General guidelines for filling up the PAR form for IAS officers who are on deputation under Rule 6(2) (ii)

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, the 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 faultfinding 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 (exceeding 3 months). In case the period of report is a full year, it should be indicated accordingly; for example, 2007-2008. In case the period of report is less than the entire year, specific start and end dates should be indicated, for example, 10th September 2007 – 31st March 2008.

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, reviewing and accepting authorities should be mentioned so that the officer reported upon is clear about whom he/she is required to send the report to.

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 should be mentioned in the table for the purpose and annual performance report of all his/her subordinate officers for the previous year.

2.5 This Section provides for regular annual medical examination. The health check may be mandatory for all officers above the age of 40 and may be totally dispensed with officers below the age of 40, except in case of medical incident. A copy of Part C of the health check up report is to be attached to the PAR Form by the Admin./Personnel Deptt. and a copy provided to the member of the Service. The format of the health check up is given in Annexure IV.
3. Section-II

3.1 The officer reported upon is first required to give a 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 All officers are required to develop a work plan for the year and agree upon the same with the reporting officer. The work plan should incorporate the relative annual work rhythm and budgetary cycle. This exercise is to be carried out at the beginning of the year and finalized by 30th April, positively. In case of a change of the reporting officer during the year, the work plan agreed with the previous reporting officer would continue to apply. The work plan agreed upon at the beginning of the year has to be reviewed again during the month of September/October as a mid-year exercise and finalized by 31st October. Based on this review, the work plan may undergo some changes from that originally prepared.

3.3 After the work plan is prepared, it is possible that the officer reported upon is transferred out. There need not be more than one work plan for one post each year. The period spent by the officer during the year and his contribution could be considered for evaluating his performance against the work plan. In the case of mid-term transfers, continuity and assessment of work and the lower performance profile in the first quarter should be taken into consideration.

3.4 The work plans, duly signed by the officer reported upon and the reporting authority, have to be submitted to the reviewing authority for his/her perusal and custody. The performance appraisal form provides for an assessment of the accomplishments vis-à-vis the work plan agreed at the commencement of the year and reviewed mid-year. The officer reported upon is required to fill up the table provided for the purpose in Section-II.

3.5 It is not necessary that the work plan should be entirely quantitative in nature. While for field level posts, the work plan would consist essentially of quantifiable targets, for secretarial level posts it would consist of policy objectives to be achieved, etc.

4. Section-III

4.4 The reporting authority is required to record a numerical grade in respect of certain attributes and work output.

4.5 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.

4.6 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
(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 officer’s conduct should be watched for a further period and thereafter action taken as indicated at (b) and (c) above.

4.4 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 areas of strengths and lesser strengths. 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.

4.5 The reporting authority is then required to make recommendations relating to domain assignment. The list of domains is at para 9.

4.6 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.

5.2 The reviewing authority is required to record a pen-picture, not exceeding about 100 words, including areas of strengths and lesser strengths and recommendations relating to domain assignment. Finally he/she 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 reviewing 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 and reviewing 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.
Weightage & Mean

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

Schedule for completion of PARs of IAS Officers

The completed PAR should reach the Cadre Controlling Authorities by 31st March the following year. The Cadre Controlling Authority will prepare a list of PARs not received and follow up with the concerned organisations.

Mapping of Departments to Domains

I. Agriculture and Rural Development
   1) Department of Agriculture & Cooperation
   2) Department of Agricultural Research & Education
   3) Department of Animal Husbandry, Dairying & Fisheries
   4) Ministry of Agro & Rural Industries
   5) Department of Rural Development
   6) Ministry of Panchayati Raj
   7) Department of Land Resources
   8) Department of Drinking Water Supply
   9) Department of Food & Public Distribution
   10) Department of Consumer Affairs
   11) Ministry of Food Processing Industries

II. Social Development
   1) Department of Health
   2) Department of Family Welfare
   3) Department of Ayurveda, Yoga & Naturopathy, Unani, Siddha and Homeopathy (AYUSH)
   4) Department of Secondary & Higher Education
   5) Department of Elementary Education & Literacy
   6) Department of Women & Child Development
   7) Ministry of Social Justice & Empowerment
   8) Department of Urban Employment & Poverty Alleviation
   9) Ministry of Overseas Indian Affairs

