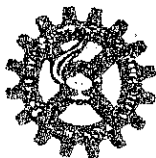


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**Compendium of CSIR/GoI
Orders/Instructions/Circulars on ANNUAL
CONFIDENTIAL REPORT/OPEN – ANNUAL
PERFORMANCE APPRAISAL REPORT (O-APAR)**

**UP-DATED VERSION
(upto 30th June, 2018)**



**COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH,
NEW DELHI**

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(1)

Sub: Preparation & Maintenance of Confidential Reports.

I am directed to state that the Department of Personnel and Training, Ministry of Personnel and Training, Administrative Reforms and Public Grievances and Pension have brought out a Brochure on Preparation and Maintenance of Confidential Reports in order to consolidate instructions issued from time to time relating to maintenance of Confidential Reports. A copy of the Brochure is sent herewith for your information and guidance.

Kindly acknowledge receipt.

Copy of CSIR letter No. 3/1/71-O&M dated 17.7.1987

(2)

Sub:- Writing of Confidential Reports in respect of Administrative Staff.

It has been noted for quite some time that there has been no uniformity in filling of Confidential Reports of Administrative Categories of officers and staff. The need for a uniform system has been felt as a result of new concept of devolution of autonomy.

Accordingly, Director-General, Scientific and Industrial Research has been pleased to approve the Reporting, Reviewing and Accepting Authorities for writing Confidential Reports for the Administrative Staff in the National Labs/Instts. as well as in CSIR Hqrs. as specified in the two statements enclosed.

It is requested that these instructions may kindly, be followed scrupulously in completing the reports of the Administrative categories of staff for the year 1988-1989. Existing proformae already circulated will continued to be used for the purpose.

Kindly acknowledge receipt.

Copy of CSIR letter No. 3(1)/88-O&M dated 25/30.1.1989

(3)

Sub: Maintenance of duplicate copies of Confidential Reports of all the Scientists B and above working in the Labs/Instts.

I am directed to state that during its meeting held on 19.7.1989 the Central Grievance Committee discussed the matter of micro-filming Confidential Reports in respect of Scientists – B and above.

The Committee decided that Confidential Reports of Scientists B and above may be Micro filmed and copy thereof sent to the CSIR Hqrs. for record.

You are, therefore, requested kindly to take immediate necessary action and send Micro-filmed copies of Confidential Reports to us within a months time.

Copy of CSIR letter No. 3/1/89-O&M dated 10.8.1989

(4)

Sub: Appeal against adverse remarks in Annual Confidential Report – Clarification regarding.

I am directed to state that a clarification has been sought by one of the National Laboratories whether disposal of appeals against adverse remarks recorded by the Director in his capacity as Reviewing/Reporting Officer in the Confidential Reports falls within the purview of Bye law 66(b) relating to functions of Management Council. It is hereby clarified that Bye-law 66(b) does not cover appeals against the adverse remarks in the Confidential Reports recorded by the Director as Reporting/Reviewing Officers. Such appeals will continue to be sent to the CSIR.

In this connection, your kind attention is also invited to instructions contained in para 4.11 of the Brochure on Preparation and Maintenance of Confidential Reports circulated to all the National Laboratories/Institutes vide letter of even number dated 17th July, 1987.

Copy of CSIR letter No. 3/1/71-O&M dated 5.10.1989

(5)

Sub:- Annual Performance Appraisal Report Proforma.

I am directed to invite your attention to para 5.1.3 of MANAS circulated on 12.9.1990 intimating that the New Annual Performance Appraisal Report (APAR) proforma will be introduced from the current year (1990-91).

2. The proforma has now been approved by the GB. It consists of the following parts:

Part I: Self-Assessment report by the assessee and its appraisal by the Reporting/Reviewing Officer based on assigned tasks, accomplished work and S&T output. This part of the appraisal will be open, non-confidential and carry 75% weightage;

Part II: Assessment/Appraisal of behavioral aspects. This part of the appraisal will be confidential and carry 25% weightage.

3. A copy of the proforma is enclosed for necessary action and wide circulation among the S&T staff. You are requested kindly to make sufficient number of copies required by your Labs/Instts. and a few copies may be kept in the Library for reference by the staff.

4. Since a major portion of the financial year is already over, it may not be possible to assign tasks at this stage and evaluate performance there against. Accordingly, it has been decided that the form for filling up of APAR for the current financial year 1990-91 may include only the work done during this assessment year by the Reporting/Reviewing officer. However, from the financial year 1991-92 onwards, the instructions contained in the Prescribed APAR format may be scrupulously followed.

It is requested that the Laboratories may structure their S&T work in such a manner that Reporting/Reviewing authorities at least upto the level of Scientist-EI or equivalent, are below the level of the Head of the Laboratory or designated authority so that disputes, if any, arising in future, are settled at the level of the Head of the Lab/Instt designated authority. Wherever, Head of the Lab./Instt is required to act as the Reporting/Reviewing authority in the case of officers of the rank of Scientists EII and above – disputes, if any, arising may be referred to DGSIR with detailed reasons/comments of the Head of the Lab/Instt. on the points raised by the aggrieved officer for final decisions.

Kindly acknowledge receipt.

Copy of CSIR letter No. 17(65/P.42)/90-PPS dated 8.1.1991

(6)

Sub:- Preparation and Maintenance of Annual Confidential Reports.

I would like to draw your attention to CSIR letter of even no. dated 17.7.1989, enclosing a copy of the brochure on Preparation and Maintenance of Annual Confidential Reports. The instructions contained therein inter alia prescribed schedule for completing Annual Confidential Reports named as Annual Performance Appraisal Report (APAR) for S&T staff in CSIR. Any delay either on the part of the Reporting Officer or the officer reported upon in the matter of submission of self-appraisal report will be adversely commented upon by the reviewing/reporting officer, as the case may be. Despite clear instructions the schedule laid down for completing ACRs/APARs are not being completed/submitted within the prescribed period. The non-observation of schedule some time creates piquant situation, particularly when the employees are to be considered for assessment, promotion, confirmation, etc.

2. I would therefore, request you to ensure that the schedule for submission/completion of ACRs/APARs is strictly adhered to in your Labs/Instts. and the completed reports wherever required to be maintain at the CSIR Hqrs., are sent to us by the end of January, 1993, positively. A certificate should also be sent to me by 30th June, of every year by the Sr. COA/COA/AO, as the case may be to the effect that the CRs upto the period ending 31st March, 1992 have been completed and placed in the respective CR folders.

3. It has also been noted that in some cases where staff has been awarded outstanding grade in ACR/APAR have remarks/entries against each individual coloumns, when taken together do not substantiate the overall outstanding grading. The instructions contained in the brochure provide that an officer should not be graded outstanding unless exceptional qualities and performance have been noticed and grounds for giving such a grading are clearly brought out and recorded. These instructions may kindly be followed strictly in your Labs/Instts. when any person has to be graded as outstanding.

4. I would request you kindly to bring these instructions to the notice of all reporting/reviewing officers and also your Sr. COA/COA/AO for strict compliance

Kindly acknowledge the receipt.

Copy of CSIR letter No. 3/71/7-O&M-II dated 12.1.1992

CONFIDENTIAL

NO. 21011/1/92-ESTT.(A)
GOVERNMENT OF INDIA
MINISTRY OF PERSONNAL, PUBLIC GRIVANCES & PENSIONS

Dated: January, 1993

Office Memorandum

Sub: Confidential Report preparation and maintenance of.

The undersigned is directed to say that in accordance with para 1(ii) of this Department's O.M No. 21011/1/77-Estt.(A) dated 30.1.78, where a reporting officer retires or otherwise demits office, he may be allowed to give the report on his subordinates within one month of his retirement or demission of office. It has been decided to extend this provision hitherto applicable only to the reporting officer, to the reviewing authority also to enable him to review ACRs of his subordinates within one month after his retirement or demission of office.

2. Ministries/Departments are requested to bring this to the notice of all concerned for information and necessary action.

(7)

Sub: Preparation and Maintenance of Annual Confidential Reports – Reg.

I would like to draw your attention to CSIR letter of even number dated 17.7.1987, enclosing a copy of the brochure on Preparation and Maintenance of Annual Confidential Reports. The instructions contained therein inter alia prescribed schedule for completing Annual Confidential Reports named as Annual Performance Appraisal Report (APAR) for S&T staff in CSIR. Any delay either on the part of the reporting officer or the officer reported upon in the matter of submission of self-appraisal report is adversely commented upon by the reviewing/reporting officer as the case may be. Despite clear instructions the schedule laid down for completing ACRs/APARs is not being adhered to by many Labs/Instts. in many cases. In spite of reminders ACRs/APARs are not being completed/submitted within the prescribed period. The non-observation of schedule same time creates piquant situation. Particularly, when the employees are to be considered for assessment, promotion, confirmation, etc.

2. I would therefore, request you to ensure that the schedule for submission/completion of ACRs/APARs is strictly adhered to in your Laboratory/Institute and the completed reports, wherever required to be maintained at the CSIR Hqrs. are sent to us by the end of January, 1993 positively. A certificate should also be sent to me by 30th June of every year by the Sr. COA/COA/AO, as the case may, to the effect that the CRs upto the period ending 31st March, 1992 have been completed and placed in the respective CR folders.

3. It has also been noted that in some cases where staff has been awarded outstanding grade in ACR/APAR have remarks/entries against each individual column. When taken together do not substantiate overall outstanding grading. The instructions contained in the brochure provide that an officer should not be graded outstanding unless exceptional qualities and performance have been noticed and grounds for giving such a grading are clearly brought out and recorded. These instructions may kindly be followed strictly in your Lab/Instt. when any person has to be graded as outstanding.

4. I would request you kindly to bring these instructions to the notice of all Reporting/Reviewing Officer and also your Sr. COA/COA/AO for strict compliance.

Kindly acknowledge receipt.

Copy of CSIR letter No. 3(1)71-O&M vol. II dated 12.1.1993

(8)

Sub:- Writing/completion of confidential Reports of Administrative staff – Guidelines – reg.

I am directed to invite reference to this office letter of even number dated 25th January, 1989 enclosing a statement specifying authorities for Writing/Reviewing/accepting the Annual Confidential Reports of Administrative Staff in CSIR and its Labs/Instts. and to state that the procedure laid down therein has been under consideration for some time now.

2. Keeping in view the governmental system for writing of ACRs for its Administrative staff vis-a-vis applicability to CSIR system, DGCSIR has approved that the –

- a. Concept of acceptance/countersigning of ACRs by the Heads of Labs/Instts/designated authority at CSIR has been discontinued. Accordingly, there will be only two levels of authorities, viz. the Reporting officer and the Reviewing Officer.
- b. ACR of an employee shall be written by his/her immediate superior or, where such an officer is not in a position or does not have the requisite experience to initiate the report during a particular reporting period, by the next superior officer as the Reporting Officer and then submitted to his own superior for review/completion.
- c. ACRs of Sr. COA/COA shall be written by the respective Director or Head of the Lab/Inst. as Reporting Officer only and thereafter sent to CSIR for review by the appropriate authority.
- d. Wherever the Sr. COA/COA has not been in position in a Lab/Instt. Or has not had an occasion to oversee the performance of the officer(s), the CR of AO/Sr. F&AO/Sr. S&PO in that case shall also be filled up by the respective Director or Head of the Lab/Instt. as Reporting Officer and thereafter sent to us for review by the appropriate authority at CSIR.

3. It is requested that the CRs of the respective officers for the year 1993-94 and onwards may kindly be filled up as per the procedure outlined above and those in respect of common cadre officers be sent to us for review and/retention at CSIR Hqrs.

Copy of CSIR letter No. 3(1)/88-O&M dated 13.4.1993

(9)

Sub:- Guidelines for writing the APARs- Normalization reg.

I have been receiving a number of representations from the Scientists from different Laboratories/Institutes regarding the APAR gradings, alleging bias and

subjectivity in reporting and awarding of the grades. In some cases persons concerned have also gone to the courts. As such the matter regarding evolving a system to avoid such representations and unnecessary frustration amongst the employees has been under consideration for some time. After careful consideration, it has now been decided that the following guidelines may be followed with immediate effect for writing the APARs:

1. The normalization of the APAR grading should be done at the Lab./Instt. Level by a Committee consisting of senior Scientists under the Chairmanship of the Director and the normalized grade finally awarded by the Committee should only be communicated to the employee concerned:
2. Tasks should be assigned to all the S&T personnel in advance in the beginning of the reporting year, for the sake of objective evaluation/assessment of the performance of the concerned employee against these assigned tasks at the time of writing receiving the reports.
3. The approved guidelines laid down in MANAS should be scrupulously followed without any change or deviation at the Lab./Instt. Level:
4. The reports should be written by the immediate supervisor of the employee concerned and the reporting and reviewing both should not be done by the same person, save in exceptional circumstances:
5. The S&T work in the Lab./ Instt. should be structured in such a way that the Reporting/Reviewing authorities at least upto the level Scientist-EI or equivalent are below the level of the Head of the Lab. or designated authority so that disputes if any, arising in future are settled at the level of the Head of the Lab./Instt. Wherever the Head of the Lab./Instt. is required to act as the Reporting/Reviewing authority in the case of the Scientist-EII and above, disputes if any arising should be referred to DG/CSIR with detailed comments of the Head of the Lab./Instt. on the different points raised by the aggrieved employee;
6. The Reporting/Reviewing Officers can write the ACR/APAR of their subordinates within one month of their retirement/demitting the office. It should be ensured that no retired employee is allowed to write or review the reports after the permissible period of one month of his retirement/demitting the office.
7. It should be ensured that the schedule for submission/completion of the reports and communication of the critical appraisal and gradings the S&T staff in their APARs is strictly adhered to; and a certificate that the reports of all the

staff members (including the communication of the critical appraisal and the gradings wherever applicable) have been completed, should be sent to CSIR Headquarters by the 30th June of every year positively.

Kindly acknowledge receipt and also, keep me informed of the action taken in your Laboratory in the matter. These instructions may also kindly be brought to the notice of your Controller of Administration/Administrative Officer for strict compliance.

Copy of CSIR letter No. 17/(66)/94-PPS dated 9.11.1994

(10)

Sub:- Annual Performance Appraisal Report (APAR) Constitution of the Normalization Committee.

I am directed to invite your kind attention to D.O. letter of even number dated 9th November 1994 from the DG, CSIR on the above subject and to state that in partial modification of the guidelines for constitution of the Committee for normalisation of the APAR gradings the competent authority has been pleased to decide that the normalisation committee should be constituted under the Chairmanship of the seniormost Scientist of the Lab./Instt. so that the dispute, if any, relating to the gradings awarded by the Committee could be considered by the Director at the Lab./Instt. level in his capacity as the appellate/decision making authority.

Further with the introduction of the normalisation of the gradings by the Committee as above, the critical appraisal and the grade awarded by the Committee will now be communicated to the scientists. In view of this revised procedure, the proforma for recording the appraisal by the Reviewing Officer has also accordingly been modified. A copy of the revised proforma is enclosed herewith for your information and necessary action.

The above revised procedure to be implemented starting with the APAR for the reporting year 1994-95 will be applicable to the employees in Group-IV and Group III(3) to III(6).

It is requested that the above revised guidelines may kindly be brought to the notice of all concerned in your Labs./Instts. for their information, guidance and compliance.

Kindly acknowledge receipt.

Annexure:

Normalization of APAR for the year ending 31st March

Name of the Office reported upon: _____ Division _____ Group

APPRAISAL BY THE REVIEWING OFFICER

(a) Critical appraisal by the Reviewing Officer:

(b) Grade awarded by the Reviewing Officer

Signature of Reviewing Officer with date

(c) Critical appraisal by the Normalisation Committee:

(d) Grade awarded by the Normalisation Committee:

Signature of the Members of the Normalisation
Committee with date

Note:

1. The critical appraisal and grade awarded by the Normalisation Committee shall be communicated to the employee. If the employee has any representation to make against the grading communicated to him, he/she may respond in writing within a period of four weeks from the date of the receipt of the communication by him/her. The representation thus made will be considered by the competent authority and the employee will be informed of the final decision. Wherever necessary the employee may seek an interview with the competent authority. However, no further representation will lie against the final decision of the competent authority.

2. If the employee has served under more than one Reporting Officer during the period, appraisal by each Reporting Officer should be given.

Copy of CSIR letter No. 17/66/94-PPS dated 23.5.1995

(11)

Sub: Revised MANAS effective from 1.4.1992 - Clarifications regarding.

I am directed to invite your kind attention to DO letter of even number dated 1st September 1994 from Shri Dilip Kumar, JS (Admn.) CSIR forwarding a copy of the revised MANAS approved by the competent authority for implementation w.e.f. 1.4.92 and to state that references have been received in this office from some of the Labs./Instts. after issuance of the above document, seeking clarifications regarding some of the provisions of the revised MANAS. These points are clarified as under for your kind information, guidance and necessary action.

1. There was a provision under the pre-revised MANAS made effective from 1.4.88 vide para 2.5.8 to the effect that

" Those (employees) in Group III & V(A) who did not possess qualification of the lowest Grade of these Groups on 1.2.1981 will be eligible for consideration for assessment upto Grade III(2) and V(A) (2) (Rs. 1640-2900) only. However, if condition of qualification in respect of those in position on 1.2.81 in Groups I & II pre-revised scales of Rs. 260-350 (revised Rs. 950-1400) and Rs. 425-700 (revised Rs. 1400-2300) has been relaxed as an exceptional case by the DG, CSIR by virtue of acquiring experience, specialised skill etc., Assessment of these persons can be considered upto Grade II(3) in the scale of Rs. 1400-2300 and Grade III(4) in the scale of Rs. 2200-4000."

The Governing Body while considering the revision of the MANAS, decided to delete the above provision of MANAS taking a view that there may be stray cases requiring the application of the said provision under Para 2.5.8 of the pre-revised MANAS. While deciding to delete the said provision, the Governing Body at the same time also decided that separate administrative instructions could be issued to decide such stray cases that may come in future.

Pursuant to the decision of the Governing Body as above, it has administratively been decided that under the revised MANAS implemented w.e.f. 1.4.92 also, the employees in Group III and V(A) who did not possess the qualifications of the lowest grade (entry level qualifications prescribed under NRAS) of these Groups on 1.2.1981, will be eligible for consideration for assessment upto Gr. III(2) and V(A) (2) (Rs. 1640-2900) only. However, if the condition of qualification in respect of those who were in position on 1.2.1981 in Group I in the pre-revised scale of RS. 260-350 (revised RS. 950-1400) and in Group II in the pre-revised scale of RS. 425-700 (Revised RS. 1400-2300) has been relaxed as an exceptional case by the DG, CSIR by virtue of acquiring experience, specialised skill etc., assessment of these persons can be considered upto Grade 11(3) in

the scale of RS. 1400-2300 and Grade III(4) in the scale of RS. 2200-4000 in the respective Groups. Accordingly, para 1.3.2 of the revised MANAS containing the provision that "for assessment promotion within the same group, the restriction of minimum qualifications and experience will not apply for the existing employees" may be deemed to have been modified to the above extent in respect of the above categories of employees in Group III and V(A).

2. Para 0.6.7 of the revised MANAS provides that:

"For foreign assignment/deputation, study leave, EOL which has not resulted in break in service where no ACRs/APARs are available, average of percentage of marks as obtained for interview and peer review combined for Group IV and interview (including trade test) for other groups will be counted for Normal assessment only by conversion or rating given by the outside organisation into 7 point scale. For this purpose, at least three ACRs/APARs written in CSIR Labs./Hqrs. are required."

It may kindly be seen from the above that the provision has been made under the said para for regulating the cases of assesseees involving foreign assignment/deputation, study leave, EOL, with or without the availability of ACRs/APARs for the period of their foreign assignment/deputation etc. The conversion of rating given by the outside organisation into 7 point scale is envisaged only in respect of the cases where the ACRs/APARs may be available. But this is not very clear from the language of the para as it is. It is, therefore, clarified that para 0.6.7 under the revised MANAS may be deemed to have been modified as under:-

"For foreign assignment/deputation study leave, EOL which has not been resulted in break of service where no ACRs/APARs are available, average of percentage of marks as obtained for interview and peer review, combined for Group IV and interview (including trade test) for other Groups will be counted for Normal assessment only. If, however, the ACRs/APARs for the said period are available, then the rating given by the outside organisation will be converted into 7 points scale. For above purposes, at least three ACRs/APARs written in CSIR Labs./Instts. are required."

3. It has also been noted that Para 6.4.7 and 2.3.5 of the old and revised MANAS, respectively are being misinterpreted by some of the Labs./Instt. who are taking them at par with other provisions of MANAS applicable for assessment promotions for the next higher grades for the purpose of determining the effective date of promotion to the higher group post, and are giving the benefit to the concerned employees with retrospective effect of 1.4.1988 i.e. the effective date of implementation of the old MANAS containing this provision, on the basis of the interviews conducted by them

under the provisions of the said paras much after 1.4.1988, which is not in order. It is, therefore, clarified here that the benefit of placement in the higher group under the provisions of the said paras is admissible to the concerned employees from prospective effect from the date of their joining on the higher group post after their selection for the same on acquiring a comparable level expected in open recruitment to such positions through the selection Committee constituted as per the instructions.

4. Clarifications are also being sought by the Labs./Instts. whether there is any cut off date for acquiring the qualification of next higher group by the employees who were in position as on 1.2.1981/31.12.1981 for being eligible for the benefit of movement to higher group under the provisions of paras 6.4.7 and 2.3.5 of the pre-revised and revised MANAS, respectively. It is clarified in this regard that the benefit envisaged under the above provisions is admissible prospectively as explained in para 3 here above, to all the employees who were in position as on 31.12.81 and acquire the qualifications of the next higher group at any time after 31.12.81 without the restriction of any cut off date for acquiring the same.

5. It has also been observed that inspite of the fact that it has been clearly stipulated under the relevant provisions under the old as well as the revised MANAS that Assessment Committees will be constituted areawise from the approved panel of experts, as per prescribed constitution, some of the Labs/Instts. are not following these guidelines strictly, in as much as they are including the expert members in the Assessment Committees from outside the approved expert panels and in some cases more members than the prescribed under the relevant provisions are being put in the Assessment Committee. In this connection, it is clarified that the Assessment Committees have to be constituted invariably out of the experts panels (both internal CSIR as well as outside experts) only, and the number of experts should also not exceed the number prescribed under the relevant provisions. Needless to emphasize any kind of violation of the procedure/guidelines approved by the competent authority, irrespective of its magnitude, could be challenged and may not withstand the legal scrutiny. It is, therefore, necessary to ensure that all actions are taken strictly in accordance with the prescribed provisions/guidelines and related instructions without allowing any violation of any kind.

It is requested that the above clarifications may kindly be brought to the notice of all concerned in your Labs./Instts. for their information, guidance and necessary action.

Kindly acknowledge the receipt.

Copy of CSIR letter No. 17/66/94-PPS dated 19.6.1995

(12)

Sub:- Normalisation of APAR Grades.

I am directed to invite your, kind attention to this office letter of even number dated 23.5.95 on the above subject', and to state that references have been received in this office from some of the Labs./Instts. seeking clarification, about the normalisation of the gradings in respect of the APAR reviewed by the Heads of the Labs./Instts.

The matter has been considered and it is accordingly clarified that "the Heads of the Labs./Instts. themselves being the decision making authority in respect of any disputes arising out of the gradings awarded by the Normalisation Committee, the APARs. reviewed by them will not be subject to any further normalization/review by the Committee. In such cases the gradings awarded by the Heads of the Labs./Instts- will only be communicated to the employees concerned.

In the above context it may also be pertinent to reiterate that as also already communicated vide this office circular letter No. 17(66)/94-PPS dated 9.11.1994 the S&T work in the Lab./Instt. should be structured in such a way that the Reporting/Reviewing authorities at least upto the level of Scientist EI or equivalent are below the level of the Head of the Lab. or designated authority so that disputes if any, arising in future resettled at the level of the Lab./Instt.

The above clarification may kindly be brought to the notice of all concerned for their information, guidance and necessary action.

Copy of CSIR No. 17/66/8/94-PPS dated 10.7.1995

(13)

Sub:- ANNUAL APPRAISAL PREFORMACE REPORT (APAR) – Clarification

In continuation of this office letter of even number dated 10th July 1995 on the above subject, I am directed to further clarify that only the open part of the APAR containing the critical appraisal and grade awarded by the Reviewing Officer carrying 75% weightage will not be normalised by the Normalisation Committee. The Confidential part of the APAR pertaining to the Behavioral aspect carrying 25% weightage will not be subject to any review/normalisation by the said Committee.

The above clarification may kindly be brought to the notice of all concerned in your Lab./Instt. for their information, guidance and necessary action.

Copy of CSIR letter No. 17/66/9/94-PPS dated 21.8.1995

(14)

Sub:- Annual Performance Appraisal Report (APAR) Proforma.

I am directed to invite a reference to this office letters of even No. dated 8.1.1991 and 19.4.1991 enclose therewith the APAR proformae for Group I&II Group III, IV(A) and V(B) and to state that references are being received in this office from some of the Labs./Instts. Seeking clarification regarding applicability of Part-IV (copy enclosed) in the Annexure proforma for Groups III, IV & V(A).

The matter has been considered and it is accordingly clarified that Part-IV pertaining to the final marks in APAR be computed by apportioning the marks in Part II & III applicable to all categories of S&T staff and as such may kindly be made a part of the APAR proforma prescribed for the employee in all the S&T Groups I to IV and V(A).

