fairness and Transparency</b> Decisions are made objectively and there is open communication about every aspect of managerial decisions which concern people.		
2.	<b>Ethical values and Behaviour</b> Demonstrates honesty and sincerity in every action while showing consistency with principles, values and behaviours and is transparent in all dealings		
3.	<b>Flexibility and Discipline</b> Has the ability to participate and adapt to changing circumstances using sound judgement and adheres to accepted norms		
4.	<b>Trustworthy and Integrity</b> Trustworthiness leading to confidence and courage to stand by his/her conviction		
5.	<b>Emotional intelligence</b> Has the ability to perceive emotion, integrate emotion to facilitate thought, understand emotions and to regulate emotions to promote personal growth		
<b>TOTAL</b>			

Rating on Core Values (Prorated to 10 marks)	= $\frac{\text{Total of all ratings} \times 10}{25}$ =
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<b>SIGNATURE</b>	
REPORTING OFFICER	REVIEWING OFFICER



**PART 6: Assessment of Training and Competence Development Needs**

(This sheet should be sent to head of the HR Department by the Accepting Officer for necessary action at their end.)

- 1. Name of the Executive :
- 2. Designation :
- 3. Department :
- 4. Employee No. :

Please indicate the training and competence needs of the appraisee and his/her potential. Specify the areas in which the person needs counseling.

By the Reporting Authority	
Signature :	
Date	Designation :

By the Reviewing Authority	
Signature :	
Date	Designation :

By the Accepting Authority (if considered necessary)	
Signature :	
Date	Designation :

**PART 7: PERFORMANCE AND POTENTIAL PROFILE**

		TOTAL POINTS	POINTS SCORED
PART 2	WORK OUTPUT	50	
PART 3	PERFORMANCE	15	
PART 4	MANAGERIAL COMPETENCY/ POTENTIAL	25	
PART 5	CORE VALUES	10	
	TOTAL	100	

Pen picture of the Officer	
Overall Grading* (A+, A, B+, B, C)	
NAME OF REPORTING OFFICER	
DESIGNATION	
DATE	
SIGNATURE	

NAME OF REVIEWING AUTHORITY					
DESIGNATION					
COMMENTS OF REVIEWING AUTHORITY					
<p>1. Do you agree with the assessment made in Part 2,3,4,5 and the shortfalls and constraints indicated with respect to targets/objectives. (In case you do not agree with any of the assessment of attributes please record your assessment in the column provided for you in that Section and put your signature in the space provided in Part 2 to Part 5.</p> <table border="1"> <tr> <td>YES</td> <td></td> <td>NO</td> <td></td> </tr> </table>		YES		NO	
YES		NO			
2. In case of disagreement please state the reasons					
3. Pen picture of the Officer					
4. Overall total points scored as Part 2,3,4,5	<table border="1"> <tr> <td></td> <td>Grading</td> <td></td> </tr> </table>		Grading		
	Grading				
DATE					
SIGNATURE					

**CERTIFICATE**

(To be filled by the Officer entrusted as the custodian of APAR in the Units/Corporate Office)

This is to certify that the APAR (earlier ACR) for the period \_\_\_\_\_ has been disclosed to the officer (Name: \_\_\_\_\_ Staff No. \_\_\_\_\_) reported upon and all actions in compliance to the DoP&T O.M. No.21011/1/2005-Estt.(A) (Pt.III) dated 14/05/2009 in connection with the Annual Performance Appraisal Report of the officer have been completed.

Signature of the Officer entrusted with the responsibility of maintenance of APAR in the Unit/Corporate Office

Name of the Officer:

Designation:

Office:

(Note: It must be ensured that while presenting APAR to the DPC, this certificate must have been duly filled in. In the absence of this certificate the APAR will not be considered by DPC.)



NAME OF THE ACCEPTING AUTHORITY
DESIGNATION
COMMENTS OF ACCEPTING AUTHORITY
After moderation and considering the representation of the Executive, if any, overall total points scored <input type="text"/> Grading <input type="text"/>
DATE
SIGNATURE

\*85% & above = Outstanding (A+), 75 – Less than 85% = Very Good (A), 65 – Less than 75% = Good (B+), 50 – Less than 65% = Average (B) & Below 50% = Below Average (C).

## CERTIFICATE

(To be filled by the Officer entrusted as the custodian of APAR in the Units/Corporate Office)

This is to certify that the APAR (earlier ACR) for the period \_\_\_\_\_ after moderation and considering the representation/no representation submitted by the executive has been disclosed to the officer (Name: \_\_\_\_\_ Staff No. \_\_\_\_\_) reported upon and all actions in compliance to the DoP&T O.M. No.21011/1/2005-Estt.(A) (Pt.III) dated 14/05/2009 in connection with the Annual Performance Appraisal Report of the officer have been completed.

	Signature of the Officer entrusted with the responsibility of maintenance of APAR in the Unit/Corporate Office
	Name of the Officer:  Designation:  Office:

(Note: It must be ensured that while presenting APAR to the DPC, this certificate must have been duly filled in. In the absence of this certificate the APAR will not be considered by DPC.)

### GUIDELINES REGARDING FILLING UP OF APAR WITH NUMERICAL GRADING

1. The columns in the APAR should be filled in with due care and attention and after devoting adequate time.
2. It is expected that any grading (against work output or attributes or overall grade) would be adequately justified in the pen-picture by way of specific accomplishments or failures. 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.
3. APARs with score 85% and above shall be rated as 'Outstanding' and graded A+.
4. APARs with score 75 to less than 85% shall be rated as 'Very Good' and graded A.
5. APARs with score 65 to less than 75% shall be rated as 'Good' and graded B+.
6. APARs with score 50 to less than 65% shall be rated as 'Average' and graded B.
7. APARs with score below 50% shall be rated as 'Below Average' and graded C