III. Culture and Information
   1) Ministry of Information & Broadcasting
   2) Ministry of Culture
   3) Ministry of Tourism
   4) Ministry of Tribal Affairs
   5) Ministry of Youth Affairs & Sports

IV. Natural Resource Management
   1) Ministry of Environment & Forests
   2) Ministry of Water Resources
   3) Department of Ocean Development
   4) Ministry of Mines

V. Energy and Environment
   1) Department of Atomic Energy
   2) Ministry of Non-Conventional Energy Sources
   3) Ministry of Coal
   4) Ministry of Petroleum & Natural Gas
   5) Ministry of Power

VI. Communication Systems and Connectivity Infrastructure
   1) Ministry of Civil Aviation
   2) Department of Information Technology
   3) Department of Telecommunication
   4) Department of Posts
   5) Department of Road Transport & Highways
   6) Department of Shipping

VII. Public Finance & Financial Management
   1) Department of Disinvestment
   2) Department of Expenditure
   3) Department of Economic Affairs
   4) Department of Revenue
   5) Ministry of Company Affairs
   6) Planning Commission
   7) Ministry of Statistics & Programme Implementation

VIII. Industry and Trade
   1) Department of Industrial Policy & Promotion
   2) Department of Chemicals & Petrochemicals
   3) Department of Commerce
   4) Department of Heavy Industries
   5) Department of Fertilizers
   6) Ministry of Textiles
   7) Department of Public Enterprises
   8) Ministry of Small Scale Industries
### IX. Internal Affairs and Defence

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Department of Defence</td>
</tr>
<tr>
<td>2)</td>
<td>Department of Defence Production</td>
</tr>
<tr>
<td>3)</td>
<td>Department of Defence Research &amp; Development</td>
</tr>
<tr>
<td>4)</td>
<td>Department of Ex-Servicemen Welfare</td>
</tr>
<tr>
<td>5)</td>
<td>Department of Internal Security</td>
</tr>
<tr>
<td>6)</td>
<td>Department of States</td>
</tr>
<tr>
<td>7)</td>
<td>Department of Official Language</td>
</tr>
<tr>
<td>8)</td>
<td>Department of Home</td>
</tr>
<tr>
<td>9)</td>
<td>Department of Jammu &amp; Kashmir Affairs</td>
</tr>
<tr>
<td>10)</td>
<td>Department of Border Management</td>
</tr>
<tr>
<td>11)</td>
<td>Ministry of Development of North Eastern Region</td>
</tr>
</tbody>
</table>

### X. Housing & Urban Affairs

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Ministry of Urban Development</td>
</tr>
</tbody>
</table>

### XI. Personnel & General Administration, Governance Reform, Regulatory Systems

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Department of Personnel &amp; Training</td>
</tr>
<tr>
<td>2)</td>
<td>Department of Administrative Reforms &amp; Public Grievances</td>
</tr>
<tr>
<td>3)</td>
<td>Department of Pensions &amp; Pensioners Welfare</td>
</tr>
<tr>
<td>4)</td>
<td>Department of Legal Affairs</td>
</tr>
<tr>
<td>5)</td>
<td>Legislative Department</td>
</tr>
<tr>
<td>6)</td>
<td>Department of Justice</td>
</tr>
<tr>
<td>7)</td>
<td>Cabinet Secretariat</td>
</tr>
<tr>
<td>8)</td>
<td>Ministry of Labour &amp; Employment</td>
</tr>
<tr>
<td>9)</td>
<td>President’s Secretariat</td>
</tr>
<tr>
<td>10)</td>
<td>Ministry of Parliamentary Affairs</td>
</tr>
<tr>
<td>11)</td>
<td>Prime Minister’s Office</td>
</tr>
<tr>
<td>12)</td>
<td>UPSC</td>
</tr>
<tr>
<td>13)</td>
<td>Election Commission</td>
</tr>
</tbody>
</table>

### XII. Science & Technology

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1)</td>
<td>Department of Science &amp; Technology</td>
</tr>
<tr>
<td>2)</td>
<td>Department of Scientific &amp; Industrial Research</td>
</tr>
<tr>
<td>3)</td>
<td>Department of Bio-Technology</td>
</tr>
<tr>
<td>4)</td>
<td>Department of Space</td>
</tr>
</tbody>
</table>