Copy of CSIR letter No. 17/65/(P-42)/90-PPS dated 12.9.1995

**PART-IV: FINAL MARKS IN
ANNUAL PERFORMANCE APPRAISAL REPORT**

Laboratory/Institute:

Period from :- -----to -----

1. Name of the Employee
(In block letters)

2. Final marks (to be computed by apportioning relating marks of Part II and III)
Marks in part II (out of 75)

Marks in part III (out of 25)

Total Marks (out of 100)

Signature of Reviewing Officer or

Designated Authority with date.

(15)

Sub: Regarding timely completion of Annual Confidential Reports.

Please find enclosed herewith a copy of O.M. No. 21011/02/98-Estt. (A) dated 20th April, 1998, Deptt. Of Personnel & Training regarding timely completion of Annual Confidential Reports.

I would like to draw your attention to CSIR letter of even number dated 20.5.1996 wherein it has been stated that the need for proper preparation and timely completion of ACRs of officers particularly those belonging to the Common Cadre within the prescribed schedule and their timely forwardal to CSIR has been stressed from time to time as per instruction of Govt. of India.

It has however been observed the these instructions are not being adhered to by a number of Labs/Insttts. In view of the position stated above and incorporated in the enclosed O.M., I would request you to ensure that the schedule for submission/completion of ACRs/APARs strictly adhered to in your Lab./Instt. and the completed reports, wherever required to be maintained at the CSIR Hqrs., are sent to us latest by 15th April each year. A certificate should also be sent to undersigned by 30th June of every year by the Sr. COA/COA/AO, as the case may, to the effect that the CRs upto the period ending 1st March have been completed and placed in the respective CR folders.

I would request you kindly to bring these instructions to the notice of all Reporting/Reviewing Officers and also your Sr. COA/COA/AO for strict compliance and forwarding the requisite certificate for the period ending 31st Mach, 1998 by due date.

Kindly acknowledge receipt.

Copy of CSIR letter No. 3/1/71-O&M-Vol.II dated 29.6.1998

F.No. 21011/02/98-Estt. (A) dated 20th April, 1998 Government of India, Ministry of Personnel, Pub. Grievances & pensioners, Deptt. Of Personnel & Training

The undersigned is directed to refer to the instructions contained in this Ministry's OM No. 35014/4/83-Estt.(A) dated 23.9.85 on the subject noted above and to say that according to the prescribed time schedule, the Annual Confidential Reports (ACRs) should be completed by the 5th June, in respect of a financial year.

2. A case has come to the notice of this Ministry where ACRs of some of the officers were not available for four years, out of the assessment period of five years, the reason being that reporting/reviewing officers had retired from service. As a result, the Union Public Service Commission (UPSC) had to recommend officers for promotion to the next higher grade on the basis of available ACRs of the preceding years. This led to a situation where the Departmental Promotion Committee (DPC) had to assess ACRs for the periods which were the basis of promotion of officers to the post presently held by them.
3. The case cited in the preceding paragraph has arisen because of non-adherence to the instructions about timely completion of Annual Confidential Reports,

Non-availability of ACRs for abnormally long periods could affect just and fair selection by the Departmental Promotion Committees and the UPSC.

4. It is requested that the instructions contained in this Ministry's Om dated 23.9.85 should be carefully observed for ensuring availability of ACRs for just and fair selections.

(16)

Sub:- Procedure laid-down for writing of ACRs and time scheduled for submission.

It has been observed that despite clear instructions concerning the procedure laid down for writing of ACRs and time schedule for submission of the same, these are not being followed in a large number of cases by the Labs./Instts. The common shortcomings, to list a few are:-

The ACRs are not being completed by either the concerned employees or their Reporting/Reviewing Officers within the prescribed time schedule resulting in delay of communication and disposing of the adverse remarks, if any. Consequently there is delay in holding meeting of Departmental Promotion Committee.

Only the actual Reporting and Reviewing Officers under whom the employee worked during the reporting period may write/review the reports for the concerned period. No other official is to be designated for the purpose.

As per rules, the Reporting Officers may write the ACRs of employees formerly under their charge upto one month after their retirement/demitting office. However, this provision is not applicable to Reviewing Officers. The instructions in this regard may be strictly adhered to.

If Reporting Officer is under suspension, he may fill up ACRs of his subordinates within 2 months.

If the Reporting Officer is transferred during middle of the reporting year, he should immediately write the CRs of his subordinates in respect of the year for the period which he functioned as their Reporting Officer, provided that such period is at least six months. Such reports should then be submitted to the Reviewing Officer who should retain them in his custody. At the end of the year the Reviewing Officer will record his remarks in the reviewing portion of the reports submitted by the present Reporting Officer, taking into account the report submitted by the previous (i.e. transferred) Reporting Officer. If the Reviewing Officer is subsequently transferred, he will hand over all such reports in his custody to his successor and the successor will review the reports if he has three months or more experience of overseeing the 'work of the personnel reported upon.' Otherwise, the reports will be reviewed by the previous Reviewing Officer, if he continues in CSIR service.

When CR does not cover an earlier period during the year, Reporting Officers should mention the period of gap at the top of the reporting indicating the reasons for which a report for that period had not been written. In the case of common cadre officials, if such gap occurs, the details of the same are to be intimated to CSIR Hqrs.' so that a note could be 'appended to their CR folders being maintained at CSIR Hqrs.

If an employee reports to one officer for a part of his or her work and for the remaining part of his/her work to another officer and where -such a period is for 3 months or more then separate CRs may be got written from each Reporting Officer and reviewed thereafter by the Reviewing Officer(s) so that all such periods cover the entire reporting year.

If an employee had worked under two or more officers separately within the reporting year and each period is of 3 months duration or more, separate ACRs may be got written so as to cover the entire period of the reporting year.

The period of report is not indicated clearly in many ACRs. In case, the period of report is less than 3 months, a report need not be written.

In quite a few ACRs some columns are left unfilled resulting in further communication and delay in taking the said ACR on record. Against the columns calling for assessments of general performance, aptitude etc. a one word reply or dash (-) would not suffice but a concise assessment should be recorded.

In some cases, neither the employee concerned nor his/her Reporting/Reviewing Officers record the date while appending their signatures, which is not proper.

Sometimes Director of the Lab./Instt. reports and reviews the same ACR (it sometimes happens in the cases of COAs) . It is again clarified that whenever the Director functions as Reporting Officer, the DG, CSIR being the higher authority will be Reviewing Officer in such cases.

Some of the Reporting/Reviewing Officers do not grade the officials reported upon as per the gradings specified. To quote a few examples, the grading such as 'Good to Very Good' 'A+', 'Very Good plus' etc. are given. This does not conform to the laid down procedure. Only one specific grading should be awarded.

Whenever an official is awarded the Outstanding grading, the reasons for awarding the same are to be Clearly brought out, lest it results in avoidable communication with the Lab./Instt.

The column relating to certification of integrity is often not filled up as per guidelines issued by GOI, Deptt. of Pers. OM No. 51/5/71-Estt.A dt. 20.5.1992. Integrity

should be certified as Beyond Doubt and substitutes such as 'Very Good', 'Excellent', 'Honest', or 'Infallible' nothing adverse has come to my notice 'trustworthy' etc. should NOT be used. When the integrity is in doubt, action may be taken as provided in the instructions enclosed with the ACR proforma itself.

Before recording any adverse remarks in the ACRs the Reporting/Reviewing Officer should satisfy himself that such decision has been taken only after he was made known of the deficiencies noticed and reasonable time and opportunity was given to him to improve upon himself. Non compliance of this usually leads to unnecessary correspondence between the aggrieved official and Lab./CSIR Hqrs. and at time leads to legal complications.

The Self Assessment Report (SAR) by the individual should be confined within, the prescribed limit of words and extra pages are not to be annexed to the ACR Proforma.

The column regarding submission of Annual Property Returns is often found not filled or if filled, the date and signature of the concerned employee are not appended. This results in a lot of unnecessary correspondence and delay in the final acceptance of ACRs.

The details given by the individuals in Part I (particulars of the employee) are not scrutinized and certified as correct by the concerned administrative section of the Labs/Instts. where such details of employees are to be filled in by the administration themselves, the information is often incomplete. This should be avoided and all the details of the individual including his/her date of birth, date of joining service and present post, pay scale, leave availed and name of his/her Reporting/Reviewing Officer etc. should be certified as correct by the officer in charge of the Laboratory administration. To quote an illustration, the Date of Birth of an official was shown differently in different ACRs which ultimately lead to the doubt as to what exactly his date of birth is and had resulted in unnecessary embarrassment both to the individual and the office.

All entries relating to penalty should be recorded in the report for the year in which the punishment order is issued. In this entry, an indication may, however, be given about the period to which the incidents leading to the disciplinary case relate.

ACRs of Common Cadre Officers should be sent through confidential sealed cover under the signature of Reviewing Officer or Reporting Officer where DG, CSIR is the Reviewing Officer by name to the undersigned only. They should not be forwarded by the officer reported upon or by any other official.

Proforma of CR should be in bilingual form as per instructions contained in Deptt. of Per. & Trg., OM NO. 21001/17/88-Estt. (A) dated 20th January, 1989.

The column pertaining to Accepting Authority if it appears in the ACR proforma is to be deleted as there is no provision for acceptance of the ACR by a superior authority after review.

It is requested that the above short-comings are duly taken care of while Reporting/Reviewing the CRs in future and the process of writing CRs are completed in time, each year.

Copy of CSIR letter No. 3/1/71-O&M dated 1.6.1999

(17)

Sub: i. Deletion of the col. in Part – I of CR format of Group ‘A’ Officer meant to indicate whether they belong to SC/ST community effective from Reporting year 1999-2000.

ii. Segregation of the format of ACR in respect of Under Secretary/Administrative Officer from the format meant for Section Officer and clubbing it with format prescribed for the post of Deputy Secretary/Controller of Administration.

I am to send herewith a copy each of OMs No. 21011/6/97-Estt. (A) dated 17th February, 1999 and 5th April, 1999 received from Ministry of Personnel Public, Grievances & Pensioners, Deptt. Of Personnel & Training on the above mentioned subject, for your information, guidance and compliance.

2. The CR form in respect of Section Officer (Gen.) in the pay scale of Rs. 6500-10500 in General Cadre and Finance & Accounts Officer in the pay scale of Rs. 8000-13500 in finance cadre should henceforth be segregated from the next higher posts i.e. Under Secretary and Sr. Finance & Accounts Officer respectively. The ACRs of the posts of Under Secretary and Sr. Finance & Accounts Officer should be in the same format as for the next higher posts of Deputy Secretary/Dy. Financial Adviser and in such format, the column No. 2 relating to “whether Officer belongs to SC/ST” should be deleted.
3. In so far as APARs for Scientific/Technical personnel in the Group/Grades III(4) and above, Gr. IV (1) and above and Group V(A) (4) and above are concerned, it may kindly be ensured that no column is incorporated in APARs of Sc./Tech. personnel wherein it would be required to indicate their Caste or whether they belong to SC/ST or not. If such a column has been incorporated, the same may be deleted from APARs.

Copy of CSIR letter No. 3/1/71-O&M dated 22.6.1999

F.No. 21011/6/97-Estt. (A) dated 17th February, 1999 of Government of India, Ministry of Personnel, Pub. Grievances & Pensioners (DoPT).

Subject: Annual Confidential Report formats.

The undersigned is directed to say that confidential Report formats of Central Services Group 'A' officers and other Group 'A' officers, including CHS officers, have a column in Part I to indicate whether they belong to SC/ST community. A suggestion was made that this column should be deleted from the CR formats as it operated to the disadvantage of SC/ST officers.

2. This suggestion was examined in consultation with the National Commission for Scheduled Castes & Scheduled Tribes. The Commission agreed to the deletion of the column in Part I of CR formats of Group 'A' officers meant to indicate whether they belong to SC/ST community.
3. It has, therefore, been decided to delete the said column in CR formats of Group 'A' officers with effect from the next reporting year.
4. CR formats prescribed by this Deptt. Vide OM No. 12/2/84-PPS dated 18-12-1986 inter-alia for the post of Under Secretary, Dy. Secretary/Director in the Central Secretariat would stand modified accordingly.
5. All the Cadre Controlling Authorities are requested to delete the said column in CR formats of Central Services Group 'A' officers and other Group 'A' officers, including CHS officers.

F.No. 21011/6/97-Estt. (A) dated 5th April, 1999 received from Ministry of Personnel Public, Grievances & Pensioners, DoPT.

The undersigned is directed to refer to this Department's OM of even number dated the 17th February, 1999 on the subject noted above and to clarify that instructions relating to deletion of the column in Part I of CR formats of Group 'A' officers meant to indicate whether they belong to SC/ST community would be effective from the next reporting year i.e. 1999-2000.

2. It is further clarified that CR formats prescribed by this Department vide Om No. 12/2/84-PPS dated 18.12.86 inter-alia for the post of Under Secretary may be segregated from the format meant for Section Officer/Desk Officer and clubbed with the format prescribed for the post of Deputy Secretary/Director.

(18)

Sub: Filling up of APARs in respect of Sci. Gr. IV(6)/IV(7).

I am directed to state that in respect of filling up of APARs of Sci. 'G' and 'H' i.e. scientists in the grades of Gr. IV(6) and Gr. IV(7), it is clarified that as hitherto their Reporting and Reviewing Officers shall be as follows:

Reporting Officer : Director of the Lab./Instt.
Reviewing Officer : Director – General, CSIR

The APARs of all scientists in the grade of Gr. IV(6) and Gr. IV(7) of your Lab./Instt. may kindly be got filled up and sent to the undersigned by name through confidential sealed cover for further necessary action at this end.

Copy of CSIR letter No. 3/1/71-O&M-II dated 21.9.1999

(19)

Sub:- Guidelines for completing ACRs/APARs.

In continuation of this office letter of even number dated 1st June, 1999, it has further been observed that:-

Despite clear instructions, the schedule laid down for completing ACRs/APARs is not being adhered to by many Labs./Instts. Non-observance of the schedule creates a piquant situation particularly when the employees are considered for promotion, confirmation etc. by the respective departmental promotion/selection committees or when up to date ACR/APAR folders are requisitioned by outside agencies in the event of the concerned official applying for deputation/other employment etc.

In some cases proper attention is not paid to the procedure laid down for filling up the column relation to "Integrity" and "Grade awarded" to the concerned officers reported upon as provided in the ACR proformae:-

In view of the above, it is reiterated that COAs/AOs of the national Labs./Intts. [DS(CO) in CSIR Hqrs.] should scrutinize the annual confidential reports relating to the officers and staff under their control to see that they have been written in accordance with instructions. It is to be ensured that the respective parts of the ACR form of each employee is duly filled up and signed with date by the concerned employee himself (Pt.II) as well as the administration section (Pt. I), Reporting Officer (Pt.III & IV) and Reviewing Officer (Pt.V) and inadvertent lapses e.g. columns not incorporated, left blank inadvertently by the Rep./Rev. Officer etc. are also got duly corrected before sending the same to CSIR Hqrs. for verification and updation of CR dossiers.

It has further been observed that ACRs for the years ending 31st March, 1997, 1998 and 1999 have not yet been received from a large number of Labs./Instts./CSIR Hqrs. You may kindly advise the officers concerned that the reports for the aforementioned period in respect of Common Cadre Officials and Sci. Gr. IV(6) and Gr. IV(7) which are to be retained at CSIR Hqrs., if not already sent, may be completed and sent to the undersigned by name under sealed cover by 30th December, 1999 positively. If any employee has not submitted his/her self assessment in respect of confidential report either ACR or APAR, then it should be initiated without the self assessment by following the prescribed procedure after giving one more time-bound scrutiny before doing so.

The schedule for submission/completion of ACRs/APARs should be strictly adhered to.

Copy of CSIR letter No. 3/1/71-O&M-II dated 30.11.1999

(20)

Sub: Confidential Reports – Updation and maintenance of dossiers in respect of common cadre officers and Scientists Gr. IV(6) and Gr. IV(7).

It has been observed that ACRs/ACR dossiers of some common cadre officers and APARs/APAR dossiers of Scientists Gr. IV(6) and Gr. IV(7) which are to be maintained in this office have not yet been sent by some labs/Instts. Complete and updated ACR/APAR dossiers are often required at short notice in connection the DPCs/Assessment Committee meetings etc. In some cases this office is required to send repeated letters/faxes/telephonic messages to the DPC/Assessment Committee meetings. This not only results in unnecessary paper work but also entails infructuous expenditure.

In order to avoid the attendant problems of sending required ACRs/APARs/dossiers at short notice, you are requested to kindly go through your records and identify all the ACRs/ACR dossiers of common cadre officers (including dossiers containing ACRs belonging to years when they may have been borne on local cadre in lower posts) and APARs/APAR dossiers of Scientists Gr. IV(6) and Gr. IV (7) (including APARs for the period when they were holding lower grades) and send the same to the undersigned by name through confidential/sealed insured cover. It may also kindly be ensured that ACRs/ACR dossiers of all common cadre officers posted in your Lab./Instt. at present as well as those who were posted there previously are included in this exercise. The names of such common cadre officers in service at present may be got ascertained from the Seniority lists of common cadres circulated by CSIR Hqrs. Previously.

Further, the ACRs/APARs/dossiers identified for sending to CSIR Hqrs. May be dispatched at the earliest, but not later than 31st March, 2000. Action on priority in the matter is solicited at your end.

Copy of CSIR letter No. 3/1/71-O&M-II dated 10.3.2000

(21)

Sub:-Writing of the ACRs in respect of Common Cadre Officers-Amendment in Bye-law 17-Procedure reg.

I am to invite a reference to CSIR O.M.No.6/1/99-Cte dated 4th June, 1999 and circular No.17/66/94-PPS dated 5th July, 1999 regarding amendment made in Bye-law 17 and clarification thereof.

The amended Bye-law 17 provided that the Director of each National Lab /Instt. shall be assisted by COA, Sr. F&AO, SPO and others shall advise the Director on all administrative and financial matters and be responsible for providing support services to all the Scientific Staff and bench level Scientists. Director shall have the power to over-rule the advice of aforesaid functionaries after recording reasons therefore. A report of such cases shall be sent to Director-General, CSIR. Further, CSIR letter dated 5.7.99 as referred to above inter-alia mentions that with the above modification in Bye-law 17, the Sr. COA, Sr. F&AO and SPO will now be reporting independently and directly to the Director. Consequently, the Confidential Reports of these Officers will also be written by the Director himself as Reporting Officer and reviewed by the DG, CSIR. Further in respect of the reports written by these officers, Director will be the Reviewing Officer.

A doubt has been raised whether in the absence of Sr. COA/COA/Sr. F&AO/SO(F&A) or Dy. SPO as per their availability in the concerned Lab./Instt. would advise the Director directly or not and also whether due to the incumbent senior officer proceeding on leave/transfer and the post remaining vacant for a long time, whether the Director of the Lab./Instt. is to function as Reporting Officer in respect of the junior officers directly reporting to him.

The matter has been examined and it is now clarified that the Confidential Reports of the Officers functioning as Incharge of different areas viz. Gen. Administration, Finance or Stores & Purchase in a Lab./Instts. irrespective of the level of the officer will be written by the Directors of the concerned Lab./Instt. if they are reporting to him directly and such ACRs will then be reviewed by DG, CSIR.

It is further clarified that it is mandatory to conform to the policy of line of reporting, to satisfy the provisions of the amended bye-law 17, on account of the fact that the decision is of the GB. It is, therefore, essential that the senior most officer in position in the Lab./Instt. in the respective cadre will function as incharge of that area

and accordingly will be the advising officer of that area. It is not open to practice any alteration in the schedule of Reporting Officer/Reviewing Officer as stated in para 2 to 4 above.

It is requested that these requirements may kindly be ensured for strict compliance.

Copy of CSIR letter No.3/1/71-O&M-II dated 23.5.2000

(22)

Sub:- Irregularities noticed while Writing/Reviewing and Communicating of APARs.

I have been receiving many representations from employees making allegations of bias and/or irregularities of one or the other kind in the conduct of many cases, as a result of which the wrongly conducted assessments have to be quashed, resulting in avoidable inconvenience/problems to all concerned. Some of the common irregularities noticed in such cases are as under:-

1. Writing/Reviewing and Communicating of APARs – There is a prescribed schedule for writing, reviewing and communication of APAR gradings. It is noted that this is not being followed strictly by many Labs/Instts. and the assessments are being conducted either without communicating the gradings or communicating the same just a few days before the assessments. As per rules, it is necessary to communicate the APAR gradings and dispose off the representations made, if any, within the prescribed time limit well before the assessments, failing which the assessment(s) conducted are liable to be quashed.

If the employee concerned fails to submit his self-assessment report by the stipulated date, the reports have to be written and reviewed by the concerned offices on the basis of their own knowledge about the work and conduct of the officer to be reported upon. The prescribed procedure must be followed to ensure proper and timely completion of the APARs.

2. Assessment Committees were not constituted strictly as per prescribed guidelines, inasmuch as either the members were not taken from the approved valid panel of experts or they were not from the relevant field, or the number of experts was not what it should be as per given guidelines. It is to be noted that inclusion of experts from non-relevant field or constituted the Assessment Committee with more or less number of experts than the number prescribed under the relevant provisions, amounts to violation of guidelines. It is, therefore, imperative that the experts of Assessment Committee are chosen only from the approved expert panel and their numbers and level are kept strictly as prescribed under the guidelines.

3. As per guidelines the Assessment Committees are to be constituted by the RC or MC as the case may be. In some cases, this has been found to have been done only by the Director and/or Chairman, R.C., which is not proper. The Assessment Committees should always be constituted by the RC/MC at their meetings.
4. As per guidelines, the names of alternate Chairman and expert members are also required to be specified by the RC/.MC while constituting the Assessment Committees. This was not done in some cases. Consequently, in place of the Chairman or any expert member who did not come to attend the meeting, they were replaced at the last moment improperly. This is also a procedural irregularity and should, therefore, be avoided.
5. In some cases the declaration of assessment results were unduly delayed. The results of successful as well as non-successful candidates should be announced soon after the assessments.
6. The procedure of seeing the APARs and opening the Peer Review/Refree marking and adding the marks of these two components only after awarding the interview marks by the Assessment Committee, has also to be strictly followed.
7. As per Para 0.8 of revised MANAS, it is the primary responsibilities of the COA/AO of the Lab/Instt to ensure that the guidelines of the Assessment Schemes are followed correctly. To ensure this, it is necessary to associate these offices with the processing of the assessments at each and every stage and all papers/records relating to the assessments, including the proceedings etc. should be maintained by the COA/AO. Consequently, the COA/AO handling the assessments shall be held personally responsible in case of any technical lacunae in the proceedings.

These are only a few of the points out of the many aspects which are required to be kept in view for proper conduct of the assessments.

Keeping in view the fact that even a minor procedural irregularity is considered to be a violation of the rules/guidelines by the courts resulting in quashing of such irregular assessments, I request you kindly to ensure that all assessments are processed and conducted strictly as per prescribed procedures and guidelines.

The contents of this letter may also be brought to the notice of COA/AO and all other concerned staff members of your Lab/Intt. for their information, guidance and strict compliance.

Kindly acknowledge receipt.

Copy of CSIR D.O Letter No. 17/66/8/94-PPS dated 25.08.2000

(23)

Sub:- Procedure to be followed in respect of incomplete APARs.

Refer to your letter No. 105-Admn(153)RM/99-E.II dated 19.6.2000 regarding the procedure to be adopted to update the /APAR dossier in respect of S&T staff whose APAR. forms were left incomplete/not returned to Lab/Instt. administration by respective Reporting /Reviewing Officer within the prescribed time limit on their demitting the offices due to retirement/resignation etc.

2. The following procedure may be adopted
 - a. In the absence of Reviewing Officer not completing his portion in the APAR form, the report written by Reporting officer may be placed before the APAR Normalization Committee and the grading as awarded by 'APAR Normalization Committee' be communicated to the employee concerned as in any other case when report has been reviewed by the Reviewing Officer.
 - b. In the absence of both reporting and reviewing in the APAR for any particular year, an 'averaged grading' on the basis of all the APARs available for past years in the same group and grade held by the individual may be taken for calculating the APAR marks for that particular year for which APAR was not filled in, and
 - c. The APAR for any particular period cannot be filled in at a later stage by any officer who had not been authorized to act as Reporting or Reviewing Officer during that relevant period in respect of the concerned scientist. Such cases may be regulated as per item 2 (a) or (b) above as the case may be.
3. The best course, will always' be to ensure that all the reports which are due to be filled in by both the Reporting and Reviewing Officers. In this connection your attention is also invited to DO letter No. 17/66/8/94-PPS dated 25.8.2000 from the DG, CSIR underlining, inter-alia, the need for timely completion of APARs/ACRs.

Copy of CSIR letter No. 3(80)/85-O&M dated 31.10.2000

(24)

Sub:- Writing of ACRs by officers under suspension-Review of instructions reg.

Ref: Circular letter No.3/1/71-O & M dated 23.8.1978

In continuation of this office letter of even number dated 23rd August, 1978 on the subject cited above, I am directed to forward herewith a copy of O.M.No.2101

l/8/2000-Estt.(A) dated 25.10.2000 from Department of Personnel & Training, New Delhi for information, compliance /guidance and necessary action.

Copy of CSIR letter No. 3/1/71-O & M dated 13.12.2000

Enclosure

Copy of O.M.No.21011/8/2000-Estt.(A) dated 25.10.2000 from Department of Personnel & Training (DoPT)

The undersigned is directed to refer to this Department's O.M.No.21011/2/78-Estt. (A) dated 1st August, 1978 which allows the Reporting/ Reviewing officer under suspension to write/review the ACR on his subordinates within two months from the date on which the report was due.

The policy of the Government has been reviewed in the light of a suggestion from Central Vigilance Commission and it has been decided in partial modification of the above orders that no officer under suspension should be allowed to write/review the ACRs on his subordinates if during major part of writing/reviewing he is under suspension as he might not have full opportunity to supervise the work of his subordinates.

3. The Ministry of Agriculture & Cooperation etc are requested to bring the above decision to the notice of all concerned authorities for compliance and guidance.

Sd.

Harinder Singh)

Joint Secretary to the government of India

Copy to All Ministries /Departments as per standard list.

(25)

Sub: Maintenance of APAR/ACR folders in respect of Scientist G&H and Common Cadre Officers at CSIR Hqrs.

I am to refer to this officer circular letters of even number dated 9th Sept., 1999 and 10th March, 2000 (copies attached) calling for uptodate and complete APAR/ACR folders of Scientists G&H and Common Cadre Officers and to state that the dossiers of all the officers who have since been promoted/appointed to the above grades during the last two years i.e. subsequent to your reply to above mentioned circulars, may be sent by name to the undersigned.

Further, the following details may also be furnished separately in respect of al Scientists G&H posted in your Lab//Instts. as on date:-

1. Name
2. Group & Grade of the post held
3. Date from which holding the post
4. Date of birth
5. Date of superannuation

Urgent action in the matter is solicited.

Copy of CSIR letter No. 3/1/71-O&M-II(a) dated 15/19.10.2001

F.No. 3/1/71-O&M/II dated 9th Sept. 1999

I am to state that the updated service particulars in respect of Scientists, of Gr. IV(6) and Gr. IV(7) on the rolls of your Lab./Instts. are not available with us. You are, therefore, requested to kindly furnish the details in respect of Scientists Gr.IV(6)s and Gr.IV(7) posted in your Lab./Instts. as Indicated below:-

1. Date of birth/Superannuation.
2. Date of Apptt./Assessment to the present post (Group and Grade).

It may also be mentioned that the APAR folders of all Scientists, Gr.IV(6) and Gr. IV(7) are required to be maintained at CSIR Hqrs. In the event of the APAR folder of any Scientist Gr. IV(6) and Gr. IV(7) not having been sent to this office, the same may kindly be sent at the earliest.

The above information is required in this office in connection with updation of our records. This may kindly be treated at URGENT.

(26)

Sub:- Incomplete APARs - procedure regarding.

As per CSIR Circular letter no. 3/80/85-O&M, dated 31.10.2000, the benefit of averaging is available only in respect of cases of foreign assignment/deputation/study leave/EOL where APARs cannot normally be written under the given system. In practice, however, it is observed that this provision is grossly misinterpreted and misused to give undue benefit to those Officers who are intentionally avoiding submission of Self-Assessment Report for fear that reports might not fetch them the grades as per their liking.

The matter has been examined and it has been decided with the approval of the DG, CSIR that:-

- a) If APAR is not available for a year/part of year/a number of years because the officer has not submitted his/her self-Assessment report inspite of one or more reminders, and Reporting/Reviewing Officers are not in a position to grade the officer without self-assessment report, a remarks to this effect will be placed in the APAR Dossier of the officer by the COA/AO after getting the approval of the Director.
- b) The COA/AO will also place in the Dossier copies of the correspondence made with the officer reported upon/Reporting Officer/Reviewing Officer in this regard; and
- c) The Officer will get zero mark for those APARs. In other words, computing the marks of APAR component in respect of the laid down residency period the officer, who has failed to submit his/her self-assessment report for some period will not get any mark for the APAR in question.

It is, therefore, requested that all future assessment may be regulated accordingly.

Copy of CSIR letter No. 17/66/94-PPS dated 26.3.2002

(27)

Sub:- Revised ACR forms.

In continuation to CSIR letter of even no. dated 26.3.2002 (Serial Circular No. 124), I am directed to state that:

The critical appraisal/grade for the period ending 31.3.2001 as per the existing APAR format and instructions thereon, may be communicated to the respective scientists for the full reporting year i.e. 2000-2001.

As per instructions issued so far, the new ACR format for Gr. IV scientists was to be introduced from 2001-2002 and onwards. However, since the exercise to devise the new ACR format is going to take some more time, it has been decided that till such time as the new format is approved and introduced, the existing format of APAR may be used as ACR proforma. The gradings, except the adverse remarks, if any, shall not be recommended.

The CSIR Recruitment & Assessment Promotion Rules, 2001 are applicable only to Gr. IV scientists, hence the existing recruitment and assessment promotion rules for Gr. I, II, III will continue to apply. Therefore, the existing APAR format for these group will continue to be operative.

Copy of CSIR letter No. 7-1(2)/2002-R&A dated 7.6.2002

(28)

Sub:- Revised ACR forms.

I am directed to refer to your letter No. RLJ -18(5)/Vig. dated 13.6.2002 on the above subject and to clarify that w.e.f. 1.4.2001 normalization of APAR gradings of Gr. IV scientists will not be required since the APAR system has been replaced by closed confidential ACR system w.e.f. 1.4.2001.

Copy of CSIR letter No. 7-1(2)/2002-R&A dated 20.6.2002

(29)

Sub:- Annual Review of Performance (ARP) Proforma.

I am directed to invite your attention to para 8.1. of CSIR Scientists Recruitment & Assessment Promotion Rules, 2001 and CSIR letter No. 7-I(2)/2002- R&A, dated 7.6.2002 regarding replacement of existing non-confidential system of Annual Performance Appraisal Report (APAR) by Annual Confidential Report (ACR) and to "state that the new proforma has now been devised and finalised. The new ARP proforma will be effective from 1.4.2003. APARs for the period ending 31.3.2003 may be written in the old proforma. However, the gradings, except the adverse remarks, if any, shall not be communicated as already conveyed vide CSIR circular dated 7.6.2002 referred to above. A copy of the new Annual Review of Performance (ARP) proforma is enclosed for necessary action.

(Please link CSIR Proformae at "Group-IV Staff, CSIR")

Copy of CSIR letter No. 5-17/70/2002-PPS dated 1.1.2003

(30)

विषय: राजभाषा हिंदी में अच्छा कार्य करने वाले अधिकारियों की वार्षिक गोपनीय रिपोर्ट में पत्र व्यवहार में कुशलता संबंधी कॉलम में उनके सराहनीय कार्य का उल्लेख किए जाने का निर्देश।

Sub: Indication in the Annual Confidential Reports against the column for Communication Skill in respect of officers who have done good work in Rajbhasha Hindi.

मैं राजभाषा विभाग, गृह मंत्रालय से प्राप्त उपर्युक्त विषय पर दिनांक 8/11/2002 के अर्थ शा. पत्र संख्या 1/14013/03/94- रा. भा. (नीति 1) की प्रति आपकी सूचना, अनुपालन और आवश्यक कार्यवाही हेतु पेश कर रहा हूँ।

I am to forward herewith a copy of the Govt. of India, Deptt. Of Official Language, Ministry of Home Affairs dated 8.11.2002 on the above subject for your information, guidance and further necessary action.

Copy of CSIR letter No. 15-3/1/71-O&M-II(a) dated 8.1.2003

अर्थ शा. पत्र संख्या 1/14013/03/94- रा. भा. (नीति 1) दिनांक 8/11/2002

में आपका ध्यान माननीय प्रधानमंत्री जी के अपने मंत्रिमंडल सहयोगियों को संबोधित दिनांक 23.12.2000 के पत्र (सुलभ संदर्भ के लिए प्रति संलग्न) की ओर आकृष्ट करना चाहूंगा जिसमें राजभाषा हिंदी में अच्छा कार्य करने वाले अधिकारियों की वार्षिक गोपनीय रिपोर्ट में उनके सराहनीय कार्य का उल्लेख किए जाने का निर्देश है इस के /अनुपालन में केंद्र सरकार के सभी क ख तथा ग श्रेणी के अधिकारियों / कर्मचारियों(अखिल भारतीय सेवाओं के अधिकारियों सहित) द्वारा राजभाषा हिंदी में किए गए सराहनीय कार्य का उल्लेख उनके वार्षिक गोपनीय रिपोर्ट के पत्र व्यवहार में कुशलता (Communication Skill) संबंधी कॉलम में किया जाए।

2. अनुरोध है कि इसके अनुसार अपने मंत्रालय/ विभाग तथा संबंध/ अधीनस्थ कार्यालयों में कार्यवाही सुनिश्चित करवाएं

प्रधानमंत्री

Dated 23.12.2000

प्रिय.....

केंद्रीय हिंदी समिति, जो संघ की राजभाषा हिंदी के प्रसार तथा हिंदी भाषा के समग्र विकास के लिए सुझाव देने वाली सर्वोच्च समिति हैं कि दिनांक 22.09.2000 को हुई बैठक में राजभाषा हिंदी के सरकारी कामकाज के प्रयोग की वर्तमान स्थिति की समीक्षा की गई। इस बात पर चिंता व्यक्त की गई कि संविधान में संघ की राजभाषा हिंदी संबंधी प्रावधानों के बारे में हमारे अधिकारियों/ कर्मचारियों द्वारा उठाए गए कदमों में बहुत कमियां हैं। आवश्यक है कि सरकारी कामकाज में हिंदी के उत्तरोत्तर प्रयोग को सुनिश्चित करने के लिए ठोस कदम उठाए जाएं। जहां कहीं भी संभव हो, वहां हिंदी में कार्य कर अन्य को भी इस दिशा में प्रोत्साहित करने का प्रयास करना चाहिए।

2. इस संबंध में मैं चाहूंगा कि आप अपने मंत्रालय/ संबंध एवं अधीनस्थ कार्यालयों में राजभाषा हिंदी में काम किए जाने का उपयुक्त वातावरण निर्माण करने के लिए निम्न कदम उठाएं:

- I. शीर्षस्थ प्रशासनिक बैठकों में तथा सचिवों की समिति की बैठकों में विचार विमर्श और कार्यवाही हिंदी में करने को उत्तरोत्तर प्रोत्साहित किया जाए।
- II. राजभाषा अधिनियम की धारा 3(3) का(जिसके तहत कुछ कागजात हिंदी और अंग्रेजी में साथ साथ जारी किये जाने अनिवार्य है तथा नियम 5 का (जिसके अंतर्गत हिंदी में प्राप्त पत्र का उत्तर हिंदी में दिया जाना अनिवार्य है। इन प्रावधानों की उपेक्षा करने वाले अधिकारियों को लिखित परामर्श दिया जाए कि वह भविष्य में इस प्रवृत्ति से बचें।

- III. राजभाषा हिंदी में अच्छा कार्य करने वाले अधिकारियों की वार्षिक गोपनीय रिपोर्ट में उनके सराहनीय कार्य का उल्लेख किया जाए।
- IV. राष्ट्रीय तथा अंतर्राष्ट्रीय महत्व के अवसरों पर, जहां कहीं संभव हो, आप और आपके सहयोगीगण अपने भाषण हिंदी में दें। विदेशों में जाने वाले भारतीय प्रतिनिधि मंडलों के सदस्य द्वारा हिंदी का अधिकाधिक प्रयोग किया जाए। आवश्यकतानुसार भारतीय दूतावास के माध्यम से दुभाषी सेवाएं ली जा सकती हैं।

3. आशा है, आप अपने मंत्रालय तथा संबंधित कार्यालयों में हिंदी में कार्य करने के लिए उपर्युक्त बिंदुओं पर विशेष ध्यान देंगे तथा समय-समय पर स्थिति की समीक्षा भी करते रहेंगे। कृपया आप अपने मंत्रालय/ संबंध एवं अधीनस्थ कार्यालयों में राजभाषा हिंदी में कार्य करने के बारे में उपर्युक्त बिंदुओं के संबंध में प्रगति से समय-समय पर मुझे भी अवगत कराते रहें।

शुभकामनाओं सहित

(31)

Sub:- Annual Review of Performance (ARP) Proforma.

I am directed to refer to this office letter of even number dated 2.1.2003 on the above subject wherein it was communicated that the new ARP proforma will be effective from 1.4.2003. It has now been decided that the new ARP proforma for Group-IV staff will be implemented from 1.4.2004. APARs for the period ending 31.3.2004 may be written in the old proforma. However, the gradings, except the adverse remarks, if any, shall not be communicated as already conveyed vide CSIR letter No.7-1 (2)/2002-R&A, dated 7.6.2002.

Copy of CSIR letter No. 5-17/70/2002-PPS dated 13.8.2003

(32)

Sub:- Annual Review of Performance (ARP) Proforma.

I am directed to refer to this office letter of even number dated 12.8.2003 on the above subject wherein it was communicated that APAR for the period ending 31.3.2004 may be written in the old proforma and to clarify with the approval of the competent authority that the new ARP proforma for Group-IV staff will be implemented for the reporting period from 1.4.2003 to 31.3.2004. Thus, the ARP for the period ending 31.3.2004 will be written in new proforma, instead of old proforma as mentioned in aforesaid letter.

Copy of CSIR letter No. 5-17/70/2002-PPS dated 20.11.2003

(33)

Sub:- Writing/Reviewing of APARs.

I am directed to state that under the existing guidelines, the Reporting Officer shall be at least one rank higher than that of the assessee and the Reviewing Officer should be senior and wherever possible should be of a rank higher than that of the Reporting Officer. The reports should be written by the immediate supervisor of the employee concerned and the reporting and reviewing should not be done by same person, save in exceptional circumstances. Since large number of Scientists have been promoted as E.II/F, it is becoming difficult for the Labs./Instts. to follow the above instructions and Directors have to act as Reviewing Authority in a large number of cases as a result a number of references are sent to DG, CSIR, being the Appellate Authority.

The matter has been considered by the competent authority and it has been decided that the "Reporting Officer should normally be one rank higher than that of assessee" instead of the existing position that "the Reporting Officer should be at least one rank higher than that of the assessee" The above position may kindly be brought to the notice of all concerned in your Lab./Instt. for their information/guidance and necessary action.

Copy of CSIR letter No. 17/66/94-PPS dated 5.12.2003

(34)

Sub:- Annual Review of Performance (ARP) Proforma.

In continuation of this office letter of even number dated 1/2.1.2003 on the subject cited above, I am directed to state that a copy of final ARP format (English version) has been received from OSD, HRDC, Ghaziabad which contains few corrections/changes in the format which have been underlined, a copy of which is enclosed herewith for incorporating necessary corrections while printing the ARP Format.

Copy of CSIR letter No. 5-17/70/2002-PPS dated 25.2.2004

(35)

Sub:- Procedure laid down for writing the APAR/ACR/ARP – reg.

It has been observed that despite clear instructions concerning the procedure laid down for writing the APAR/ARP/ACR and time schedule for submission of the same, the instructions are not being followed in a large number of cases. The following instructions/guidelines may kindly be kept in view by all concerned while writing the ARP/APAR/ACR: -

1. The assessment must be fair to the individual and should be so written as to assist the Reviewing Officer or the Designated Authority in deciding whether the individual is fit for promotion/confirmation, etc. It should give an objective view of the officer's main qualities 'taking into consideration his work for the whole year and not .on the basis of occasional flashes of good work and lapses, if any. The Reporting Officer should bear in mind that the report in ARP/APAR/ACR is a reflection of his judgment. These should be written carefully after giving judicious thought. Cryptic, vague or non-committal remarks are to be avoided.
2. Some employees are graded between "good to very good", "fair to good", etc. This practice does not conform to the laid down procedure. The grading in APAR to be written in respect of Technical –employees in Group-I, II, III should conform to 7-point scale in accordance with the guidelines issued under MANAS & Revised MANAS. Similarly, the grading in ACRs of Administrative(Non-Tech) staff should conform to the 5-point scale as enumerated below (in Descending Order). As regards, Scientists in Group-IV, their performance is to be evaluated as per instructions contained in CSIR letter no. 5- 7/70/2002-PPS dated 01.01.2003 & 13.8.2003.

7- Point Scale in r/o Technical staff

Outstanding

Excellent

Very Good

Good

Satisfactory

Fair

Poor

5-Point Scale in r/o Administrative (Non-Technical) staff

Outstanding

Very-Good

Good

Average

Below Average

3. The report of an employee should not be .written by an officer under whom the employee to be reported upon has worked for less than three months.
4. Only the actual Reporting and Reviewing Officers under whom the employee worked during the reporting period may write/review the -reports for the concerned period.

5. if an employee has worked under two or more officers separately within the reporting year and each period is of 3 months duration or more., separate ACRs may be got written so as to cover the entire period of the reporting year.
6. The Column relating to certification of Integrity shall be filled up as per the guidelines issued by the Govt. of India, OM No. 51/5/71-Estt.A dated 20/5/1972. Integrity should be certified as "Beyond Doubt"; and substitutes such as "**Above Board**", "**Very Good**", "**Excellent**", "**Honest**" or "**Infallible**", "**Nothing** adverse has come to my notice", "Trustworthy" etc. should not be used.
7. In accordance with the instructions contained in Circulars No.17(65)/P.42/90-PPS.dated January 8, 1991 and February 26, 1993, the performance-.of Scientific/Technical staff are to be evaluated against the tasks assigned.
8. In case an Administrative employee does not submit his self assessment report, in time to his/her Reporting Officer, the Reporting Officer will be issued another blank form from CR Cell and he/she will proceed to write the report on the basis of his/her experience of work and conduct of the officer reported upon during the period under review. While doing so he/she may also point out the failure on the part of the officer reported upon in submitting his self- assessment within the stipulated time.
9. Before recording any adverse remarks in the ACRs. the Reporting/Reviewing Officer should satisfy himself that such decision has been taken only after the person reported upon was made known of the deficiencies noticed and reasonable time and opportunity was given to the employee concerned to improve upon himself.
10. It may kindly be ensured by the Reporting/Reviewing officer that the declaration regarding submission of Annual Property Returns of the preceding year in time has been given in Part II by all officers/officials falling in Group A and B (i.e. all those in the pay scale of Rs. 5500-9000 and above).
11. The Column regarding "Communication Skill" in Hindi in r/o Class "A" "B" and "C officers/officials shall also be filled-up as per the .Ministry of Home Affairs, Govt, of India DO No. 1/14013/03/94-Raj.bhasha dated 8thNov. 2002.
12. The reports should be written by the immediate supervisor of the employee concerned and the reporting and reviewing both should not be done by the same person, save in exceptional circumstances;, as per the instructions contained in DG's D.O. No. 1/(66)/PPS dated 09.11.1994.
13. If a Scientific /Technical officer has not submitted his/her self- assessment report

in spite of "one or more reminders and Reporting/Reviewing-officer are not in a position to grade the officer without self-assessment reports, a remark to this effect will be placed in the APAR dossier of the officer and he/she will get zero mark for those APARs, in accordance with CSIR Circular letter No. 17/66/94-PPS dated 26.3.2002.

14. Whenever an official is awarded the grading viz; "Outstanding", the reasons for awarding the same are to be clearly brought out in terms of CSIR Circular letter No.3-1/71-0&M dated 1.6.1999.
15. In cases, where the Reporting Officer is not available during the Reporting year or if the Reporting Officer has an experience of less than 3 months on which to base his report, the Reviewing Officer can act as Reporting as well as Reviewing Officer, provided he/she is fully conversant with the functions and performance of the officer being reported upon in terms of CSIR Central Office OM No.16/15(BF)/2004-CR dated 5/3/2004.
16. The reporting officer should normally be one rank higher than that of the assessee as per instructions contained in CSIR Circulars No. 17/66/7/94-PPS dated 5.12.2003.
17. The time ' schedule for writing/reviewing/ and communication of APARs should be strictly followed as per instructions contained in DG, CSIR D.O. letter No. 17/66/8/94-PPS dt.'25.8.2000,
18. The procedure to be followed in respect of incomplete APARS may be followed in terms of instructions contained in CSIR letter No. 3/80/85-O & M d t . 31.10.2000.

Copy of CSIR letter No. NO: 16/15(BF)/2004-CR. dated 11.5.2004

(36)

Sub: Maintenance of ACRs/APARs/ARPs.

It has been decided that henceforth the following work relating to maintenance of Annual Confidential Reports (ACRs)/Annual Performance Appraisal Reports (APRs)/Annual Review of Performance (ARPs) shall be performed under the signature of Under Secretary(Vig.):-

1. Verification of all ACRs/APARs/ARPs in respect of all administrative/technical/scientific personnel in the scale of 8000-13500 and below.

2. Communication of adverse remarks in ACRs of Officers in the pay scale of Rs. 8000-13500 and below.
3. Communication of orders of Competent Authority in respect of representations against adverse remarks in all ACRs/APARs/ARPs.
4. Attestation of entries regarding expunction of adverse remarks in ACRs/APARs/ARPs.

Copy of CSIR letter No. 15-3/65/42/2003-O&M dated 19.5.2004

(37)

Sub:- Reviewing of APARs/ARPs in respect of Scientists EI/EII/F.

From time to time, CSIR Labs/Instts. have been advised that the S&T work should be structured in such a way that the APARs/ARPs in respect of S&T staff is written by the immediate supervisor of the employee concerned and that the Reporting Officer should be at least one rank higher than that of the Officer being reported upon. Likewise, the Reviewing Officer should be senior and wherever possible should be of a rank higher than that of the Reporting Officer.

It has been observed that a large number of APARs/ARPs in respect of Scientists E.I, E.II and F are being sent to CSIR Hqrs. for getting them reviewed by the Director-General, CSIR on the plea that the individuals concerned are reporting directly to the Director. The matter has been considered by the DG, CSIR and it has been decided to advise all the Labs/Instts. to structure their work and activities in such a way that APARs/ARPs of Scientists up to the level of Scientist Gr.IV(5) are written and reviewed at Labs/Instt. level.

You are, therefore, requested to take necessary action accordingly and send APARs/ARPs of only Scientist 'G' for review by DG, CSIR.

Copy of CSIR letter No. 15-3/71-O&M(pt.V) dated 30.8.2005

(38)

Sub: Conversion of APAR marks for assessment under CSRAP Rules, 2001.

I am directed to invite a reference to CSIR Circular letter No. 7-1(1)/2001-R&A dated 16-10-2002 whereby the Labs./Instts. were intimated the procedure as to how the existing 7-Point APAR Gradings are to be converted into marks to arrive at the minimum average percentage of the marks for determining the eligibility as specified under Rule 7.4 of CSIR Scientists Recruitment & Promotion Rules, 2004, and to say that w.e.f. 1-4-2001 for Scientists Group-IV, the APAR was replaced with the ACR system. As such, the conversion of APAR gradings as per the aforesaid guidelines is to be done only upto 31-3-2001. Accordingly, in case the Labs./Instts. have used the conversion table beyond 31-

3-2001, they are requested to take corrective measure for rectifying the mistake after following the due procedure.

Copy of CSIR letter No. 7-1(2)/2005-R&A dated 28.11.2005

(39)

Sub:- Communication of adverse entries marks recorded in the ACR.

The undersigned is directed to state that in accordance with the existing instructions of this Department, adverse entries/remarks recorded in the ACR of the official have to be communicated to him for further improvement in his performance and the official concerned has also an option to make a representation against the adverse remarks within the prescribed time limit. According to the existing instructions, the overall grading given in the ACR should however, not be communicated even when the grading given is below the bench mark prescribed for promotion to the next higher grade. The overall grading recorded in the ACR has also not to be changed in any way even after the expunction of the adverse remarks either fully or partially by the Competent Authority.

The Hon'ble Supreme Court has declared in its judgement, dated 22.11.2005 in UOI and. Anr. Vs. Major Bahadur Singh (Civil Appeal No. 4482 of 2003) that the judgement of the court, dated 31.1.1996 in UP Jal Nigam and Ors. Vs. Prabhat Chandra Jain/and Ors. SKP (Civil) No.16988/95 has no universal application and the judgement itself shows that it was intended to be meant only for the employees of UP Jal Nigam.

All Ministries/departments are accordingly requested to ensure that any challenge to the existing instructions of this Department in regard to the communication of adverse remarks in any court taking shelter in the Supreme Court judgement in UP Jal Nigam or any other judgement based on UP Jal Nigam judgement is properly defended keeping in view the above declaration of the Supreme Court in UOI vs. Major Bahadur Singh.

Copy of Gol O.M No. 21011/1/2006-Estt.(A) dated 28.3.2006

(40)

Sub:- Treating the Earned Leave taken during the period of report for the purpose of computing 3 months service under a Reporting/Reviewing Officer.

I am to forward herewith a copy of Govt. of India, Ministry of Personnel, PG & Pensions, Department of personnel & Training OM No. 21011/1/2006-Estt(A) dated 16.1.2006 for your information, guidance, compliance and necessary action.

This circular will be applicable to Scientific, Technical and support staff also.

Copy of CSIR letter No. 15-3/1/71-O&M (Pt. V) dated 5/17.4.2006

F.No. 21011/1/2006-Estt(A) dated 16.1.2006 of Govt. of India, Ministry of Personnel, PG & Pensions, Department of personnel & Training

The undersigned is directed to state that in accordance with the existing instructions of this Department, the Reporting and Reviewing Officers are required to have at least 3 months experience of supervising the work and conduct of the Govt. servant reported upon to record their assessment in the Annual Confidential Report (ACR). The question of treating the period of Earned leave availed at a time for more than 15 days by the officer to be reported upon, during the period of report has been considered in this Department. It has now been decided that where an officer has taken Earned Leave for a period of more than 15 days, the total period spent on leave can be deducted from the total period spent on any post, for purposes of computing the period of 3 months which is relevant for writing of entries in the ACR. Leave taken for short term duration need not be treated as relevant for the purpose.

(41)

Sub:- Timely completion of ACRs/APARs/ARPs.

It has been observed that ACRs/APARs/ARPs of Officers and staff posted in CSIR Laboratories/Institutes are not completed in time leading to avoidable administrative problems. DG, CSIR has taken a serious view of the matter and has ordered that henceforth the following schedule be strictly followed for completion of ACRs/APARs/ARPs:-

(i)	Distribution of ACR/APAR/ARP proforma	-	By 10 th April
(ii)	Submission of Self-Appraisal Report (SAR) in downloaded proforma to Admn.	-	By 20 th April
(iii)	Forwarding of Report proforma by Admn. to Reporting Officer	-	By 30 th April
(iv)	Submission of Self-Appraisal Report (SAR) by the employee to Reporting Officer (where form has been provided by the Admn.)	-	By 30 th April

(v)	Completion of report by Reporting Officer (and submission to Reviewing Officer)	-	By 31 st May
(vi)	Completion of report by Reviewing Officer	-	By 20 th June
(vii)	Forwarding completed reports to Admn. (Scientists 'G' and Common Cadre Officers to CVO)	-	By 30 th June

2. Director-General, CSIR has further ordered that:

- (a) The names of the Reporting and Reviewing Officers should be notified to the employees well in time.
- (b) In order to get the process of writing the ACRs completed within the given time schedule, all the Labs./Instts. including CSIR Hqrs. may place the proforma of the reports on their website so that employees (who have not been issued blank ACR/APAR/ARP proforma by the Establishment/Administration/CR Section) can download it immediately for filling up Part-I (personal information) and submitting their Self-Appraisal Reports (SARs) to the Establishment/Administration/CR Section of their respective Lab./Instt. so that the concerned Reporting Officers may receive these proformae latest by 30th April.
- (c) In those cases where the employee to be reported upon does not submit his/her SAR by the scheduled date, the Reporting Officer should obtain/download the proforma and fill the portion earmarked for Reporting Officer based on his/her knowledge of the work and conduct of the employee to be reported upon. **In such cases, explanation of the concerned employee should be obtained for not submitting his/her SAR by the stipulated date.**
- (d) It would be the personal responsibility of the Reporting/Reviewing Officers to ensure that no delay is caused in completing the ACRs/APARs/ARPs, as per the aforementioned schedule, due to inaction on their part.
- (e) The meetings of DPCs and Assessment Committees shall be held only after ACRs/APARs/ARPs of all the officers, who are to be considered, have been received and verified.

You are requested to ensure that the aforementioned orders of Director-General, CSIR are complied with by all the officers and staff in your Lab./Instt..

Copy of CSIR letter No. 15-3/1/71(2006) dated 10.4.2006

(42)

Sub:- Normalization of APAR Gradings - Extension of use of conversion table upto period ending 31st March' 2003.

I am directed to draw your attention to this office letter no.7-1(2)/2002-R&A dated 26.03.2002, regarding replacement of APAR to ACR system. Further vide circular no. 7-1(2)/2002-R&A dated 7.6.2002; it was clarified that till ACR format is devised and introduced, the existing format of APAR may be used as ACR proforma. Thereafter, guidelines were issued vide letter no. 7-1(1)/2001-R&A dated 16.10.2002, relating to conversion of 7-point APAR grading into marks to arrive at the minimum average percentage of marks for determining the eligibility of scientists for consideration for assessment promotion as specified under Rule 7.4 of CSIR Scientist Recruitment and Promotion Rules, 2001. The new ACR format was circulated vide letter no. 5-17/70/2002-PPS dated 1/2.1.2003 and 25.02.2004.

Reference were being received from different Labs./Instts. regarding conversion of APAR gradings into marks for the period from 1.4.2001 to 31.3.2003 as during that period old APAR format was in use for determining the eligibility of scientists for assessment purpose. Accordingly, information from all the Labs./Instts. was called (vide letter 7-1(2)/2005-R&A dated 25.1.2006) to review the position. Simultaneously, the labs./Instts. were requested that till the review is made, assessment cases of scientists in whose cases eligibility was to be determined based on APARs for the period from 1.4.2001 to 31.3.2003 may be kept in abeyance.

The matter has now been reconsidered by the DG,CSIR in consultation with Legal Adviser and it has been decided to allow conversion of APAR gradings, into marks as per procedure laid down in CSIR letter no. 7-1(1)/2001/2001-R&A dated 16.10.2002 upto the period 31.03.2003 i.e. the period upto which old APAR proforma was used for writing ACR.

You are, therefore, requested to review the cases of scientists whose assessment was due during the period from 01.04.2001 to 31.03.2003 in the light of the aforementioned decision and in case any one becomes eligible for consideration for assessment, his/her case may be reconsidered for assessment.

Copy of CSIR letter No. 7-1(2)/2006-R&A dated 25.4.2006

(43)

Sub:- Regarding ARP/APAR/ACR proforma available on the CSIR Website viz. www.csir.res.in.

It is for information of the all concerned staff of the Council that the ARP/APAR/ACR form earlier issued by CR Cell, are now available at CSIR Website (www.CSIR.res.in).

All the staff/officers of the Council are requested to get the proforma downloaded relating to their respective Post and fill the personal data and Self Appraisal report and submit the same to their respective Reporting/Reviewing Officers as per Time Schedule given below:-

- Submission of Self Appraisal Report (SAR) : 17th May, 2007
In downloaded Proforma.
- Forwarding of Report Proforma : 25th May, 2007
To the concerned Reporting Officer
- Submission of Self-Appraisal Report (SAR) : 4th June, 2007
By the Reporting Officer/Reviewing Officer
- Completion of report by Reviewing Officer : 13th June, 2007
- Forwarding the completed reports to CR Cell : 25th June, 2007

All the Reporting Officers while submitting their own self-appraisal to their respective Reporting Officers, may please mention in the covering note whether they have forwarded all the ARP/APAR/ACR forms in r/o their subordinates, duly completed, to the Reviewing Officer within the specified date.

Heads off Divisions are requested to ensure that all the pending ACR/APAR/ARP for the previous years still pending with them are sent to CR Cell immediately as non-submission of ACR/APAR/ARP leads to various administrative problems.

If any staff member does not submit the self-appraisal within the specified date, it will be presumed that no self-appraisal is being submitted by the individual concerned, and the Divisional Heads may report the same to CR Cell for necessary action as per the existing rules.

In case any staff member has been transferred to some other Division/Section, the correct period upto which the report is relevant may please be indicated against their name. The time schedule indicated above may therefore kindly be adhered to scrupulously. It is reiterated that the ARP/APAR/ACR forms are available through the CSIR's Website and may be downloaded for immediate action.

Copy of CSIR letter No. 16/15(BF)/2007-CR dated 4.5.2007

(44)

Sub:- Making ARP/APAR/ACR proforma available on the CSIR Website.

Ref: OM No. 16/15(BF)/2007-CR dated 4.5.2007

Corrigendum

In continuation of OM of even number dated 4.5.2007, it is requested to download the ARP/APAR/ACR proforma from CSIR Website address <http://www.csir.res.in> and not www.csir.nic.in as mentioned in our above referred O.M.

Copy of CSIR letter No. 16/15(BF)/2007-CR dated 8.5.2007

(45)

Sub:- Reporting and Reviewing of ACRs/APRs –reg.

I am directed to state that under CSIR Scientist Recruitment & Assessment Promotion Rules, 2001, APR grading/scores form the basis of eligibility for consideration of assessment. As such, any subjective and bias grading awarded by the Reporting/Reviewing Officer may adversely affect the scientific career of the individual. It has been observed that in a number of cases, there is a wide difference between the grading/scores awarded by the Reporting Officer and the Reviewing Officer or by the Normalization Committee, as a result the individual Scientist is not eligible to be considered for assessment which results in frustration and lot of discontentment among the scientific community.

In order to obviate such situation, DG, CSIR has decided that for future assessment, in cases where the incumbent is not able to secure the minimum averaged percentage of ACR scores for eligibility for his/her assessment, the present Director/Acting Director/Director-In-Charge of the Labs./Instts. may get the APRs for entire duration of residency period in the present post be reviewed either by himself or through the Normalization Committee (including in those cases where he was not a reporting/reviewing officer or Director of the Laboratory). Wherever, after such a review the ACR scores are upgraded by the Normalization Committee/Director, a report with detailed justification for such an upgradation may be sent to DG, CSIR. In cases where Director is the Reporting Officer, such a review will be undertaken by the DG, CSIR, based on the inputs provided by the Director.

Past cases, where assessment has already taken place, and the incumbent has not been considered/recommended for a particular assessment year, need not to be reopened and only to be considered for subsequent chance.

It is requested to bring the above decision to the notice of all concerned in your Laboratory/Institute for guidance and compliance.

Copy of CSIR letter No. 5-1(44)/2008-PD dated 8.7.2008

(46)

Sub:- Revised Performance Appraisal System for CSIR Scientists.

I am directed to state that the Competent Authority, after revisiting the existing system of ARP and with the objective to ensure adoption of participative determining of performance dimensions, objective method of assessment, transparency & fairness, has approved the "Performance Mapping of Scientists" (PMS) for Scientists.

The new Performance Mapping of Scientists will be applicable w.e.f. 01.04.2010 for the Scientists of CSIR. The PMS proforma is available on CSIR website.

This may be brought to the notice of all concerned for information, guidance and strict compliance.

[Please link CSIR Proforma at "[Form CSIR](#)" – FORM-HRDG-CSIR-CR / APAR / ARP FORMS (For CSIR Staff)]

Copy of CSIR letter No. 5-1(44)/2007-PD dated 31.12.2010

(47)

Sub:- Performance Mapping of Scientists (PMS) for CSIR Scientists – revision thereof.

In continuation of CSIR circular letter of even no dated 31.12.2010, I am directed to state that the competent authority has approved amendments to the PMS. A copy of the aforesaid revised PMS incorporating the amendments is available at OASIS portal.

This may kindly be brought to the notice of all concerned.

Copy of CSIR letter No. 5-1(44)/2007-PD dated 3.1.2012

(48)

Sub:- Maintenance of APARs/ARPs/PMS in respect of Chief Scientist reg.

I am to invite a reference to CSIR Circular letter No. 5-1(44)/2008-PD dated 31.10.2008, regarding Reporting and Reviewing of APARs/ARPs/PMS of Chief-Scientists by the Director of the concerned Lab/Instts. from the reporting year 31.3.2008 and to state that since the Director will be the Reporting and Reviewing Officer for the purpose of annual review of APARs/ARPs/PMS, their APARs/ARPs/PMS are not required to be sent to Vigilance Division as no action is needed at this end. Therefore, the

APARs/ARPs/PMS of Chief Scientists of your Lab/Instt. may be maintained at the Lab/Instt. level and the same may not be sent to the Vigilance Division. Hindi Version will follow.

Copy of CSIR letter No. 15-31/71-O&M/Vig. dated 8.5.2012

(49)

Sub:- Issues related to deferred promotion for scientist assessments.

This has reference to your letter highlighting the issues relating to deferred promotion for scientist assessments. This scheme was implemented by the DRDO during 2010-11. Securing of minimum eligibility marks in APARs in the next assessment year is not a precondition for implementing the deferred promotion recommendation of a scientist assessment board. I am attaching herewith a copy of DRDO Communication in this regard.

You are most welcome to contact Dr. Arun Kumar, Director of Personnel, DRDO for further information or clarification on the above subject.

With best regards.

Copy of CSIR D.O. letter No. KVR/RAB/2012/05 dated 25.5.2012

(50)

Sub:- Regarding disposal of routine administrative work of Labs./Instts. and ACRs/O-APARs of Common Cadre Officers.

In order to alleviate the burden of routine administrative work on Directors of CSIR Labs./Instts. and to enable them to devote their valuable time to more important activities pertaining to Science, Research & Development, DG, CSIR has been pleased to approve of the following;

- a) One of the senior scientists of the Lab./Instt. may be identified by the Director in consultation with Chairman, Research Council of the Lab./Instt. to deal with routine matters pertaining to general administration, financial management, and services & materials management. The Director may make appropriate delegation to enable the identified senior scientist to dispose of all the routine matters at his level.
- b) Consequent upon the above arrangement, the Heads of Administration, Finance & Accounts and Stores & Purchase in the Labs./Instts. shall report to the designated senior scientist

- c) The ACRs of the Officers as mentioned at (b) above, may be reported upon by the Scientist looking after the work of administration, finance & accounts and stores & purchase, and the Director of the Lab./Instt. may act as Reviewing Authority.

With the above arrangement in place, the ACRs/O-APARs of Common Cadre Officers posted in Labs, will not be sent for reviewing to DG, CSIR. The ACR/O-APAR folders of all Common Cadre Officers posted in a Lab /Instt. shall henceforth be maintained in the concerned Lab./Instt. On transfer of a Common Cadre Officer, his folder shall be sent along with the Service Book to the new place of posting. To ensure that these folders are maintained properly, the schedule of reporting and reviewing the ACRs/O-APARs, as has already been notified to all Labs/Instts., shall be followed scrupulously.

As the new system of performance evaluation is an open system, it becomes necessary that the gradings in O-APARs are communicated to the concerned Officers/members of staff as per rules and instructions on the subject.

Copy of CSIR letter No. 4-10(O-APAR)/2012-HR dated 3.8.2012

(51)

Sub:- Non-completion of ACRs/OAPARs in respect of Common Cadre Officers (CCOs) – reg.

During the process of recent DPC meetings for Gr. 'A' CCOs' posts, it has been observed that ACRs/O-APARs of some of the Officers for the residency period were not available till the last moment. In order to avoid recurrence of such a situation in future, Heads of Administration (i.e. Sr. COA/COA/AO) of the Labs./Instts. may be advised to ensure that ACRs/O-APARs of the CCOs are completed (i.e. reported and reviewed) at the Lab./Instt., latest by 30th September every year. A certificate to the effect that ACRs/O-APARs of all CCOs posted in the Lab./Instt. have been completed and received in the CR Cell of the Lab./Instt., is required to be sent to JS(Admn.), CSIR by the end of October every year.

All Sr. COAs/COAs/AOs are requested to comply with the aforementioned schedule of completion of ACRs/OAPARs.

Copy of CSIR letter No. 3-3(b)/2012-E.I dated 18.1.2013

(52)

Sub:- Adoption of online APAR from the financial year 2014-15.

The Department of Personnel & Training has notified all Central Ministries/Departments and Personal Department of all states to adopt online

performing appraisal system and had given instructions that Civil Servants be engaged to make them familiar with operations and functions of online features in software.

2. As everyone is aware, CSIR has its own bespoke (customized) ERP and is making consistent efforts to adopt online processes progressively in performing, day to day functions. The online APAR performance appraisal system in CSIR ERP will require to be adopted with effect from current financial year 2014-15. All COAs/AOs and DS(CO) in the Hqrs. are required to organize workshops to provide training to Officers/Staff on the features of HR Portal and facility for online APAR.
3. CSIR ERP has advanced features associated with configuration of software for role mapping, activity allocation and work flow definition for reporting and reviewing authorities. All COAs/AOs and SOs dealing with establishment matters are required to familiarize themselves with these features and update the hierarchy of reporting/reviewing officers in the service book as also associated role specification, activity configuration setting and precede to facilitate the adoption of online APAR.
4. The labs may also initiate action to apply for digital signature certificates for all competent/approving and sanctioning authorities which they may decide in consultation with Directors of their respective Laboratory. Necessary augmented features to incorporate digital signature at final stages by the accepting authority shall be incorporated in ERP software in the next cycle of improvement along with the provision for FA& JS to endorse/review performances of key functionaries in the system.
5. The core team at CSIR HQ managing the help desk would provide all the necessary assistance to the Laboratories for adoption of online APAR.

Copy of CSIR letter No. 2/7/2010-JS(Admn.) dated 27.3.2014

(53)

Sub:- Below Benchmark gradings in ACRs prior to the reporting period 2008-09 and objective consideration of representation by the competent authority against remarks in the APAR or for upgradation of the final grading – regarding

I am directed to forward herewith a copy of Government of India, Department of Personnel & Training OM No. 21011/1/2010-Estt. A dated 13th April, 2010 on the subject cited above for information, compliance and necessary action. This O.M shall be applicable from reporting period 2014-15 onwards.

Copy of CSIR letter NO. 3-27/2014-E.I dated 17.4.2014

No. 21011/1/2010-Estt. A dated 13th April, 2010 of Govt. of India, Ministry of Personnel, Public Grievances & Pensions, DoPT.

The undersigned is directed to say that prior to the reporting period 2008-09, only the adverse remarks in the ACRs had to be communicated to the concerned officer for representation, if any to be considered by the competent authority. The question of treating the grading in the ACR which is below the benchmark for next promotion has been considered in this Department and it has been decided that if an employee is to be considered for promotion in a future DPC and his ACRs prior to the period 2008-09 which would be reckonable for assessment of his fitness in such future DPCs contain final grading which are below the benchmark for his next promotion, before such ACRs are placed before the DPC, the concerned employee will be given a copy of the relevant ACR for his representation, if any, within 15 days of such communication, It may be noted that only below benchmark ACR for the period relevant to promotion need be sent. There is no need to send below benchmark ACRs of other years.

2. As per existing instructions, representations against the remarks or for upgradation of the final grading given in the APAR (previously known as ACR) should be examined by the competent authority in consultation, if necessary, with the Reporting and the Reviewing Officer, if any. While considering the representation, the competent authority decides the matter objectively in a quasi-judicial manner on the basis of material placed before it. This would imply that the competent authority shall take into account the contentions of the officer who has represented against the particular remarks/grading in the APAR and the views of the Reporting and Reviewing officer if they are still in service on the points raised in the representation vis-a-vis the remarks/gradings given by them in the APAR. The UPSC has informed this Department that the Commission has observed that while deciding such representations, the competent authorities sometimes do not take into account the views of Reporting/Reviewing Officers if they are still in service. The Commission has further observed that in a majority of such cases, the competent authority does not give specific reasons for upgrading the below benchmark ACR/APAR gradings at par with the benchmark for next promotion,
3. All Ministries/Departments are therefore requested to inform the competent authorities while forwarding such cases to them to decide on the representations against the remarks or for upgradation of the grading in the APAR that the decision on the representation may be taken objectively after taking into account the views of the concerned Reporting/Reviewing Officers if they are still in service 'and in case of upgradation of the final grading given in the APAR, specific reasons therefore may also be given in the order of the competent authority.

(54)

Sub:- Reporting/Reviewing and Maintenance of ACRs/O-APARs of Common Cadre Officers.

DG, CSIR has been pleased to review the existing system of reporting, reviewing and maintenance of ACRs/O-APARs of Common Cadre Officers and has decided, in supersession of CSIR OM of even No. dated 03.08.2012. to revert to the earlier system of reporting and reviewing of ACRs/APARs as was notified vide CSIR letter No. 15-3/1/71-O&M-II dated 26.02.2002.

The ACRs/O-APARs of Common Cadre Officers shall be maintained by CR Cell under the overall charge of Sr. DS (HR) at CSIR Hqrs.

Hindi version follows.

Copy of CSIR letter No. 4-10(O-APAR)/2012-HR dated 28.5.2014

(55)

Sub:- Guidelines on treatment of effect of penalties on promotion – role of Departmental Promotion Committee – Consideration of overall granting of CRs.

I am directed to forward herewith the following Office memoranda issued by Government of India for information guidance and compliance:-

S.No.	Govt. of India, DP, PG&P, DoPT, OM No. & date	Subject(s)
(1)	(2)	(3)
1.	DoPT OM No. 22011/4/2007-Estt.(D) dated 28.4.2014	Guidelines on treatment of effect of penalties on promotion – role of Departmental Promotion Committee.
2.	DoPT OM No. 22011/6/2013-Estt(D) dated 28.5.2014	Eligibility of officers to be considered for promotion by DPC – Fixing of Crucial Date – reg.

DoPT OM No, 22-11/4/2007-Estt.(D) dated 28-04-2014 is adopted in CSIR and made applicable to the Council employees to the extent it is commensurate with the provisions of CSIR Administrative Services (Recruitment &Promotion) (ASR&P) Rules, 1982.

Copy of CSIR letter No. 5-1(17)/2008-PD dated 18.7.2014

F.No. 22011/4/2007-Estt. (D) dated 28th April, 2014 of Government of India, Ministry of Personnel, Grievances & Pension, DoPT.

The Department of Personnel & Training had in its OM No. 22011/5/86-Estt (D) dated 10.04.1989 issued consolidated instructions on Departmental Promotion Committee and matters related thereto. Para 6.2.3 of said O.M. provides that "before making the overall grading after considering the CRs for the relevant years, the DPC should take into account whether the officer has been awarded any major or minor penalty or whether any displeasure of any superior officer or authority has been conveyed to him as reflected in the ACRs," These guidelines further provide that "the DPC should not be guided merely by the overall grading, if any, that may be recorded in the ACRs {now APARs} but should also make its own assessment on the basis of entries in the CRs (now APARs) because it has been noticed that sometimes the overall grading in a ACR (now APAR) may be inconsistent with the grades under various parameters or attributes".

2. It further provides that an officer whose increments have been withheld or who has been reduced to a lower stage in the time scale, cannot be considered on that account to be ineligible for promotion to the higher grade as the specific penalty of withholding promotion has not been imposed on him/her. The suitability of the officer for promotion should be assessed by the DPC as and when occasions arise for such assessment. In assessing the suitability, the DPC will take into account the circumstances leading to the imposition of the penalty and decide whether in the light of the general service record of the officer and the fact of the imposition of the penalty he should be considered suitable for promotion. However, even where the DPC considers that despite the penalty, the officer is suitable for promotion, the officer should not be actually promoted during the currency of the penalty.
3. Further, this Department's O.M. No. 22034/5/2004-Estt (D) dated 15.12.2004 provides that a Government servant, on whom a minor penalty of withholding of increment etc. has been imposed, should be considered for promotion by the Departmental Promotion Committee which meets after the imposition of the said penalty and after due consideration of full facts leading to imposition of the penalty, if he is still considered fit for promotion, the promotion may be given effect after the expiry of the currency of the penalty.
4. The procedure and guidelines to be followed for promotion of Government servants against whom disciplinary/court proceedings are pending or whose conduct is under investigation has been laid down in this Department's OM No. 22034/4/91-Estt (D) dated 14.9.92 and O.M. No.22034/4/2012-Estt (D) dated 02.11.2012 and 23.1.2014.

5. The role of Departmental Promotion Committee (DPC) in assessment of the officers being considered for promotion, Including the officer(s) against whom a chargesheet has been issued or on whom a penalty has been imposed, has been examined by the Supreme Court in several judgments. The observations of Supreme Court in some of the important cases are summarized as under:

(a) In A.K. Narula case (AIR 2007 SC 22961. the Hon'ble Supreme Court has observed:

"the guidelines give a certain amount of play in the joints to the DPC by providing that it need not be guided by the overall grading recorded in the CRs, but may make its own assessment on the basis of the entries in the CRs. The DPC is required to make an overall assessment of the performance of each candidate separately, but by adopting the same standards, yardsticks and norms. It is only when the process of assessment is vitiated either on the ground of bias, malafide or arbitrariness, the selection calls for interference. Where the DPC has proceeded in a fair, impartial and reasonable manner, by applying the same yardstick and norms to all candidates and there is no arbitrariness in the process of assessment by the DPC, the court will not interfere".

(b) In Union of India vs. K.V. Jankiraman case(AIR 1991 SC 2010), the Supreme Court has taken cognizance of role of DPC the case of an officer on whom a penalty has been imposed and has held that:

"An employee has no right to promotion. He has only right to be considered for promotion. The promotion to a post and more so, to a selection post, depends upon several circumstances. To qualify for promotion, the least that is expected of an employee is to have an unblemished record. That is the minimum expected to ensure a clean and efficient administration and to protect the public interest. An employee found guilty of misconduct cannot be placed on par with the other employees, and his case has to be treated- differently. In fact, while considering an employee for promotion his whole record has to be taken into consideration and if a promotion committee takes the penalties imposed upon the employee into consideration and denies him the promotion, such denial is not illegal and unjustified,"

(c) In UOI & Anr. Vs, S.K. Goel & Ors. (Appeal (Civil) 689/2007-SLP©-2410/2007), the Hon'ble Supreme Court has held that:

"DPC enjoyed full discretion to devise its method and procedure for objective assessment of suitability and merit of the candidate being considered by it Hence interference by High Court is not called for. "

While delivering the above judgement, the Division Bench has observed that:

"...It is now more or less well settled that the evaluation made by an Expert Committee should not be easily interfered with by the Court which do not have the necessary expertise to undertake the exercise that is necessary for such purpose."

6. It has been brought to the notice of this Department that DPCs have been adopting varying criteria in assessment of officials undergoing penalty that are not consistent with the extant instructions of the DOPT for e.g., downgradation of grading
in ACR/APAR, denying promotion for specified number of years, etc.

7. The matter has been examined In consultation with the Department of Legal Affairs, it is a settled position that the DPC, within its power to make Its own assessment, has to assess every proposal for promotion, on case to case basis. In assessing the suitability, the DPC is to take into account the circumstances leading to the imposition of the penalty and decide, whether In the light of general service record of the officer and the effect of imposition of penalty, he/she should be considered suitable for promotion and therefore, downgradation of APARs by one level in all such cases may not be legally sustainable. Following broad guidelines are laid down in respect of DPC:

- a. DPCs enjoy full discretion to devise their own methods and procedures for objective assessment of the suitability of candidates who are to be considered by them, including those officers on whom penalty has been imposed as provided in DoPT O.M. dated 10.4.89 and O.M. dated 15.12.2004.
- b. The DPC should not be guided merely by the overall grading, if any, that may be recorded in the ACRs/APARs but should make its own assessment on the basis of the entries in the ACRs/APARs as It has been noticed that sometimes the overall grading in a ACR/APAR may be: inconsistent with the grading under various parameters or attributes. Before making the overall recommendation after considering the APARs (earlier ACRs) for the relevant years, the DPC should take Into account whether the officer has been awarded any major or minor penalty. (Refer para 6.2.1(e) and para 6.23 of DoPT OM dated 10.04.89)
- c. In case, the disciplinary/criminal prosecution is in the preliminary stage and the officer is not yet covered under any of the three conditions mentioned in para 2 of DoPT O.M. dated 14.09.1992, the DPC will assess the suitability of the officer and If found fit, the officer will be promoted along with other officers. As provided in this Department's O.M. dated 02.11.2012, the onus to ensure that only person with unblemished records are considered for promotion and disciplinary proceedings, if any, against any person coming in the zone of consideration are expedited, is that of the administrative Ministry/Department.

- d. If the official under consideration is covered under any of the three conditions mentioned in para 2 of O.M. dated 14.09,1992, the DPC will assess the suitability of Government servant along with other eligible candidates without taking into consideration the disciplinary case/criminal prosecution pending. The assessment of the DPC including 'unfit for promotion' and the grade awarded are kept in a sealed cover, (Para 2.1 of DoPT OM dated 14.9.92).
- e. Para 7 of DoPT OM dated 14,09.92 provides that a Government servant, who is recommended for promotion by the DPC, but in whose case, any of the three circumstances on denial of vigilance clearance mentioned in para 2 of ibid O.M. arises after the recommendations of the DPC are received but before he/she is actually promoted, will be considered as if his/her case had been placed in a sealed cover by the DPC. He/she shall not be promoted until he/she is completely exonerated of the charges against him/her.
- f. If any penalty is imposed on the Government servant as a result of the ;-disciplinary proceedings or If he/she is found guilty in the criminal prosecution against him/her, the findings of the sealed cover/covers shall not be acted upon. His/her case for promotion may be considered by the next DPC in the normal course and having regard to the penalty imposed on him/her (para 3,1 of DoPT [OM dated 14.9.92).
- g. In assessing the suitability of the officer on whom a penalty has been imposed, the DPC will take into account the circumstances leading to the imposition of the penalty and decide whether in the light of general service record of the officer and the fact of imposition of penalty, the officer should be considered for promotion. The DPC, after due consideration, has authority to assess the officer as 'unfit' for promotion. However, where the DPC considers that despite the penalty the officer is suitable. For promotion, the officer will be actually promoted only after the currency of the penalty is over (para 13 of DoPT OM dated 10.4.89).
- h. Any proposal for promotion has to be assessed by the DPC, on case to case basis, and the practice of downgradation of APARs (earlier ACRs) by one level in; all cases for one time, where a penalty has been imposed in a year included in the assessment matrix or till the date of DPC should be discontinued immediately, being legally non-sustainable.
- i. While there is no illegality in denying promotion during the currency of the penalty, denying promotion in such cases after the period of penalty is over would be in violation of the provisions of Article 20 of the Constitution
- j. The appointing authorities concerned should review comprehensively the cases of Government servants, whose suitability for promotion to a higher grade has

- been kept in a sealed cover on the expiry of 6 months from the date of convening the first Departmental Promotion Committee which had adjudged his suitability and kept its findings in the sealed cover. Such a review should be done subsequently also every six months. The review should, inter alia, cover the progress made in the disciplinary proceedings/criminal prosecution and the further measures to be taken to expedite the completion. (Para 4 of O.M. dated 14.09.1992).
- k. In cases where the disciplinary case/criminal prosecution against the Government servant is not concluded even after the expiry of two years from the date of the meeting of the first DPC which kept its findings in respect of the Government servant in a sealed cover then subject to condition mentioned in Para 5 of this Department's O.M, dated 14.09.1992, the appointing authority may consider desirability of giving him ad-hoc promotion (Para 5 of this Department's OM dated 14.9.1992).
8. All the administrative authorities in the Ministries/Department are advised to place relevant records, including chargesheet, if any, issued to the officer concerned, penalty imposed, etc., before the DPC/ACC who will decide the suitability of officer for promotion keeping in view the general service records of the officer including the circumstances leading to the imposition of the chargesheet or penalty imposed. If such an officer is found suitable, promotion will be given effect after the currency of the penalty is over.
9. All Ministries/Departments are, therefore, requested to keep in view the above guidelines while convening DPC for promotion of the Government servants on whom either penalty has been imposed or where there are adverse remarks in the reckonable ACRs/APARs.

(56)

Sub:- O-APAR/APAR/PMS available at CSIR Website www.csir.res.in.

In order to ensure timely completion of APARs an OM was issued by this office on 28/03/2013 giving in detail the time limits and other instructions issued by DoPT on the subject. A copy of the OM and prescribed time schedule for submission of APARs is enclosed with time OM.

It is for the information of staff members of CSIR Hqrs. /HRDG/HRDC/IPU/RAB/URDIP/ESD/EMR-I/II that the O-APAR/APAR/PMS forms are available at CSIR Website www.csir.res.in. The staff members are requested to download the forms from the website and submit 'self-appraisal report' to this section latest by 15th April, 2015, for recording the necessary entries relating to leave etc. and forwarding to the concerned reporting/reviewing Officers.

The performance evaluating system evolved/devised for Group IV Scientists is available on CSIR website along with detailed instructions. All Group IV Scientists are requested to go through it and submit their appraisals accordingly to office for further necessary action vis-a-vis reporting and reviewing. The Office will record necessary entries related to leave etc. before taking action regarding Reporting and Reviewing.

In case any staff member does not submit the self-appraisal within the specified date, it would be presumed that no self-appraisal is being submitted by the individual concerned. In such cases, the concerned Reporting Officer may initiate the O-APAR/APAR/PMS of the individual at her/his own level.

Hindi version follow

Copy of CSIR letter No. 16/15/(BF)/2008-CR dated 23.3.2015

(57)

Sub: Reporting/Reviewing Officers for O-APARs/APARs for the Reporting year 2015-16.

Since 2004-2005 onwards extensive exercise is undertaken to notify the list of all Reporting and Reviewing Offices of ACRs/APARs in order to give effect to the policy contained in the CSIR letter No. 17/66/7/94-PPS dated 5.12.2003. The said letter provides that the Reporting and Reviewing should not be done by the same person, save in exceptional circumstances.

In order to avoid discrepancies and to fall in line with the prescribed procedure all HODs of various Divisions of CSIR Hqrs. /CSIR Complex/HRDG/RAB/HRDC/MBSA/MBGH/IPU/URDIP are requested to provide the information regarding names of Reporting and Reviewing Officers in respect of the staff working under their control for the year 2015-16 latest by 20.1.2016.

Copy of CSIR letter No. 16/22(Rep. Rev.)/2008-CR dated 1/6.1.2016

(58)

Sub:- Non-receipt of ACRs/OAPARs or folders of Common Cadre Officers from respective Labs/Instts. – reg.

The Common Cadre Officers ACR Cell had been set up at CSIR Hqrs to maintain the Confidential Reports of CCOs. Accordingly, all the Labs/Instts. were requested to send up to date ACR/OAPAR or folders of the Common Cadre Officer vide e-mails dated 9th July, 2014, 17th July, 2014 and 31st July, 2014 and CSIR DO letter dated 3.9.2014

It has been observed that the duly completed ACRs/OPARs and folder in respect of CCOs as on date have not been received from some of the Labs/Insttts. till date. Further in most of the cases O-OPARs for the year up to 2014-15 has also been not received yet.

It is therefore, requested to all COAs/AOs of the Labs/Insttts. kindly ensure that up to date ACR/APAR or folders of all CCOs is Labs/Insttts. may be sent to this office at the earliest, latest by 5th February, 2016 as it a pre-requisite for holding the forthcoming meeting of DPCs.

Copy of CSIR letter No. 16-1(001)/2014-CCO/ACR dated 20.1.2016

(59)

Sub: Reporting/Reviewing Officers for O-APARs/APARs for the Reporting year 2015-16.

Ref: OM of even number of dated 1.1.2016

Reference is invited to this Office Memorandum of even number dated 1.1.2016 whereby all Heads of Divisions/Sections were requested to forward names of Reporting and Reviewing Officers in respect of the staff of their Divisions/Sections for the reporting year 2015-16. The above information, which was expected to be forwarded by 20.1.2014 is yet to be received from the various Divisions/Sections.

The Heads of the Divisions/Sections are once again requested to forward the information by 29.1.2016 positively to enable this office to initiate the process of writing of O-APARs.

Copy of CSIR letter No. 16/22(Rep. Rev.)/2008-CR dated 20.1.2016

(60)

Sub: Non-receipt of ACRs/OPARs or folders of Common Cadre Officers from respective Labs/Insttts. – reg.

With reference to e-mails dated 9th July, 2014, 17th July, 2014 and 31st July 2014, CSIR DO Letter dated 3.9.2014 and OM dated 20.1.2016.

It has been observed that the duly completed ACRs/OPARs and folder in respect of CCOs as on date have not been received from some of the Labs/Insttts. till date. Further, in most of the cases O-APARs for the year up to 21014-15 has also been not received yet.

It is therefore, requested to all COAs/AOs of the Labs/Instts. kindly ensure that up to date ACR/O-APAR or folders for last five years i.e. 2010-11 to 2014-15 of all CCOs of Labs/Instts. may be sent to this office at the earliest, latest by 10.4.2016 as it is a prerequisite for holding the forthcoming meeting of DPCs. This may be treated as "MOST URGENT".

Copy of CSIR letter No. 16-1(001)/2014-CCOACR dated 28.3.2016

(61)

Sub:- ARP/PMS in respect of Chief Scientist of NISCAIR for the period 2014-15-reg.

With the approval of Competent Authority on the above mentioned subject, I am directed to state that in the absence of Scientist 'H' at CSIR Hqrs, DG, CSIR will be reporting/reviewing authority for Acting Director and Scientist 'G'. Therefore in such cases, their ARP/PMS may be sent directly to DG, CSIR for necessary action.

Copy of CSIR letter No. 5-1(44)/2008-PD dated 29.4.2016

(62)

Sub:- Non-receipt of ACRs/ OPARs or folders of Common Cadre Officers from respective Labs./ Instts. -reg.

All the Laboratories/ Institutes were requested to send up-to-date ACR/OAPAR or folders up to 2014-15 in r/o Common Cadre Officers working in their Instt./Labs, vide this office O.M. of even No. dated 16-03-2016 but It has been observed that the duly completed ACRs/ OPARs and folder in respect of CCOs have not been received from some of the Labs/ Instts till date. Further, in most of the cases O-PARs for the period ending 2014-15 has not been received till date.

It is therefore, requested to all COAs/AOs of the Labs/ Instts. kindly ensure that up-to-date ACR/O'PAR or folders up to the year 2014-15 of all CCOs of Labs/Instts may be sent to this office at the earliest, latest by 15-05-2016 as it is a pre-requisite for holding the forthcoming meeting of DPCs.

Copy of CSIR letter No. 16-1(001)/2014-CCO/ACR dated 5.5.2016

(63)

विषय : स्वमूल्यांकन देने के सम्बन्ध में

कार्यालय ज्ञापन

इस कार्यालय के दिनांक 30.3.2016 के सम संख्यक कार्यालय ज्ञापन द्वारा मुख्यालय के सभी अधिकारियों/कर्मचारीओं को वर्ष 2015-2016 के स्वमूल्यांकन/अपार भरने की समय सीमा अधिसूचित की गई थी परन्तु मुख्यालय एवं अधीनस्थ कार्यालयों में कार्यरत अधिकारियों/कर्मचारियों के वर्ष 2015-2016 के पूर्ण रूप से भरे हुए स्वमूल्यांकन अभी तक इस अनुभाग को प्राप्त नहीं हुए हैं।

सभी अधिकारियों/कर्मचारियों से पुनः अनुरोध है की वे अपने स्वमूल्यांकन इस अनुस्मारक के जारी होने के एक सप्ताह के भीतर इस अनुभाग को प्रेषित करें।

Copy of CSIR letter No. 16/15(B/F)/2008-CR dated 27.6.2016

(64)

Sub: Availability and communication of O-APAR status for ensuring DPC for the FY 2016-17 for Group 'A' CCOs – reg.

Ref: CSIR Web Notification No. 3-3(b)/2016-E.I dated 8.8.2016 & 16.8.16.

In continuation of CSIR web notification referred above, the updated O-APAR status of eligible CCOs is hereby notified for information of all concerned.

Discrepancy, if any, may be reported to the undersigned immediately or latest by 23.8.2016.

Copy of CSIR letter No. 16-1(001)/2016-CCOACR dated 19.8.2016

(65)

Sub: Submission of O-APAR Folders of Common Cadre Officers – reg.

Reference is invited to this office OM/Circulars No. 5-1(44)/2008-PD dated 29/31.03.2010 and 4-10(O-APAR)/2012-HR dated 28.5.2014 wherein the schedule for submission of ACRs was notified for information and compliance. However, it has been observed that the ACRs folders of Common Cadre Officers, are not being forwarded by Labs/Instt. to ACR Cell, CSIR HQ in time. This results in delay in convening DPC/Labs/Instts. to ACR Cell, CSIR Hq. in time. This result in delay in convening DPC/Screening Committee meetings, etc and consequent hardship to officers.

All Administrative functionaries are required to ensure that the O-APAR of CCOs are submitted regularly within the prescribed them schedule by the officers and are forwarded to CSIR Hqr. Completed in all respect along with the following certificates:-

1. That the final grading awarded during the period year has been communicated to the officer reported upon,
2. That the representation, if any, against adverse remark, during the period year are disposed of as per the instructions on the subject.

Copy of CSIR letter No. 16-1(001)/2017-CCOACR dated 4.10.2017

(66)

Sub: Reporting/Reviewing Officers for O-APARs/APARs for the Reporting year 2017-18.

Since 2004 -2005 onwards extensive exercise is undertaken to notify the list of all Reporting and Reviewing Officers of ACRs/APARs in order to give effect to the policy contained in the CSIR letter No. 17/66/7/94-PPS dated 5.12.2003. The said letter provides that the Reporting and Reviewing should not be done by the same person, save in exceptional circumstances.

In order to avoid discrepancies and to fall in line with the prescribed procedure all HODs of various Divisions of CSIR Hqrs./CSIR Complex/HRDG/RAB/HRDC/MBSA/MBGH/IPU/TKDL/URDIP are requested to provide information regarding names of Reporting and Reviewing Officers in respect of the staff working under their control for the year 2017-2018 latest by 28.1.2018.

Copy of CSIR letter No. 16/22(Rep. Rev.)/2008-CR dated 22.1.2018

(67)

Sub: Reporting/Reviewing Officers for O-APARs/APARs for the Reporting year 2016-17.

Ref: OM of even number of dated 22.1.2018

Reference is invited to this Office Memorandum of even number dated 22.1.2018 whereby all Heads of Divisions/Sections were requested to forward names of Reporting and Reviewing Officers in respect of the staff of their Division/Sections for the reporting year 2017-2018. The above information, which was expected to be forwarded by 28.1.2018 is yet to be received from the various Divisions/Sections.

The Heads of the Divisions/Sections are once again requested to forward the information by 9.12.2018 positively to enable this office to initiate the process of writing of O-APARs.

Copy of CSIR letter No. 16/22(Rep.Rev.)/2018-CR dated 30.1.2018

(68)

Sub: Timely completion of O-APAR/APAR/PMS.

In order to ensure timely completion of O-APAR/APAR/PMS a OM was issued by this office on 28.3.2013 giving in detail the time limits and other instructions issued by DoPT on the subject (copies enclosed with this OM).

It is for the information of staff members of CSIR Hqrs./CSIR Complex/HRDC/HRDG/MBSA/MBGH/IPU/RAB/ESD/TKDL/URDIP/Science Centre that the O-APAR/APAR/PMS forms are available on CSIR Website www.csir.res.in. The staff members are requested to download the forms from the website and submit self-appraisal report to this section latest by 15th April, 2018, for recording the necessary entries relating to leave etc. and forwarding to the concerned Reporting/Reviewing Offices.

The performance evaluating system devised for Group IV Scientists is available on CSIR website along with detailed instructions. All Group IV Scientists are requested to go through it and submit their appraisals accordingly to office for further necessary action vis-à-vis reporting and reviewing. The Office will record necessary entries related to leave etc. before taking action regarding Reporting and Reviewing.

In case any staff member does not submit the self-appraisal within the specified date, it would be presumed that no self-appraisal is being submitted by the individual concerned. In such cases, the concerned Reporting Officer may initiate the O-APAR/APAR/PMS of the individual at her/his own level.

Copy of CSIR letter No. 16/15(BF)/2008-CR dated 9/13.3.2018

Proforma - 1

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद्
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

निम्नलिखित पदों पर वेतनमानों में कार्यरत अधिकारियों के लिए गोपनीय रिपोर्ट प्रपत्र फार्म
CONFIDENTIAL REPORT FORM FOR OFFICIALS IN THE FOLLOWING POSTS/PAY
SCALE

1. निजी सचिव
Private Secretary
2. वरिष्ठ आशुलिपिक
Senior Stenographer
3. कनिष्ठ आशुलिपिक
Junior Stenographer

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद्
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

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CONFIDENTIAL REPORT FORM FOR OFFICIALS IN THE FOLLOWING POSTS (Pay Scale)

क्रम सं. S.No.	पदनाम Designation	वेतनमान Pay scale
1.	निजी सचिव Private Secretary	रुपए6500-10500 Rs. 6500-10500
2.	वरिष्ठ आशुलिपिक Senior Stenographer	रुपए5500-9000 Rs. 5500-9000
3.	कनिष्ठ आशुलिपिक Junior Stenographer	रुपए4000-6000 Rs. 4000-6000

अधिकारी का नाम

Name of Official _____

पदनाम

Designation _____

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद्
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

(i) निजी सचिवों (ii) वरिष्ठ आशुलिपिकों (iii) कनिष्ठ आशुलिपिकों के लिए गोपनीय रिपोर्ट प्रपत्र (फार्म)

CONFIDENTIAL REPORT FORM FOR Private secretary/Senior Stenographer/Junior Stenographer

राष्ट्रीय प्रयोगशाला संस्थान का नाम

Name of National Lab/Instt. _____

को समाप्त वर्ष अवधि की रिपोर्ट

Report for the year/period ending _____

भाग -।व्यक्तिक ब्यौरा

PART-I

PERSONAL DATA

(राष्ट्रीय प्रयोगशाला संस्थान/सीएसआईआर मुख्यालय के संबंधित प्रशासनिक अनुभाग द्वारा भरे जाने के लिए)

(To be filled by the Administrative Section concerned in National Labs/Instt./CSIR Hqrs.)

1. अधिकारी का नाम

Name of officer _____

2. जन्म की तारीख

Date of birth _____

3. पदनाम जिस पर कार्य कर रहे हैं

Designation/Post held _____

4. क्या अधिकारी अनुसूचित जाति/अनुसूचित जन - जाति का है?

Whether official belongs to SC/ST? _____

5. वर्तमान ग्रेड

Present Grade _____

6. वर्तमान ग्रेड में नियुक्त की तारीख

Date of appointment to the present grade _____

7. रिपोर्ट की अवधि के वर्ष के दौरान किन -

किन अधिकारियों के साथ कार्य किया है

तथा प्रत्येक के साथ कितने - कितने

समय तक कार्य किया है

With whom employed during the year

अधिकारियों का नाम, अवधि

पदनाम सहित

Period with designation

and the period served with each

_____	_____
_____	_____
_____	_____

8. वर्ष के दौरान छुट्टी, प्रशिक्षण आदि पर होने के कारण कार्य ड्यूटी से अनुपस्थित की अवधि

Periods of absence from duty on leave, training Etc., during the year

भाग -II स्व मूल्यांकन
(जिस अधिकारी की रिपोर्ट लिखी जानी है उसके द्वारा भरे जाने के लिए)

PART-II – Self Appraisal

1. कार्य ड्यूटी का संक्षिप्त विवरण

Brief description of duties :

2. रिपोर्ट वर्ष अवधि के दौरान _____ से _____ तक आपने कोई विशेष कार्य किया है तो उसका संक्षेप में सारवृत्त दे। किसी उपलब्धि के न होने के कारण दे। (दिए गए स्थान में 100 शब्दों में सारवृत्त दे और और उस पर हस्ताक्षर करे।

Brief resume of the work done by you during the year/period from _____ to _____ bringing out any special achievements during the year/period. In the event of shortfall in achievement furnish reasons.

(The resume is to be furnished within the space provided, limited to 100 words and is required to be signed).

3. कृपया वह तारीख बताए जिस तारीख को पिछले कैलेंडर वर्ष की अचल सम्पत्ति का वार्षिक विवरण फाइल किया

(निजी सचिव/वरिष्ठ आशुलिपिक द्वारा ही भरा जाना है)

Please state the date on which annual return
on immovable property for the preceding
calendar year was filed
(To be filled in by PS/Sr. Steno only)

हस्ताक्षर

Signature _____

साफ़ अक्षरों में नाम

Name in block letters _____

पदनाम

Designation _____

तारीख

Date _____

भाग - III रिपोर्ट लिखने वाले अधिकारी द्वारा मूल्यांकन
Part III – Assessment by the Reporting Officer
(कृपया प्रविष्टियों को भरने से पूर्व प्रपत्र (फार्म) के अंत में दिए गए अनुदेशों
को ध्यान से पढ़ ले)

(Please read carefully the instructions given at the end of the form before filling the entries)

1. क्या रिपोर्ट लिखने वाला अधिकारी
भाग (II) के कॉलम २ में दिए गए
विवरण से सहमत है?
यदि नहीं, तो वह कहाँ तक असमत है
तथा उसके क्या कारण हैं।
Does the Reporting Officer agree with each :
and every significant statement contained :
in the resume Col.2 of Part-II of the work :
done by the officer?
2. स्वस्थ्य
State of health :
3. उपस्थिति में नियमितता तथा समय की पाबन्दी
Regularity & Punctuality in attendance :
4. आशुलिपिकीय कार्य में दक्षता तथा शुद्धता
Proficiency and accuracy in stenographic work :
5. बुद्धिमता, सीखने की लगन तथा उद्यमशीलता
Intelligence, keenness & industry :
6. गोपनीय तथा परमगोपनीय मामलो तथा
कागजातो को निपटने में विश्वसनीय
Trust-worthiness in handling secret & :
top secret matter & papers.
7. कार्य डायरी (इंगेजमेंट डायरी) रख-रखाव
तथा बैठकों, सक्षरत्कारो आदि के लिए
आवश्यक कागजातो को समय पर प्रस्तुत ।
Maintenance of engagement dairy and :

timely submission of necessary papers :
for meetings, interviews etc.

8. यह सुनिश्चित करने के लिए सामान्य
सहायता की ऐसे मामलो की अनदेखी
न हो जाये जिन पर ध्यान दिया
जाना आवश्यक है |
General assistance in ensuring that
matters requiring attention are not
lost sight of. :

9. टेलीफोन कालो तथा आगंतुकों के साथ
संपर्क करने में पहल और व्यवहार-कुशलता
Initiative & tact in dealing with telephone
calls & visitors :

10. टिप्पणियां, पत्रों, कार्यावर्तों, ब्रीफ का
मसौदा तैयार करने और सार आदि
तैयार करने की योग्यता
(यदि अधिकारी द्वारा इस प्रकार
के कार्य किये गए हो)
Ability to draft notes, letters, minutes,
briefs and ability to prepare summary etc.
(In case such items of work have been :
performed by the officer)

11. (क) क्या अधिकारी में ऐसी कोई
विशेषताये और या कोई ऐसे उत्कृष्ट
गुण या योग्ताएं है जिनके करण विशेष
कार्य के लिए उनका चुना जाना उचित हो |
यदि हाँ तो उनका संक्षेप में उल्लेख करे
(a) Has the officer any special characteristics
and/or any outstanding merits or abilities
which would justify his/her selection for
special assignments. If so, please mention
these characteristics briefly. :

(ख) अन्य कार्य क्षेत्रों के लिए उपयुक्तता के सम्बन्ध में सिफारिश (इसे प्रमाणित किया जाना चाहिए)

(b) Recommendation regarding suitability for other spheres of work.

(This should be substantiated). :

12. क्या रिपोर्ट की अवधि में लापरवाही से काम करने या अन्य कारणों से अधिकारी की भर्त्सना की गयी है यदि हाँ तो उसका संपक्षित ब्यौरा दे |
Has he/she been reprimanded for indifferent work or for other causes during the period under report? If so, give brief particulars. :

13. अन्य सहकर्मी के साथ संबंधों, अनुशासनबद्धता आदि सहित, व्यक्तित्व, चरित्र तथा स्वभाव का सामान्य मूल्यांकन
General assessment of personality, character and temperament including relations with fellow employees, amenability to discipline, etc. :

14. सत्यनिष्ठा
(कृपया अनुदेशों के नीचे दी गयी टिपणी देखें)
Integrity
(Please see Note below instructions) :

15. श्रेणीकरण (ग्रेडिंग)
(उत्कृष्ट /बहुत अच्छा/अच्छा/औसत/औसत से कम) किसी अधिकारी को तब तक उत्कृष्ट कोटि नहीं दी जानी चाहिए जब तक की उसमें उच्च कोटि के गुण तथा कार्य निष्पादन देखने में न आया हो, जिस आधार पर उन्हें ऐसे कोटि में रखा गया है उसका स्पष्ट रूप से उल्लेख किया जाना चाहिए।
Grading
(Outstanding/Very Good/Good/Average/Below Average) (An officer should not be graded outstanding unless exceptional qualities and performance have been noticed: Grounds, for giving such a grading should clearly brought out). :

स्थान :
Place:

रिपोर्ट लिखने वाले अधिकारी के हस्ताक्षर
Signature of the Reporting Officer

तारीख :
Date:

साफ अक्षरों में नाम
Name(in block letters) _____
पदनाम
Designation _____
(रबर की मोहर सहित)
(With Rubber Stamp)

अनुदेश INSTRUCTIONS

1. गोपनीय रिपोर्ट एक महत्वपूर्ण दस्तावेज़ है | इसमें अधिकारी के कार्य-निष्पादन का मूल्यांकन करने के लिए और उसके कैरियर में उसके आगे पदोन्नति के लिए मूलभूत और महत्वपूर्ण सूचना है | इसलिए जिस अधिकारी की रिपोर्ट लिखी जानी है। उसकी, रिपोर्ट लिखने वाले अधिकारी की और पुनरीक्षण अधिकारी और स्वीकारकर्ता प्राधिकारी द्वारा फार्म को भरने की इ्यूटी को उच्च उत्तरदायित्व की भावना से करना चाहिए।

The Confidential Report is an important document. It provides the basic and vital inputs for assessing the performance of an officer and for his/her further advancement in his/her career. The Officer reported upon, has duty of filling out the form with a high sense of responsibility.

2. गोपनीय रिपोर्ट के माध्यम से कार्य-निष्पादन के मूल्यांकन का उपयोग मानव संसाधन विकास के एक साधन के रूप में किया जाना चाहिए | रिपोर्ट लिखने वाले अधिकारियों को यह अनुभव करना चाहिए कि इसका उद्देश्य अधिकारियों का विकास करना है ताकि वह अपनी वास्तविक क्षमता को पूर्ण रूप से समझ सकें | इसका उद्देश्य दोष निकालने की प्रक्रिया न होकर विकास करने की प्रक्रिया है | रिपोर्ट लिखने वाले तथा पुनरीक्षण अधिकारियों को चाहिए कि जिस अधिकारी की रिपोर्ट लिखी जा रही है, उसके कार्य-निष्पादन, रवैया अथवा समग्र व्यक्तित्व में कमियों का उल्लेख करने में संकोच न करें।

Performance appraisal through Confidential Report should be used as a tool for human resource development. Reporting Officer 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 process but a developmental one. The Reporting Officer and other Reviewing officer should not shy away from reporting short comings in performance, attitudes or overall personality of the officer reported upon.

3. कालमो को पूरी सावधानी और ध्यान से और उपयुक्त समय देकर भरा जाना चाहिए | यदि रिपोर्ट असावधानी से या सरसरी तौर से भरने का प्रयत्न किया जाता है तो इसका उच्च अधिकारियों को आसानी से पता लग जायेगा |

The Columns should be filled with the due care and attention and after devoting adequate time. Any attempt to fill the report in casual or superficial manner will be easily discernible to the higher authorities.

4. यदि पुनरीक्षण अधिकारी इस बात से आश्वस्त हो जाता है कि रिपोर्ट लिखने वाले अधिकारी ने रिपोर्ट उचित सावधानी तथा ध्यान दिए बिना लिखी है तो वह इस आशय की टिपण्णी भाग-4 की मद संख्या २ में दर्ज कर देगा | रिपोर्ट लिखने वाले अधिकारियों की गोपनीय रिपोर्ट में इस अभियुक्ति की प्रविष्ट की जानी चाहिए |

If the Reviewing Officer is satisfied that the Reporting Officer had made the report without due care and attention he/she shall record a remark to that effect in Part iv Column 2. The remarks shall be entered in the Confidential Report of the Reporting Officer.

5. प्रत्येक उत्तर वर्णात्मक रूप में दिया जायेगा। उपलब्ध कराये गए स्थान से उत्तर की वांछित लम्बाई का पता चलता है। शब्दों तथा पदों को सावधानी से चुना जाना चाहिए और उनके प्रयोग से उत्तर लिखने वाले अधिकारी का वास्तविक अभिप्राय प्रकट होना चाहिए। कृपया सुस्पष्ट तथा सरल भाषा का प्रयोग करें। किसी भी विशिष्टता के सम्मुख अपनी टिप्पणियां देते समय उत्कृष्ट, बहुत अच्छा, अच्छा, सामान्य, सामान्य से नीचे जैसे बहुप्रयोजन शब्दों का प्रयोग नहीं करना चाहिए।

Every answer shall be given in a narrative form. The space provided indicates the desired length of the answer. Words and phrases should be chosen carefully and should accurately reflect the intention of the officer recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'Outstanding', 'Very good', 'Good', 'Average', 'Below Average' while giving your comments against any of the attributes.

6. रिपोर्ट लिखने वाला अधिकारी वर्ष के आरम्भ में ऐसे हरेक अधिकारियों के लक्ष्य निर्धारित करेगा, जिनकी रिपोर्ट उसके द्वारा लिखी जानी है, यदि कोई अधिकारी रिपोर्ट से सम्बंधित नियुक्ति का कार्य भर संभालता है तो ऐसे लक्ष्य उद्देश्य नए नियुक्ति के कार्य संभालने के समय नियत किये जायेंगे।

The Reporting Officer shall, in the beginning of the year, assign targets to each of the officers with respect to whom he is required to report upon. In the case of an officer taking up a new post in the course of the reporting year, such targets/goals shall be set at the time of assumption of the new charge.

7. दोनों सम्बंधित अधिकारियों को लक्ष्य को स्पष्ट रूप से जान और समझ लेना चाहिए: लक्ष्यों का निर्धारण करते समय कार्य की प्रकृति और क्षेत्र तथा जिस अधिकारियों की रिपोर्ट लिखी जानी है उनके कार्य की प्रकृति और क्षेत्र के प्रमुख लक्षणों को ध्यान में रखते हुए समय-वारको कार्य किये जाने की प्राथमिकता दी जानी चाहिए।

The targets should be clearly known and understood by both the Officers concerned. While fixing the targets, priority should be assigned item-wise, taking into consideration the nature and the area of the work and any special features that may be specific to the nature or the area of the work of the officer to be reported upon.

8. यद्यपि कार्य-निष्पादन का मूल्यांकन वर्ष की समाप्ति पर किया जाता है, परन्तु इस बात को ध्यान में रखकर की वह मानव संसाधन के विकास का साधन हो, रिपोर्ट लिखने वाले अधिकारी को नियमित अंतरालों पर कार्य-निष्पादन की समीक्षा करनी चाहिए और सुधारात्मक उपाय करने के लिए सलाह आदि देनी चाहिए।

Although performance appraisal is a year-end exercise, in order that it maybe a tool for human resource development, the Reporting Officer should at regular intervals, review the performance and take necessary corrective steps by way of advice etc.

9. मूल्यांकन करने वाले हरेक अधिकारी का यह प्रयत्न होना चाहिए कि जिस व्यक्ति के कार्यों का मूल्यांकन किया जा रहा है, उसके कार्य-निष्पादन, आचरण, व्यवहार तथा क्षमता का यथासंभव सही चित्र प्रस्तुत किया जाये।

It should be the endeavour of each appraiser to present the truest possible picture of the appraised in regard to his/her performance, conduct, behaviour and potential.

10. जिस व्यक्ति के कार्य का मूल्यांकन किया जा रहा है उसकी रिपोर्ट की अवधि में उसके कार्य-निष्पादन तक ही सीमित होना चाहिये ।

Assessment should be confined to the appraisee's performance during the period of report only.

11. एक ही रैंक के कुछ पद दुसरो की तुलना में अधिक उपसाध्य हो सकते है । किसी एक ही पद के दवाब और भार भी समय-समय पर अलग-अलग हो सकता है । मूल्यांकन में इन तथ्यों को ध्यान में रखा जाना चाहिए और इन पर यथोचित टिप्पणी की जानी चाहिए ।

Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.

12. मुल्यांकित की जा जिन पहलुओं के सम्बन्ध के विभिन्न गुणों के आधार पर मूल्यांकन किया जाना है, उनका वर्णन नीचे प्रत्येक कॉलम में है ।

Aspects on which an appraisee is to be evaluated on different attributes are delineated below in each column. The appraiser should deal with these and other relevant to the attributes.

13. ऐसे भी अवसर हो सकते है जब वरिष्ठ अधिकारी के लिए अपने आधीन कार्य करने वाले अधिकारी के कार्य की प्रतिकूल आलोचना करना आवश्यक हो सकता है या वह किसी भूल-चूक के लिए उससे स्पष्टीकरण मांग सकता है और इन सभी परिस्थितियों को ध्यान में रखते हुए यह महसूस किया जा सकता है की परिनिन्दा का औपचारिक दंड देने का औचित्य सिद्ध करने के लिए सम्बंधित मामला पर्याप्त रूप से गंभीर नहीं है तो ऐसी स्थिति में लिखित चेतावनी/नाखुशी/भर्त्सना जैसी किसी औपचारिक कार्यवाई की आवश्यकता होती है । जहाँ ऐसी चेतावनी/नाखुशी/भर्त्सना की जाती है तो वह सम्बंधित अधिकारी की व्यक्तिगत फाइल में लगाई जानी चाहिए । वर्ष के अंत में उस अधिकारी की गोपनीय रिपोर्ट लिखते समय वह रिपोर्ट प्राधिकारी ऐसी चेतावनी/ नाखुशी/भर्त्सना का उसकी गोपनीय रिपोर्ट में उल्लेख न करने का निर्णय ले सकता है बशर्ते उस प्राधिकारी की राय में उस चेतावनी या नाखुशी या भर्त्सना, जैसी भी मामला हो, के जारी होने के बाद रिपोर्ट की जाने वाले अधिकारी की कार्यनिष्पादकता में सुधार हुआ हो और वह संतोषजनक पायी गयी हो । यदि रिपोर्टिंग इस निष्कर्ष पर पहुँचता है कि ऐसी चेतावनी /नाखुशी/भर्त्सना के बावजूद भी उस अधिकारी में सुधार नहीं आया है तो वह ऐसी किसी चेतावनी /नाखुशी /भर्त्सना, जैसा भी मामला हो, का रिपोर्टिंग अधिकारी द्वारा मूल्यांकन से सम्बंधित गोपनीय रिपोर्ट के भाग तीन के प्रासंगिक कॉलम में उपयुक्त उल्लेख कर सकता है और उस स्थिति में गोपनीय रिपोर्ट में दर्शाई गयी चेतावनी /नाखुशी /भर्त्सनाकी एक प्रति उस प्रसासंगिक अवधि के लिए गोपनीय रिपोर्टके साथ सलंगनक के रूप में सीआर डोसियर में लगाई जानी चाहिए । उस प्रतिकूल टिप्पणी के बारे में उस अधिकारी को भी सूचित किया जाना चाहिए और अधिकारी के तत्संबंधी अभ्यावेदन का, यदि कोई हो तो, इस संबंध में जारी अनुदेशों में निहित प्रक्रिया के अनुरूप निपटान होना चाहिए । सीएसआईआर के दिनांक 10 दिसम्बर, 2001 के डीओ न. 15-3/1/71 -ओएंडएम -ए के द्वारा जारी ।

There may be occasions when a superior officer may find it necessary to criticize adversely the work of an officer working under him or he may call for an explanation for some act of omission or commission and taking all circumstances into consideration, it may be felt that while the matter is not serious enough to justify the imposition of the formal punishment of censure, it calls for some formal action such as the communication of a written warning/displeasure/reprimand. Where such a warning/displeasure/reprimand is issued, it should be placed in the personal file of the officer concerned. At the end of the year, the reporting authority, while writing the confidential report of the officer, may decide not to make a reference in the confidential report to the warning/displeasure/reprimand, if, in the opinion of that authority, the performance of the officer reported on after the issue of the warning or displeasure or reprimand, as the case may be, has improved and has been found satisfactory. If, however, the reporting authority comes to the conclusion that despite such warning/displeasure/reprimand, the officer has not improved, it may make appropriate mention of such warning/displeasure/reprimand, as the case may be, in the relevant column in Part III of the form of confidential report relating to assessment by the reporting officer, and in that case, a copy of the warning/displeasure/reprimand referred to in the confidential report should be placed in the CR Dossier as an annexure to the confidential report for the relevant period. The adverse remark should also be conveyed to the officer and his representation, if any, against the same disposed of, in accordance with the procedure laid down in the instructions issued in this regard. (Issued vide CSIR DO No. 15-3/1/71-O&M-II(a) dated 10th December, 2001).

भारत सरकार कार्मिक विभाग के दिनांक 20 मई, 1972 के कार्यालय ज्ञापन स. 51/5/72 - स्थापना के द्वारा सत्यनिष्ठ के सम्बन्ध में जारी किये गए मार्गदर्शी सिद्धांत

GUIDELINES ISSUED BY GOVERNMENT OF INDIA, DEPARTMENT OF PERSONNEL, REGARDING 'INTEGRITY' VIDE O.M. NO. 51/5/72-ESTT 'A' DATED 20th MAY 1972

गोपनीय रिपोर्ट के प्रत्येक फार्म में सत्यनिष्ठ सम्बन्धो एक ऐसा कॉलम होना चाहिए जिसमें रिपोर्ट लिखने वाला अधिकारी उस सरकारी कर्मचारी, जिसकी रिपोर्ट लिखी जानी है, की सत्यनिष्ठ पर अपनी टिप्पणी दे सके। सत्यनिष्ठ सम्बन्धी कॉलम में प्रविष्टिया करते समय निम्नलिखित मार्गदर्शी सिद्धांत का अनुसरण किया जाये:

In every form of Confidential Report there should be a column regarding integrity to enable the Reporting Officer to make his remarks on the integrity of the Government servant reported upon. The following guidelines should be followed in the matter of making entries in the column relating to integrity.

(क) पर्यवेक्षक अधिकारी को गुप्त डायरी बनानी चाहिए जिसमें समय समय पर अधीनस्थ कर्मचारी की सत्यनिष्ठ के बारे में संदेह उत्पन्न करने वाले दृष्टांतो को नोट किया जाये तथा ऐसे संदेह की सत्यता को प्रमाणित करने के लिए गुप्त विभागीय जाँच पड़ताल द्वारा अथवा मामला विशेष पुलिस स्थापना को भेजकर शीघ्र कार्यवाही की जाये। वार्षिक गोपनीय रिपोर्ट भरते समय इस डायरी का ध्यान रखा जाये तथा सत्यनिष्ठ सम्बन्धि कॉलम भरते समय इस देरी में दी गयी सामग्री का उपयोग किया जाये। यदि कॉलम अपुष्ट संदेह के कारण नहीं भरा गया है, आगे की कार्यवाही निम्नलिखित उप-पैराग्राफ के अनुसार की जाये

(A). Supervisory Officer should maintain a confidential diary in which instances which create suspicion about the integrity of a subordinate should be noted from time to time and action to verify the truth of such suspicion should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the Special Police Establishment. At the time of recording the Annual Confidential Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmation nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

(ख) चरित्र पंजी में सत्यनिष्ठा सम्बन्धी कॉलम को खाली छोड़ दिया जाये तथा सरकारी कर्मचारी की सत्यनिष्ठा सम्बन्धी शंकाओ और संदेह के बारे में अलग से एक गोपनीय नोट की प्रविष्टिसाथ ही की जाये तथा उनका अनुसरण किया जाये।

(B). The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servant's integrity should be recorded simultaneously and followed up.

(ग) गोपनीय नोट की एक प्रति चरित्र पंजी के साथ अगले वरिष्ठ अधिकारी के पास भेजी जाएं जिसे यह सुनिश्चित करना चाहिए कि अनुवर्ती कार्यवाही तत्काल की गयी है।

(C). A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow-up action is taken expeditiously.

(घ) अनुवर्ती कार्यवाही के परिणाम स्वरूप यदि सरकारी कर्मचारी आरोप मुक्त है तो उसकी सत्यनिष्ठा प्रमाणित की जाएं तथा चरित्र पंजी में इसकी प्रविष्टि की जाएं ।

(D). If, as a result of the follow-up action, a Government servant is exonerated, his integrity should be certified and an entry made in the Character Roll.

(ड) यदि उसकी सत्यनिष्ठा सम्बन्धी संदेह की पुष्टि हो जाती है तो इस तथ्य की प्रविष्टि की जाएं तथा सम्बंधित कर्मचारी को विधिवत सूचित किया जाएं ।

(E). If, suspicions regarding his integrity are confirmed, this fact should also be recorded and duly communicated to the Government servant concerned.

(च) ऐसे मामले भी हो सकते हैं जिनमें कर्मचारी की सत्यनिष्ठा के बारे में संदेह अभिव्यक्त करने वाली गोपनीय रिपोर्ट नोट की प्रविष्टि के बाद की गयी जाँच पड़ताल संदेह दूर करने अथवा उसकी पुष्टि करने के लिए उपयुक्त सामग्री उपलब्ध नहीं कराती है । ऐसे मामले में सरकारी कर्मचारी के व्यवहार का कुछ और अवधि के लिए अवलोकन किया जाएं, तथा इस दौरान, जहाँ तक व्यवहार्य हो, उसे उन पदों से दूर रखना चाहिए जिनमें भ्रष्ट आचरण में लिप्त रहने के अवसर हो तथा बाद में उपयुक्त (घ) तथा (ड) में दर्शाये गए अनुसार कार्यवाही की जाएं ।

(F). There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

(छ) ऐसे अवसर भी होते हैं, जब रिपोर्ट लिखने वाला अधिकारी स्वयं के प्रति तथा जिस कर्मचारी की रिपोर्ट लिखी जानी है उसके प्रति, सत्यनिष्ठा को प्रमाणित करने अथवा प्रतिकूल प्रविष्टि करने अथवा ऐसी किसी भी सूचना जो उसकी गोपनीय रिपोर्ट लिखकर विभाग अध्यक्ष को प्रस्तुत करने के योग्य बनाती है, के प्रति निष्पक्ष नहीं रहता है। ऐसे दृष्टांत तब हो सकते हैं जब कर्मचारी किसी दूर-दराज के केंद्र पर कार्य कर रहा हो तथा रिपोर्ट लिखने वाले अधिकारी को उस कर्मचारी के कार्य को नज़दीक से देखने का अवसर न मिला हो अथवा जब कर्मचारी ने रिपोर्ट लिखने वाले कर्मचारी के आधीन कुछ अवधि के लिए कार्य किया हो अथवा वह लम्बी अवधि की छुट्टी पर रहा हो इत्यादि । ऐसे सभी मामलों में रिपोर्ट अधिकारी को सत्यनिष्ठा सम्बन्धी कॉलम में इस आशय की प्रविष्टि करनी चाहिए की उसे कर्मचारी के कार्य को देखने के लिए उचित समय नहीं मिल पाया है । जिससे कि वह निश्चित टिप्पणी कर सके अथवा उसने कर्मचारी की सत्यनिष्ठा के विरुद्ध कोई टिप्पणी नहीं सुनी, जैसा भी मामला हो । यह वास्तविक विवरण होगा जिसके लिए कोई आपत्ति नहीं हो सकती । परन्तु यह आवश्यक है कि वरिष्ठ अधिकारी को उसके अधीन कार्यरत कर्मचारियों की सत्यनिष्ठा के बारे में यथाशीघ्र निश्चित निर्णय करने के हर संभव प्रयास करने चाहिए जिससे की वह वास्तविक विवरण दे सके ।

(G). There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a

Government servant is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

Proforma- 2

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद्
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

निम्नलिखित पदों में कार्यरत अधिकारियों के लिए गोपनीय रिपोर्ट प्रपत्र फार्म
CONFIDENTIAL REPORT FORM FOR OFFICIALS IN THE FOLLOWING POSTS

1. सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रय सहायक ग्रेड - I
Assistant(G)/Assistant (F&A)/Stores & Purchase Asstt. Gr. I
2. सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रय सहायक ग्रेड - II
Assistant (G)/Assistant (F&A)/Stores & Purchase Asstt. Gr. II
3. सहायक सामान्य/ सहायक वित्त एवंलेखा /भंडार क्रय सहायक ग्रेड - III
Assistant (G)/Assistant (F&A)/Stores & Purchase Asstt. Gr. III
4. उपर्युक्त (i) से (iii) तक उल्लिखित वेतनमानों के वर्ग में कोई अन्य पद तथा अन्य अराजपत्रित एकाकी पद
Any other post in the range of the pay scales mentioned from (i) to (iii) above including other non-gazetted isolated posts.

वैज्ञानिक तथा औद्योगिक अनुसन्धान परिषद्
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CONFIDENTIAL REPORT FORM FOR OFFICIALS IN THE FOLLOWING POSTS

क्रमसंख्या	Sl.No.	पदनाम Designation	वेतनमान Pay Scale
1.		सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रय सहायक ग्रेड - I Assistant(G)/Assistant (F&A)/Stores & Purchase Asstt. Gr. I	रुपए 5500-9000 Rs. 5500-9000
2.		सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रय सहायक ग्रेड - II Assistant (G)/Assistant (F&A)/Stores & Purchase Asstt. Gr. II	रुपए 4000-6000 Rs. 4000-6000
3.		सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रय सहायक ग्रेड - III Assistant (G)/Assistant (F&A)/Stores & Purchase Asstt. Gr. III	रुपए 3050-4590 Rs. 3050-4590
4.		उपर्युक्त (i) से (iii) तक उल्लिखित वेतनमानों के वर्ग में कोई अन्य पद तथा अन्य अराजपत्रित एकाकी पद Any other post in the range of the pay scales mentioned from (i) to (iii) above including other non-gazetted isolated posts.	

अधिकारी का नाम
Name of Official

पदनाम
Designation

वैज्ञानिक तथा औद्योगिक अनुसन्धान परिषद्
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रय सहायक ग्रेड - I,II,III

CONFIDENTIAL REPORT FORM FOR Assistant(G)/Assistant (F&A)/Stores & Purchase Asstt. (Gr. I, II, III)

राष्ट्रीय प्रयोगशाला/ संस्थान का नाम

Name of National Lab/Institute _____

को समाप्त वर्ष/ अवधि की रिपोर्ट

Report for the year/period ending _____

भाग 1

वैयक्तिक ब्यौरे

Part -I

PERSONAL DATA

(राष्ट्रीय प्रयोगशालाओं/ संस्थानों/ सीएसआईआर मुख्यालय में संबंधित प्रशासनिक अनुभाग द्वारा भरे जाने के लिए)

(To be filled by the Administrative Section concerned in National labs/Instt./CSIR Hqrs)

1. अधिकारी का नाम

Name of official _____

2. पदनाम /वर्तमान पद

Designation/Post held _____

3. जन्म की तारीख

Date of birth _____

4. क्या अधिकारी अनुसूचित जाति/ अनुसूचित जनजाति का है

Whether official belongs to SC/ST _____

5. वर्तमान ग्रेड में लगातार नियुक्ति की तारीख

Date of continuous appointment to the present grade _____

6. स्थाई/ अस्थाई अथवा स्थानापन्न

Whether permanent, temporary or Officiating _____

7. रिपोर्ट के वर्ष/ अवधि के दौरान किन-किन

अनुभागों में कब से कब तक कार्य किया

Section (s) in which served during the year/

period under Report and period of service in each _____

अनुभाग
Section

अवधि
Period

8. वर्ष के दौरान कार्य ड्यूटी से अनुपस्थिति अवधि (छुट्टी पर प्रशिक्षण आदि)

Period of absence from duty (on leave training etc.),
during the year/period _____

कलम 9 और 10 केवल सहायक वित्त एवं लेखा द्वारा भरा जाना है
(Columns 9 & 10 to be filled up by Asst. F&A only)

9. व्यावसायिक और तकनीकी सहित शैक्षणिक अहर्ताओं

Education qualifications including professional
and technical qualifications _____

10. विभागीय परीक्षा में उत्तीर्ण

Departmental Examination passed

भाग 1 _____

द्वारासत्यापित

Part I _____ verified by :

(स्थापना अनुभाग के प्रशासन नियंत्रक/ प्रशासनिक अधिकारी
प्राधिकृत अधिकारी के हस्ताक्षर)
(Signature of COA/AO/Authorized Officer of Estt. Sec.)

साफ अक्षरों में नाम

Name in capital letters _____

पदनाम/ रबड़ की मोहर

Designation/Rubber Stamp

दिनांक

Date: _____

भाग -II स्व -मूल्यांकन
Part II – Self Appraisal

1. कार्य ड्यूटी का संक्षिप्त ब्यौरा
Brief description of duties_____

2. रिपोर्ट वर्ष/ अवधि के दौरान----- से----- तक आपने कोई विशेष कार्य किया है तो उसका संक्षेप में सार वृत्त दें किसी उपलब्धि के ना होने के कारण देI (दिए गए स्थान में 300 शब्दों में सार व्रत दें और उस पर हस्ताक्षर करें)
Brief resume of the work done by you during the year/period from _____to _____ bringing out any special achievements during the year/period. In the event of shortfall in achievement furnish reasons.
(The resume is to be furnished within the space provided, limited to 300 words and is required to be signed).

3. कृपया वह तारीख बताएं जिस तारीख को पिछले कैलेंडर वर्ष की अचलसंपत्ति का वार्षिक विवरण फाइल किया (सहायक सामान्य/ सहायक वित्त एवं लेखा /भंडार क्रयसहायक तथा रुपए 5500- 9000 और अधिक से वेतनमान में कार्यरत सभी कर्मचारियों द्वारा ही भरा जाना है)

Please state the date on which annual return on immovable :

Property for the preceeding calendar year was filed :

(To be filled in by Asst. (G)/Asstt.(F&A)/SPA and others in the pay scale of Rs. 5500-9000 & above

हस्ताक्षर

Signature _____

नाम साफ अक्षरों में

Name _____

(in block letters)

पदनाम

Designation _____

तारीख

Date _____

भाग III रिपोर्ट लिखने वाले अधिकारी द्वारा मूल्यांकन
Part III – Assessment by the Reporting Officer

(कृपया प्रविष्टियों को भरने से पूर्व प्रपत्र फॉर्म के अंत में दिए गए निर्देशों को ध्यान से पढ़ें)
(Please read carefully the instruction given at the end of the form before filling the entries)

1. क्या रिपोर्ट लिखने वाला अधिकारी भाग 2 में दिए गए विवरण से सहमत है यदि नहीं तो वह कहां तक असहमत है तथा उसके क्या कारण हैं
- Does the Reporting Officer agree with the statement made in Part II; if not, the extent of disagreement and reasons therefore :

2. स्वास्थ्य
State of health :

3. सामान्य और सीखने की लगन
General intelligence and keenness :

(कॉलम 4 और 5 केवल लिपिकीय कार्य करने वाले प्रवर सहायक ग्रेड I II III तथा अन्य समान पदों के संबंध में ही भरा जाना है)

(Columns 4 & 5 to be filled in for Assistant Gr. I II III and other similar posts Involving clerical duties).

4. टाइपिंग में दक्षता (गति और परिशुद्धता दोनों में)
Proficiency in typing (in both speed and accuracy) :

5. उसके कार्य में दक्षता जैसे निर्धारित रजिस्टर और चार्ट आदि का रखरखाव
Proficiency in work viz. maintenance of prescribed registers and charts, etc. :

6. क्या उस के दैनिक कार्यों के अलावा उसे कोई अन्य कार्य सौंपा गया है यदि हां तो अपनी टिप्पणियों और मसौदों में स्वयं को स्पष्टता एवं व्यापकता से अभिव्यक्त करने कि उसकी क्षमता को इंगित करें
Has he/she ever been entrusted with work other than routine? If so, indicate his capacity to express himself with clarity and comprehension, in his notes and drafts. :

7. बुद्धिमत्ता सीखने की लगन और उद्यमशीलता
Intelligence, keenness and industry :
8. अनुशासन बद्धता
Amenability to discipline :
9. उपस्थिति में समय की पाबंदी
Punctuality in attendance :
10. साथी कर्मचारियों के साथ संबंध/ जनसंपर्क
जहां लागू हो
Relations with fellow employees/
Public Relations (wherever applicable) :

(11 से 14 तक कॉलम केवल सहायक सामान्य तथा सहायक
वित्त एवं लेखा के संबंध में ही भरा जाए)

**(Columns 11 to 14 to be filled in for Asstt. (G)
& Asstt. (F&A) only)**

11. कृपया फाइलों की रिकॉर्डिंग, इंडेक्सिंग तथा छटनी,
गार्ड फाइलों और रजिस्ट्रों का रखरखाव तथा अन्य
विवरण या आदि प्रस्तुत करने जैसे संगठन और
पद्धति ओएंडएम विषय का कार्य की मात्रा का संक्षिप्त ब्यौरा दें
Please state briefly the quantum of O&M aspects
of work done in regard to recording, Indexing and
weeding out of files, maintenance of Guard Files
and registers, furnishing of returns etc. :
12. कार्यालय पद्धति का ज्ञान
Knowledge of office procedure :
13. नियमों / विनियमों और अनुदेशों का सामान्य रूप से और उसे कार्य के विशेष संदर्भ में ज्ञान
Knowledge of Rules, Regulations and Instructions
in general and with particular reference to the work
allotted to him.
14. कार्य की गुणवत्ता
Quality of work :
(क) संगत नियमों और विनियमों को सही रूप से लागू करने की योग्यता
Ability to apply the relevant Rules
and Regulations correctly :
(ख) मामलों की पूर्ण रूप से जांच पड़ताल करने की क्षमता

- Capacity for examining cases thoroughly :
- (ग) टिप्पणी और मसौदों की गुणवत्ता
Quality of Noting and Drafting 2(a)
2 पत्र व्यवहार में कुशलता राजभाषा हिंदी में :
- (घ) काम के निपटाने में तत्परता
Performance in disposal of work :
- कॉलम 15 केवल सहायक वित्त एवं लेखा के
संबंध में ही भरा जाए
(Col. 15 to be filled in for Asstt. (F&A) only)
15. उन्हें सौंपे गए रजिस्ट्रों और अन्य दस्तावेजों के रख-रखाव
का स्तर और रजिस्ट्रों और विवरणों को बंद करने और
उन्हें जमा कराने में तत्परता
Standard of maintenance of registers and
other documents assigned to him/ her and
promptness in closing and submission of
registers and returns :
16. क्या रिपोर्ट की अवधि के दौरान लापरवाही से काम
करने या अन्य कारणों से अधिकारी की भर्त्सना की
गई है यदि हां तो उसका संक्षिप्त ब्यौरा दें
Has the officer been reprimanded for
indifferent work or for other causes during
the period under report? If so, please give
brief particulars :
17. क्या अधिकारी ने प्रशंसा योग्य कोई उत्कृष्ट अथवा
उल्लेखनीय कार्य किया है उनका संक्षेप में उल्लेख करें
Has the officer done any outstanding or
notable work meriting commendation ?
Briefly mention them. :
18. अनुसूचित जातियों और/ अथवा अनुसूचित जनजातियों
और संरक्षण में प्रभावकारिता
Effectiveness in the development and
protection of SCs and/or STs :
- (क) अनुसूचित जातियों और/ अथवा अनुसूचित
जनजातियों के प्रति दृष्टिकोण
Attitude towards SCs and/or STs :

(ख) समाजिक न्याय की संवेदनशीलता
Sensitivity of social justice :

(ग) तत्काल और कारगर कदम उठाने की तथा अनुसूचित जातियों और/ अथवा अनुसूचित जनजातियों को न्याय दिलाने की क्षमता
Ability to take quick and effective action to ensure justice to SCs and/or STs :

(घ) अनुसूचित जातियों और/ अथवा अनुसूचित जनजातियों के विकास के लिए प्रभावकारिता
Effectiveness in bringing about the development of SCs and/or STs :

19. सत्यनिष्ठा कृपया अनुदेशों के नीचे दी गई टिप्पणी को देखें
Integrity (Please see Note below instructions) :

20. श्रेणीकरण उत्कृष्ट /बहुत अच्छा/ अच्छा/ औसत/ औसत से कम किसी अधिकारी को तब तक उत्कृष्ट को जानी चाहिए जब तक कि उसमें उच्च कोटिके गुण तथा कार्य निष्पादन देखने में ना आया हो जिस आधार पर उन्हें ऐसी कोटि में रखा जाना चाहिए
Grading (Outstanding/Very Good/Good/Average/Below Average)
(An Officer should not be graded outstanding unless exceptional qualities and performance have been noticed; grounds for giving such a grading should be clearly brought out.) :

स्थान
हस्ताक्षर

Place:

तारीख

Date:

रिपोर्ट लिखने वाले अधिकारी के

Signature of Reporting Officer

साफ अक्षरों में नाम

Name in Block Letters _____

रिपोर्ट की अवधि के दौरान पदनाम
Designation during the period of report

रबड़ की मोहर सहित
(With Rubber Stamp)

भाग 4 पुनर्विलोकन अधिकारी की अभियुक्तियां(रिमाक्स)

Part-IV – Remarks of the Reviewing Officer

1. पुनर्विलोकन अधिकारी के अधीन सेवा अवधि
Length of service under Reviewing Officer :
2. क्या पुनर्विलोकन अधिकारी इस बात से संतुष्ट है कि रिपोर्ट लिखने वाले अधिकारी ने अपनी रिपोर्ट उचित सावधानी और ध्यान पूर्वक तथा सभी संगत बातों को ध्यानमें रखते हुए दी है ?
Is the Reviewing Officer satisfied that the reporting Officer has made his/ her report with due care and attention and after taking into account all the relevant material ? :
3. क्या आप रिपोर्ट लिखने वाले अधिकारी द्वारा किए गए अधिकारी के मूल्यांकन से सहमत हैं य दिन हीं तो कृपया कारण बताएं)ऐसी कोई बात है जिसे आप कुछ बदलना अथवा जोड़ना चाहेंगे
Do you agree with the assessment of the officer given by the Reporting Officer ? (In case of disagreement, Please specify the reasons) Is there anything you wish to modify or add ? :
4. जिस अधिकारी की रिपोर्ट लिखी जा रही है, यदि वह अनुसूचित जाति/ अनुसूचित जनजाति का है, तो कृपया इस बात का विशेष रूप से उल्लेख करें कि क्या अनुसूचित जाति/ अनुसूचित जनजाति के अधिकारी के कार्य निष्पादन का मुल्यांकन करते समय उसका दृष्टिकोण न्यायपूर्ण तथा उचित रहा है
If the Officer reported upon is a member of a SC/ST, please indicate specifically whether the attitude of the Reporting Officer in assessing the performance of the SC/ST Officer has been fair and just. :
5. रिपोर्ट लिखने वाले अधिकारी द्वारा दी गई सामान्य अभियुक्तियों के बारे में विशेष टिप्पणियों के साथ सामान्य अभिव्यक्तियों तथा श्रेणीकरण सहित अधिकारी के सराहनीय कार्य के बारेमें अभियुक्तियां जवाब दिमाग से रिमाक्स
General remarks with specific comments about the general remarks given by the Reporting Officer and remarks about the

Meritorious work of the officer including the grading. :

6. क्या अधिकारी में ऐसी कोई विशेषताएं और/ या कोई योग्यताएं हैं जिन के कारण विशेष कार्य के लिए उनका चुना जाना या बारी ना होते हुए भी उन्हें पदोन्नत किया जाना उचित हो I (कृपया स्पष्ट करें)

Has the Officer any special characteristics, and/or any abilities which would justify his/her selection for special assignment or out-or-turn promotion If so, specify :

स्थान

Place:

पुनर्विलोकन अधिकारी के हस्ताक्षर

Signature of Reviewing Officer _____

तारीख

Date:

साफ अक्षरों में नाम

Name in Block letters _____

रिपोर्ट लिखे जाने की अवधि के दौरान पदनाम

Designation during the period of Report

रबड़ की मोहर सहित

(With Rubber Stamp)

अनुदेश
INSTRUCTION

1. गोपनीय रिपोर्ट एक महत्वपूर्ण दस्तावेज है इस में अधिकारी के कार्य निष्पादन का मूल्यांकन करने के लिए और उसके कैरियर में उसके आगे पदोन्नति के लिए मूलभूत और महत्वपूर्ण सूचना होती है इसलिए जिस अधिकारी की रिपोर्ट लिखी जानी है उसकी रिपोर्ट लिखने वाले अधिकारी की और पुनरीक्षण अधिकारी और स्वीकारकर्ता प्राधिकारी द्वारा फार्म को भरने की ड्यूटी को उच्च उत्तरदायित्व की भावना से करना चाहिए

The Confidential Report is an important document. It provides the basic and vital inputs for assessing the performance of an officer and for his/ her further advancement in his/ her career. The Officer reported upon, the Reporting Officer, the Reviewing Officer and the Accepting Authority should, therefore, undertake the duty of filling out the form with a high sense of responsibility.

2. गोपनीय रिपोर्ट के माध्यम से कार्य निष्पादन के मूल्यांकन का उपयोग मानव संसाधन विकास के एक साधन के रूप में किया जाना चाहिए। रिपोर्ट लिखने वाले अधिकारी को यह अनुभव करना चाहिए कि इसका उद्देश्य अधिकारी का विकास करना है ताकि वह अपनी वास्तविक क्षमता को पूर्ण रूप से समझ सके इस का उद्देश्य दोष निकालने की प्रक्रिया ना हो कर विकास करने की प्रक्रिया है। रिपोर्ट लिखने वाले तथा पुनरीक्षण अधिकारी को चाहिए कि जिस अधिकारी की रिपोर्ट लिखी जा रही है उस के कार्य निष्पादन रवैया अथवा समग्र व्यक्तित्व में कमियों का उल्लेख करने में संकोच ना करें।

Performance appraisal through Confidential Report should be used as a tool for human resource development. Reporting Officer should realise that objective is to develop an officer so that he/she realizes his/her true potential. It is not meant to be a fault process but a developmental one. The Reporting Officer and other Reviewing officer should not shy away from reporting short comings in performance, attitudes or overall personality of the officer reported upon.

3. कॉलमों को पूरी सावधानी और ध्यान से और उपयुक्त समय देकर भरा जाना चाहिए। यदि रिपोर्ट असावधानी से या सरसरी तौर से भरने का प्रयत्न किया जाता है तो इसका उच्च प्राधिकारियों को आसानी से पता लग जाएगा ।

The Columns should be filled with the due care and attention and after devoting adequate time. Any attempt to fill the report in casual or superficial manner will be easily discernible to the higher authorities.

4. यदि पुनरीक्षण अधिकारी इस बात से आश्वस्त हो जाता है कि रिपोर्ट लिखने वाले अधिकारी ने रिपोर्ट उचित सावधानी तथा ध्यान दिए बिना लिखी है तो वह इस आशय की टिप्पणी भाग-4 की मद संख्या 2 में दर्ज कर देगा रिपोर्ट लिखने वाले अधिकारीकी गोपनीय रिपोर्ट में इस अभियुक्तियों की प्रविष्टि की जानी चाहिए ।

If the Reviewing Officer is satisfied that the Reporting Officer had made the report without due care and attention he/she shall record a remark to that effect in Part IV Column 2 . The remarks shall be entered in the Confidential Report of the Reporting Officer.

5. प्रत्येक उत्तर वर्णनात्मक रूप में दिया जाएगा उपलब्ध कराए गए स्थान से उत्तर की वांछित लंबाई का पता चलता है। शब्दों तथा पदों को सावधानी से चुना जाना चाहिए और उनके प्रयोग से उत्तर लिखने वाले

अधिकारी का वास्तविक अभिप्राय प्रकट होना चाहिए। कृपया सुस्पष्ट तथा सरल भाषा का प्रयोग करें किसी भी विशेषता के सम्मुख अपनी टिप्पणियां देते समय उत्कृष्ट,अच्छा,सामान्य,सामान्य से नीचे जैसे बहुप्रयोजनीय शब्दों का प्रयोग नहीं करना चाहिए।

Every answer shall be given in a narrative form. The space provided indicates the desired length of answer. Words and phrases should be chosen carefully and should accurately reflect the intention of the officer recording the answer, Please use unambiguous and simple language. Please do not use omnibus expressions like Outstanding, Very good, Good, Average, Below Average, while giving your comments against any of the attributes.

6. रिपोर्ट लिखने वाला अधिकारी वर्ष के आरंभ में ऐसे हरेक अधिकारी के लक्ष्य निर्धारित करेगा जिनकी रिपोर्ट उसके द्वारा लिखी जानी है यदि कोई अधिकारी रिपोर्ट से संबंधित वर्ष में नई नियुक्ति का कार्यभार संभालता है तो ऐसे लक्ष्य/ उद्देश्य नई नियुक्ति के कार्य संभालने के समय नियत किए जाएंगे।

The Reporting Officer shall, in the beginning of the year, assign targets to each of the officers with respect to whom he is required to report upon. In the case of an officer taking up a new post in the course of the reporting year, such targets/ goals shall be set at the time assumption of the new charge.

7. दोनों संबंधित अधिकारियों को लक्ष्य को स्पष्ट रूप से जान और समझ लेना चाहिए। लक्ष्यों का निर्धारण करते समय कार्य की प्रकृति और क्षेत्र तथा जिस जगह की रिपोर्ट की जानी है उन के कार्य की प्रकृति और क्षेत्र के प्रमुख लक्षणों को ध्यान में रखते हुए समय वार कार्य किए जाने को प्राथमिकता दी जानी चाहिए।

The targets should be clearly known and understood by both the Officers concerned. While fixing the targets, priority should be assigned item - wise, taking into consideration the nature and the area of the work and any special features that may be specific to the nature or the area of the work of the officer to be reported upon.

8. यद्यपि कार्य निष्पादन का मूल्यांकन वर्ष की समाप्ति पर किया जाता है परंतु इस बात को ध्यान में रखकर कि वह मानवसंसाधन के विकास का साधन हो रिपोर्ट लिखने वाले अधिकारी को नियमित अंतराल पर कार्य निष्पादन की समीक्षा करनी चाहिए और सुधारात्मक उपाय करने के लिए सलाह देनी चाहिए।

Although performance appraisal is a year- end exercise, in order that it may be a tool for human resource development, the Reporting Officer should at regular intervals, review the performance and take necessary corrective steps by way of advice etc.

9. मूल्यांकन करने वाले हर एक अधिकारी का यह प्रयत्न होना चाहिए कि जिस व्यक्ति के कार्यों का मूल्यांकन किया जा रहा है उसके कार्य निष्पादन आचरण व्यवहार तथा क्षमता का विकास संभव सही सही चित्र प्रस्तुत किया जाए।

It should be the endeavour of each appraiser to present the truest possible picture of the appraised in regard to his /her performance, conduct, behaviour and potential.

10. जिस व्यक्ति के कार्य का मूल्यांकन किया जा रहा है उसकी रिपोर्ट की अवधि उसके कार्य निष्पादन तक ही सीमित होनी चाहिए।

Assessment should be confined to the appraise's performance during the period of report only.

11. एक ही रैंक के कुछ पद दूसरों की तुलना में अधिक उपसाध्य हो सकते हैं। किसी एक ही पद में दबाव और भार भीसमय-समय पर अलग अलग हो सकता है। मूल्यांकन में इन तथ्यों को ध्यान में रखना चाहिए और इन पर यथोचित टिप्पणी की जानी चाहिए।

Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.

12. मुल्यांकितों का जिन पहलुओं के संबंध में विभिन्न गुणों के आधार पर मूल्यांकन किया जाना है, उन का वर्णन नीचे प्रत्येक कॉलम में है।

Aspects on which an appraisee is to be evaluated on different attributes are delineated below each column. The appraiser should deal with these and other relevant to the attributes.

13. ऐसे समय भी अवसर हो सकते हैं जब वरिष्ठ अधिकारी के लिए अपने आधीन कार्य करने वाले अधिकारी के कार्य की प्रतिकूल आलोचना करना आवश्यक हो सकता है या वह किसी भूल चूक के लिए उससे स्पष्टीकरण मांग सकता है और इन सभी परिस्थितियों को ध्यान में रखते हुए यह महसूस किया जा सकता है कि परिनिंदाका औपचारिक दंड देने का औचित्य सिद्ध करने के लिए संबंधित मामला पर्याप्त रूप से गंभीर नहीं है तो ऐसी स्थिति में लिखित चेतावनी/नाखुशी/भर्त्सना जैसी किसी औपचारिक कार्यवाही की आवश्यकता होती है। जहां ऐसी चेतावनी/नाखुशी/भर्त्सना की जाती है तो वह संबंधित अधिकारी की व्यक्तिगत फाइल में लगाई जानी चाहिए। वर्ष के अंत में उस अधिकारी की गोपनीय रिपोर्ट लिखते समय वह रिपोर्टिंग प्राधिकारी ऐसी चेतावनी/नाखुशी/भर्त्सना का उसकी गोपनीय रिपोर्ट में लिखने का निर्णय ले सकता है। बशर्ते उस प्राधिकारी की राय में उसके चेतावनी/नाखुशी/भर्त्सना जैसा भी मामला हो के जारी होने के बाद रिपोर्ट किए जाने वाले अधिकारी के कार्य निष्पादन में सुधार हुआ हो और वह संतोषजनक पाई गई हो। यदि रिपोर्टिंग प्राधिकारी इस निष्कर्ष पर पहुंचता है कि ऐसी चेतावनी/नाखुशी/भर्त्सना के बावजूद भी उस अधिकारी में सुधार नहीं आया है तो वह भी किसी चेतावनी/नाखुशी/भर्त्सना जैसा भी मामला हो रिपोर्टिंग अधिकारी द्वारा मूल्यांकन से संबंधित गोपनीय रिपोर्ट के भाग 3 के प्रासंगिक कॉलम में उपयुक्त उल्लेख कर सकता है और उस स्थिति में गोपनीय रिपोर्ट में दर्शाई गई चेतावनी/नाखुशी/भर्त्सना की एक प्रति उस प्रासंगिक अवधि के लिए गोपनीय रिपोर्ट के साथ संलग्न के रूप में लगाई जानी चाहिए। उस प्रतिकूल टिप्पणी के बारे में उस अधिकारी को भी सूचित किया जाना चाहिए और अधिकारी के तक संबंधित अभ्यावेदन का यदि कोई हो तो इस संबंध में जारी और अनुदेशों में प्रक्रिया के अनुरूप निपटान होना चाहिए (सी एस आई आर के दिनांक 10 दिसंबर 2001 केडी.ओ.नंबर15-3/1/71-O&M-11(a)के द्वारा जारी)

There may be occasions when a superior officer may find it necessary to criticize adversely the work of an officer working under him or he may call for an explanation for some act of omission or commission and taking all circumstances into consideration, it may be felt that while the matter is not serious enough to justify the imposition of the formal punishment of censure, it calls for some formal action such as the communication of a written warning/displeasure/reprimand. Where such a warning/displeasure/reprimand is issued, it should be placed in the personal file of the officer concerned. At the end of the year, the reporting authority, while writing the confidential report of the officer, may decide to make a reference in the confidential report to the

warning/displeasure/reprimand, if, in the opinion of that authority, the performance of the officer reported on after the issue of the warning or displeasure or reprimand, as the case may be, has improved and has been found satisfactory. If, however, the reporting authority comes to the conclusion that despite such warning/displeasure/reprimand, the officer has not improved, it may make appropriate mention of such warning/displeasure/reprimand, as the case may be, in the relevant column in Part III of the form of confidential report relating to assessment by the reporting officer, and in that case, a copy of the warning/displeasure/reprimand referred to in the confidential report should be placed in the CR Dossier as an annexure to the confidential report for the relevant period. The adverse remark should also be conveyed to the officer and his representation, if any, against the same disposed of, in accordance with the procedure laid down in the instructions issued in this regard. (Issued vide CSIR DO No. 15-3/1/71-O&M-11(a) dated 10 December, 2001).

भारत सरकार कार्मिक विभाग के दिनांक 20 मई, 1972 के कार्यालय जापन स. 51/5/72 - स्थापना के द्वारा सत्यनिष्ठा के सम्बन्ध में जारी किये गए मार्गदर्शी सिद्धांत

GUIDELINES ISSUED BY GOVERNMENT OF INDIA, DEPARTMENT OF PERSONNEL, REGARDING 'INTEGRITY' VIDE O.M. NO. 51/5/72-ESTT 'A' DATED 20TH MAY 1972

गोपनीय रिपोर्ट के प्रत्येक फार्म में सत्यनिष्ठा सम्बन्धी एक ऐसा कॉलम होना चाहिए जिसमें रिपोर्ट लिखने वाला अधिकारी उस सरकारी कर्मचारी, जिसकी रिपोर्ट लिखी जानी है, की सत्यनिष्ठा पर अपनी टिप्पणी दे सके। सत्यनिष्ठा सम्बन्धी कॉलम में प्रविष्टियां करते समय निम्नलिखित मार्गदर्शी सिद्धांत का अनुसरण किया जाये:

In every form of Confidential Report there should be a column regarding integrity to enable the Reporting Officer to make his remarks on the integrity of the Government servant reported upon. The following guidelines should be followed in the matter of making entries in the column relating to integrity.

(क) पर्यवेक्षक अधिकारी को गुप्त डायरी बनानी चाहिए जिसमें समय समय पर अधीनस्थ कर्मचारी की सत्यनिष्ठा के बारे में संदेह उत्पन्न करने वाले दृष्टान्तों को नोट किया जाये तथा ऐसे संदेह की सत्यता को प्रमाणित करने के लिए गुप्त विभागीय जाँच पड़ताल द्वारा अथवा मामला विशेष पुलिस स्थापना को भेजकर शीघ्र कार्यवाही की जाये। वार्षिक गोपनीय रिपोर्ट भरते टाइम इस डायरी का ध्यान रखा जाये तथा सत्यनिष्ठा सम्बन्धी कॉलम भरते समय इस देरी में दी गयी सामग्री का उपयोग किया जाये। यदि कॉलम अपुष्ट संदेह के कारण नहीं भरा गया है, आगे की कार्यवाही निम्नलिखित उप-पैराग्राफ के अनुसार की जाये। Supervisory Officer should maintain a confidential diary in which instances which create suspicion about the integrity of a subordinate should be noted from time to time and action to verify the truth of such suspicion should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the Special Police Establishment. At the time of recording the Annual Confidential Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmation nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

(ख) चरित्र पंजी में सत्यनिष्ठा सम्बन्धी कॉलम को खाली छोड़ दिया जाये तथा सरकारी कर्मचारी की सत्यनिष्ठा सम्बन्धी शंकाओं और संदेह के बारे में अलग से एक गोपनीय नोट के प्रविष्ट अधिकारी के पास भेजी जाएं तथा उनका अनुसरण किया जाये।

The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servant's integrity should be recorded simultaneously and followed up.

(ग) गोपनीय नोट की एक प्रति चरित्र पंजी के साथ अगले वरिष्ठ अधिकारी के पास भेजी जाएं जिसे सुनिश्चित करना चाहिए कि अनुवर्ती कार्यवाही तत्काल की गयी है।

A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow-up action is taken expeditiously.

(घ) अनुवर्ती कार्यवाही के परिणाम स्वरूप यदि सरकारी कर्मचारी आरोप मुक्त है तो उसकी सत्यनिष्ठा प्रमाणित की जाएं तथा चरित्र पंजी में इसकी प्रविष्टि की जाएं ।

If, as a result of the follow-up action, a Government servant is exonerated, his integrity should be certified and an entry made in the Character Roll.

((ड) यदि उसकी सत्यनिष्ठा सम्बन्धी संदेह की पुष्टि हो जाती है तो इस तथ्य की प्रविष्टि की जाएं तथा सम्बंधित कर्मचारी को विधिवत सूचित किया जाएं ।

(E). If, suspicions regarding his integrity are confirmed, this fact should also be recorded and duly communicated to the Government servant concerned.

(च) ऐसे मामले भी हो सकते हैं जिनमें कर्मचारी की सत्यनिष्ठा के बारे में संदेह अभिव्यक्त करने वाली गोपनीय रिपोर्ट नोट की प्रविष्टि के बाद की गयी जाँच पड़ताल संदेह दूर करने अथवा उसकी पुष्टि करने के लिए उपयुक्त सामग्री उपलब्ध नहीं कराती है । ऐसे मामले में सरकारी कर्मचारी के व्यवहार का कुछ और अवधि के लिए अवलोकन किया जाएं, तथा इस दौरान, जहाँ तक व्यवहार्य हो, उसे उन पदों से दूर रखना चाहिए जिनमें भ्रष्ट आचरण में लिप्त रहने के अवसर हो तथा बाद में उपयुक्त (घ) तथा (ड) में दर्शाये गए अनुसार कार्यवाही की जाएं ।

(F). There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

(छ) ऐसे अवसर भी होते हैं, जब रिपोर्ट लिखने वाला अधिकारी स्वयं के प्रति तथा जिस कर्मचारी की रिपोर्ट लिखी जानी है उसके प्रति, सत्यनिष्ठा को प्रमाणित करने अथवा प्रतिकूल प्रविष्टि करने अथवा ऐसी किसी भी सूचना जो उसकी गोपनीय रिपोर्ट लिखकर विभाग अध्यक्ष को प्रस्तुत करने के योग्य बनाती है, के प्रति निष्पक्ष नहीं रहता है। ऐसे दृष्टांत तब हो सकते हैं जब कर्मचारी किसी दूर-दराज के केंद्र पर कार्य कर रहा हो तथा रिपोर्ट लिखने वाले कर्मचारी के आधीन कुछ अवधि के लिए कार्य किया हो अथवा वह लम्बी अवधि की छुट्टी पर रहा हो इत्यादि । ऐसे सभी मामलों में रिपोर्ट अधिकारी को सत्यनिष्ठा सम्बन्धी कॉलम में इस आशय की प्रविष्टि करनी चाहिए की उसे कर्मचारी के कार्य को देखने के लिए उचित समय नहीं मिल पाया है । जिससे कि वह निश्चित टिप्पणी कर सके अथवा उसने कर्मचारी की सत्यनिष्ठा के विरुद्ध कोई टिप्पणी नहीं सुनी, जैसा भी मामला हो । यह वास्तविक विवरण होगा जिसके लिए कोई आपत्ति नहीं हो सकती । परन्तु यह आवश्यक है कि वरिष्ठ अधिकारी को उसके अधीन कार्यरत कर्मचारियों की सत्यनिष्ठा के बारे में यथाशीघ्र निश्चित निर्णय करने के हर संभव प्रयास करने चाहिए जिससे की वह वास्तविक विवरण दे सके ।

(G). There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a Government servant is serving in a remote station and the Reporting Officer has not had

occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

Proforma-3



Open - Annual Performance Appraisal Report

(O-APAR) for

**Administrative Cadre including Stenographic
and Isolated Posts also**

Form and Guidelines

Reporting Year 01/04/2016 to 31/03/2017

	Name and Signature	Date of Submission
Employee		
Reporting Officer		
Endorsement by Reviewing Officer		

Instructions and Guidelines

The Administration Apex Committee has undertaken a review exercise of the Performance Assessment process for Administrative Cadre. As a result of this initiative, the performance assessment form has been simplified and has been renamed as “**Open - Annual Performance Appraisal Report (O-APAR)**”. Modifications in the process steps have also been undertaken to make the process of performance assessment more objective and seek inputs for employee’s development.

This form is applicable on all officers in the Administrative Cadre, Stenographic Cadre and the Isolated Cadre at all levels - Assistants III, II, I, Section Officers/ PS, Under Secretary/ PPS, Deputy Secretary and Sr. Deputy Secretary.

This form includes detailed guidelines and explanatory notes to help the employee / incumbent and the senior officers during the course of filling the form.

Overview of Sections in the O-APAR Form

Section No.	Description
Section 1	Personal Information
Section 2	A. Performance Assessment of Allocated/ Assigned work for reporting year 2016-2017 by Employee, Reporting Officer and Reviewer Officer
	B. Documentation of Significant Achievements during Reporting Year 2016-2017 by Self
Section 3	Performance Assessment of Personal & Behavioral Attributes for reporting year 2016-2017 by Reporting Officer and Reviewing Officer
Section 4	Pen Picture & Overall Grading for Reporting year 2016-2017
Section 5	A. Work Plan for the current year 2016-2017
	B. Development Planning, Areas of development & Areas of Interest for Current year 2016-2017
Annexure	Annexure 1: Draft Indicative “Responsibility Matrix”
	Annexure 2: Sample Pen Pictures
	Annexure 3: Process Flow and Time Frame to be reported

Section 1: Personal Information

Personal Information	
Name	
Designation	
Date of Birth	
Employee Code	
Group	
Grade	
Division	
Laboratory/Institute	CSIR Hqrs.
Type of Report Period	Annual
Report Period	01/04/2016 to 31/03/2017
Reporting Officer	
Reviewing Officer	
Earlier Positions Held	
Leave Record	
Immovable Property Declaration Submitted	Yes / NO

Section 2: Performance Assessment

This section is divided into 2 parts:

A.	Performance Assessment on Allocated/ Assigned work for Reporting Year 2016-2017
B.	Significant Achievements during Reporting Year 2016–2017

Guidelines and Instructions for Filling Section 2

Guidelines and Instructions for Employee Filling Section 2

- In Part A of this section, the employee captures the responsibilities handled by him/her during the year 2016-2017. These need to be written in the form of **“Responsibility Matrix”**.
- **“Responsibility Matrix”** defines **key responsibilities** managed and **key activities** that are undertaken to ensure effective execution of the responsibilities.
- **Draft indicative Responsibility Matrix are shared in Annexure-1** to provide inputs on how to draft responsibilities and corresponding activities.
- After completing the Responsibility Matrix, **the employee conducts a self assessment using the rating scale provided for evaluating the responsibilities. The Rating Scale is given on Page 5**
- **In Part B**, of this section, please provide details of your **key achievements** during the year

Guidelines and Instructions for Reporting Officer Filling Section 2

- The Reporting Officer reviews the responsibilities documented by the employee for the reporting period 2016-2017 in the format of Responsibility Matrix

- He/She **makes appropriate modifications** on the Responsibility Matrix and **discusses them with the employee for acceptance and finalization. If required, the form is given back to the employee for self assessment on the modified responsibilities**
- The Reporting Officer then assesses the employee for the responsibilities performed and gives a rating as per the rating scale provided on Page 5 for measuring the responsibilities
- The Reporting Officer then **comments on the achievements** made by the employee during the year
- **He/She also gives an overall rating and comment on the responsibilities handled**

Guidelines and Instructions for Reviewing Officer Filling Section 2

- The Reviewing Officer reviews the self assessment of the employee and appraisal given by the Reporting Officer
- He/She provides an overall rating and observations on the responsibilities performed by the employee

Rating Scale for Assessment of Responsibilities

For assessment on the responsibilities, the following evaluation scale can be used. Please rate each of the responsibilities using this scale:

Rating Scale	Description
1	Does not meet the responsibility
2	Meets the responsibility to some extent
3	Meets the responsibility
4	Exceeds the performance against the responsibility
5	Significantly exceeds performance against the responsibility

While assessing the responsibilities, please use these draft indicative factors to rate them. Please consider the relevant/ applicable parameters from this list and any others that may apply while assessing the responsibilities.

1. Completion within defined schedule
2. Correctness of work
3. Completion level/ Percentage of accomplishment
4. Volume of work managed/ Number of files completed
5. Consistency in the work output
6. Speed of output
7. Quality of the work output

Section 2: Part A. Performance Assessment on Allocated/Assigned Work for Reporting Year 2016-2017

Please refer to the guidelines provided in the above pages for completing this section before proceeding.

For support in documenting the Responsibility Matrix, it is recommended to refer to the draft indicative Responsibility Matrix given in Annexure 1

Employee / Incumbent: Please document your Responsibility Matrix for the year 2016-2017 and do a self appraisal on the performance in <i>Column A</i>
Reporting Officer: Please assess the performance of the incumbent on the key responsibilities assigned in reporting year in <i>Column B</i>
Reviewing Officer: Please assess the performance of the incumbent on the key responsibilities assigned in reporting year in <i>Column C</i>

S No.	Key Responsibilities Allocated and Assigned (to be filled by the employee at the start of the financial year/ reporting period)	Column A	Column B		Column C		
		Self-Assessment on accomplishment of these responsibilities	Reporting Officer Assessment on accomplishment of these responsibilities		Reviewing Officer Assessment on accomplishment of these responsibilities		
		Rating	Remarks	Rating	Remarks	Rating	Remarks

S No.	Key Responsibilities Allocated and Assigned (to be filled by the employee at the start of the financial year/ reporting period)	Column A	Column B		Column C		
		Self-Assessment on accomplishment of these responsibilities	Reporting Officer Assessment on accomplishment of these responsibilities		Reviewing Officer Assessment on accomplishment of these responsibilities		
		Rating	Remarks	Rating	Remarks	Rating	Remarks
1.							
2.							
3.							
4.							

Section 2: Part B. Significant Achievements in Reporting Year 2016-2017

Please mention the significant achievements, any additional/ exceptional/ unforeseen tasks that you performed during the reporting period 2016-2017.

S No.	Self (Employee)	Remarks by Reporting Officer	Remarks by Reviewing Officer

Section 3: Performance Assessment of Personal & Behavioral Attributes for Reporting Year 2016-2017

Guidelines for Filling this Section

Guidelines for Reporting Officer and Reviewing Officer filling this section

- There are **3 key clusters** in which the **personality and behavioral attributes** have been distributed. These attributes define the desired behavior by the organization for performing efficiently

- **Please assess the behavior for its frequency, consistency and proficiency of display by the employee and assign suitable rating as per the rating scale provided below**

Rating Scale for Assessing the Personality and Behavioral Attributes

Rating	Description
3	Displays always: When the desired behavior is displayed consistently, proficiently and always. This in-turn impacts the quality of output being better than others
2	Displays occasionally: When the desired behavior is displayed often but the consistency and proficiency changes as per the situations or individual comfort zones
1	Displays sometimes: When the desired behavior is displayed only on some occasions only and with significantly varying degree of proficiency. This could be due to various reasons like new in the organization/ role/ location, some personal problems or even lack of ability
0	Almost never displays: When the desired behavior is never observed
NA	Not Applicable: When the behavioral attribute
NO	Not Observed: When the desired behavior is not displayed

1. Attitude to Work				
Behaviors	Reporting Officer		Reviewing Officer	
	Rating	Remarks	Rating	Remarks
Sense of Responsibility <i>Takes personal responsibility for completing tasks as per defined norms</i> <i>Prioritizes work as per organizational requirements</i>				
Discipline <i>Understand the processes and adheres to them in own area of work</i> <i>Extends support to others for adherence to the work guidelines</i>				
Working and collaborating in Teams <i>Collaboratively works with other members of the team/ organization towards a common goal</i> <i>Provides constructive inputs to the team performance</i>				
Capacity to Plan Work <i>Plans and prioritizes assigned tasks to ensure efficient and timely completion of assigned work</i> <i>Takes corrective action to address deviations/ delays/ process inefficiencies and keeps the concerned team informed</i>				
Final Rating on Attitude to Work= (Average of Reviewing Officer's assessment)				
2. Contribution to Work Culture				
Behaviors	Reporting Officer		Reviewing Officer	
	Rating	Remarks	Rating	Remarks
Interpersonal relations and ability to contribute to progressive work culture <i>Uses techniques like convincing and persuasion to achieve the desired result</i> <i>Maintains cordial work relations with everyone</i>				

Supports maintenance of a healthy and conducive work environment				
Ability to motivate subordinate <i>Helps team in reviewing their assumptions and conceptualize out of box ideas</i> <i>Recognizes and celebrates teams victories and promotes team work and collective win</i> <i>Acts as a coach or mentor to the team by sharing own experience and learning</i>				
Final Rating on Contribution to Work Culture= (Average of Reviewing Officer's assessment)				
3. Leadership Qualities				
Behaviors	Reporting Officer		Reviewing Officer	
	Rating	Remarks	Rating	Remarks
Decision making and problem solving ability <ul style="list-style-type: none"> ▪ <i>Interacts with others to collate the required information (like document study, team and inter-departmental interactions)</i> ▪ <i>Analyzes data and develops trends to facilitate decision making</i> ▪ <i>States/ communicates likely impact of decision on all concerned and proposes possible counter measures</i> 				
Execution of tasks <ul style="list-style-type: none"> ▪ <i>Initiates tasks and manages them till completion and closure</i> ▪ <i>Adopts planning and management tools to ensure successful execution</i> 				

Final Rating on Leadership Qualities= (Average of Reviewing Officer's assessment)				
--	--	--	--	--

Section 4: Pen Picture and Overall Grading of the Employee for Reporting Year 2016-2017

This section summarizes the performance appraisal of the employee for the reporting period 2016-2017. The Reporting and Reviewing Officers give their comments on following:

1. Pen picture of the employee
2. Physical Health of the employee
3. Integrity
4. Adverse Comments, if any
5. Overall Grading of the employee

1. Pen Picture

Guidelines for writing a pen picture of the employee

Please provide details on his/ her

- **Overall performance during the reporting period:** Did the employee show a consistent performance or drastic variation in the performance levels? What are the possible reasons for the variation?
- **Key strengths and development areas:** What are some of the strengths and proficiency areas of the employee? What are some of the work areas where he/ she would need training/ coaching to perform better?
- **Ability to manage the work assigned:** Did the employee show adequate capabilities to complete the assigned work with out much direction and guidance. Does he/she have adequate knowledge of the required rules and regulations? Is he/ she able to apply them in his/her working?
- **Teaming and Leadership Abilities:** Did the employee display cooperation and respect to the team members and worked with them in a participatory manner or a follower? Did he/ she show capabilities to lead the team when required?

Reporting Officer	Reviewing Officer

2. Physical Health of the Employee

(Establishment to attach the annual medical report)

Reporting Officer	Reviewing Officer

3. Integrity of the Employee

Reporting Officer	Reviewing Officer
<ul style="list-style-type: none"> • Impeccable • To be monitored 	<ul style="list-style-type: none"> • Impeccable • To be monitored

4. Adverse Comments

Adverse comments to be brought to the notice of superior officer for subsequent follow-up and action.

Please note any comment except for those indicated here will not be treated as adverse in nature.

Reporting Officer	Reviewing Officer

5. Overall Grading of the Employee

The Reporting and Reviewing Officer give an overall rating on the employee considering the performance on key responsibilities, personality and behavioral attributes, overall integrity, conduct and health.

Reporting Officer	Average	Good	Very Good	Outstanding
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Reviewing Officer	Average	Good	Very Good	Outstanding
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Reporting Officer

Date

(Name and Signature)

Reviewing Officer

Date

(Name and Signature)

Section 5: Work Plan for Current Year 2017 - 2018

This section has been included to encourage employee / incumbent to plan his/her work for the current year 2017–2018 and define the key responsibilities and activities that need to be undertaken.

This section needs to be filled together through a discussion between the employee / incumbent and his/her Reporting Officer to:

- Define the key responsibilities
- Training requirements and
- Areas where the employee / incumbent can additionally contribute for the current year

Guidelines for filling this section

Guidelines for the Employee filling this section

- Employee documents his/her responsibilities in the format of a “Responsibility Matrix”. **Please refer to Annexure 1 for draft indicative Responsibility Matrix**
- Employee discusses his/her Responsibility Matrix with his/her Reporting Officer and finalizes it
- The Employee and the Reporting Officer sign and accept the Responsibility Matrix for 2017-2018
- Changes in the responsibilities are documented
 - If any new work is allocated/ assigned the same is added to the above list
 - If any existing responsibility is modified, then the same is accordingly changed
- Further, the employee needs to give inputs on which key areas he/ she wants training on
- He/She also needs to document areas of interest where he/she would want to additionally contribute

Guidelines for the Reporting Officer filling this section

- The Reporting Officer needs to discuss the Responsibility Matrix created by the employee and develop consensus on the same. **Please refer to Annexure 1 for draft indicative Responsibility Matrix**
- Any changes and modifications during the year need to be documented in the form
- The Reporting Officer needs to discuss the Training Needs and ensure that these are considered while nominations for training are made
- He/She also needs to allocate suitable responsibilities while forming dynamic teams as per the Interest Areas of the employee
- The Employee and the Reporting Officer sign and accept the Responsibility Matrix for 2016-2017

Section 5: Part A. Responsibility Matrix

Instructions to the Employee

Responsibility Matrix: Please list down the key responsibilities allocated and assigned to you by the Reporting Officer for 2017-2018. Please also provide the indicative measures for them.

Please ensure agreement and consensus on the responsibilities documented between yourself and your Reporting Officer.

S No.	Key Responsibilities Allocated and Assigned (to be filled by the employee at the start of the financial year)	Key Activities

Section 5: Part B. Development Planning & Areas of Interest for Current Year 2017 - 2018

Development Planning: Please indicate three areas in which you would want to develop your current skills and capabilities. Please provide specific inputs so that suitable training sessions can be organized.

Please note that the inputs provided here are only for planning your training and development sessions. **These will not be construed as adverse remarks.**

S No.	Area for Development and Need for training/ Competence Development
1	
2	
3	

S.No.	Areas in which I can additionally contribute
1.	
2.	
3.	

(b) Areas of Interest: Please indicate three work areas of your interest in which you would want to work. Some of the indicative areas where one can contribute are:

- any additional responsibilities that you wish to handle,
- any special project/ assignment you would like to be associated with e.g. Internal Audit team, Foundation Day celebrations, Policy review committees etc.
- any process improvement/ modification within the organization that you wish to initiate – process of filing within CSIR, take-up any of the 10 point charter for CSIR etc.

Declaration on the Responsibility Matrix, Development Planning & Areas of Interest for Current Year 2017 - 2018

I accept that the above documented Responsibility Matrix for 2017-2018 has been discussed and agreed between me and my Reporting Officer. I will ensure any changes to it are documented with immediate effect.

Employee

Date

Name and Signature

I accept that the above documented Responsibility Matrix for 2017-2018 has been discussed and agreed between me and my Reportee. I will ensure any changes to it are documented with immediate effect.

Reporting Officer

Date

Name and Signature



Annexure to
Open - Annual Performance Appraisal Report
(O-APAR) for
Administrative Cadre
Reporting Year 2016 to 2017

Annexure 1: Draft Indicative “Responsibility Matrix”
Annexure 2: Sample Pen Pictures
Annexure 3: Process Flow and Time Frame to be reported

Annexure – 1 Responsibility Matrix

Responsibility Matrix helps define and document the key responsibilities and activities that are allocated to an employee during the year.

Documenting the Responsibility Matrix at the start of the year ensures that there is an agreement and clarity on the performance standards, goals and objectives to be achieved by the employee on which appraisal shall be done at the end of the year.

Some illustrative Responsibility Matrix have been provided as reference and support documents in the annexure. Responsibilities and activities or process steps have been defined for some key functions for different levels.

In the matrix, ‘responsibility’ refers to the key responsibilities entrusted with a particular individual and ‘activity’ related to the key processes undertaken to accomplish the responsibility.

The functions for which Responsibility Matrix has been defined are:

- General Administration
- Finance & Accounts
- Lab Administration

Example 1

Designation: Under Secretary

Function: Central Office

Illustrative Responsibility Matrix for the role of an Under Secretary – Central Office

Section 1: Role Summary	
Role Summary	To manage and oversee the central office related responsibilities and provide regular update to function head
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Manage all recruitment related activities for S&T and other staff for HQ 	<ul style="list-style-type: none"> Collation of manpower requirements from various departments Prepare and review a proposal based on the roster and other recruitment rules and guidelines and send for review to superior authority Release advertisement for inviting applications Prepare a note for formation of committees for selection and screening committees Coordinate activities related to recruitment
<ul style="list-style-type: none"> Manage assessment related activities for S&T staff at HQ 	<ul style="list-style-type: none"> Review eligibility list prepared Review and make suggestions on the recommendations of RAB to Sr DS Follow-up and coordinate with RAB for completion of the assessment process Plan working of the team to ensure timely issue of orders as per the final approval of DG, CSIR
<ul style="list-style-type: none"> Manage promotion of S&T staff at HQ 	<ul style="list-style-type: none"> Review seniority list and ensure correctness Circulate the list to all concerned and incorporate modifications/ clarifications received Circulation of the revised list to all concerned Send request for constitution of DPC Maintaining complete confidentiality and comprehensiveness of the DPC proceedings Plan working of the team to ensure timely issue of orders as per the final approval of DG, CSIR
<ul style="list-style-type: none"> Strengthens Knowledge Management system for enhanced service quality 	<ul style="list-style-type: none"> Contributions made by self to the Knowledge Management System Frequency of reference to Knowledge Management System in day-to-day working
<ul style="list-style-type: none"> Ensure training and development of subordinates 	<ul style="list-style-type: none"> Number of times subordinates are nominated / released for training as per schedule

	Number of training man days provided to subordinates Percentage adherence to training needs identification schedule
<ul style="list-style-type: none"> Coordinate auditing requirements with the audit team 	<ul style="list-style-type: none"> Completion of audit as per the requirements defined in advance Respond to paras/ audit remarks Undertake actions to rectify deviations

Example 2

Designation: FAO (Internal Audit)

Function: Finance & Accounts

Illustrative Responsibility Matrix for the role of a FAO (Internal Audit) – Finance & Accounts

Section 1: Role Summary	
Role Summary	To manage and oversee the responsibilities related to internal audit and provide regular update to function head
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Ensure all rules & regulations, bye-laws are followed scrupulously by all CSIR labs/institutes/centres 	<ul style="list-style-type: none"> Regular review of processes followed; Provide rule position, correct method of procedures and other advisory suggestions; Adoption of innovative methods to drive adherence/ compliance
<ul style="list-style-type: none"> Perform as a team leader of audit party to conduct the internal audit of each labs/institute as per schedule approved by FA, CSIR 	<ul style="list-style-type: none"> Overall planning for audit implementation Preparation and compliance level achieved for external audit Correspondence sent to teams with details and guidelines for audit requirements Support extended to help teams prepare for external audit Discussion on major issues of the draft audit report with the Director of the respective labs for corrective action Preparation of the audit report for submission
<ul style="list-style-type: none"> Deputing audit team to different labs/ institute as per schedule approved by FA, CSIR HQ and coordination for any further assistant/ suggestion to the team to HQ and Laboratories 	<ul style="list-style-type: none"> Communication to the team for audit Guidelines shared for audit preparation and readiness
<ul style="list-style-type: none"> Ensure corrective action by each labs/institute/unit on the Internal audit report shared 	<ul style="list-style-type: none"> Scrutiny of the response received from labs on the audit paras shared Follow-up on compliance achieved for serious notings Resolve / prevent legal issues/ consequences

Example 3

Designation: Section Officer (Internal Audit)

Function: Finance & Accounts

Illustrative Responsibility Matrix for the role of a Section Officer (Internal Audit) – Finance & Accounts

Section 1: Role Summary	
Role Summary	To manage and oversee the responsibilities related to internal audit and provide regular update to function head
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Ensure all rules & regulations, bye-laws are followed scrupulously by all CSIR labs/institute/centres 	<ul style="list-style-type: none"> Regular review of processes followed; Provide rule position, correct method of procedures and other advisory suggestions;
<ul style="list-style-type: none"> Perform as a team member on audit party to conduct the internal audit of each labs/institute as per schedule approved by FA, CSIR 	<ul style="list-style-type: none"> Support extended for planning of audit Correspondence sent to teams with details and guidelines for audit requirements Support extended to help teams prepare for external audit Suggestions and corrective actions proposed on major issues of the draft audit report Preparation of the audit report for submission
<ul style="list-style-type: none"> Support in identifying additional manpower from other division/ labs 	<ul style="list-style-type: none"> Steps taken to induct/ orient the additional team on the audit processes
<ul style="list-style-type: none"> Deputing audit team to different labs/ institute as per schedule approved by FA, CSIR HQ and coordination for any further assistant/ suggestion to the team to HQ and Laboratories 	<ul style="list-style-type: none"> Communication to the team for audit Guidelines shared for audit preparation and readiness
<ul style="list-style-type: none"> Support labs/institute/unit in taking the required corrective action on the Internal audit report shared and major lapses or irregularities identified 	<ul style="list-style-type: none"> Scrutiny of the response received from labs on the audit paras shared Follow-up on compliance achieved for serious notings Highlight areas of concern to prevent legal issues/ consequences

Example 4

Designation: Under Secretary

Function: Lab Administration

Illustrative Responsibility Matrix for the role of an Under Secretary – Lab Administration

Section 1: Role Summary	
Role Summary	Providing Policy Clarifications sought from references from the Labs, Data Collection and information Compilation to be sent to the Labs, Providing Clarifications on Matters relating to CGC, JCM etc. Dealing with matters concerning the CGHS, Compassionate Appointments, Commercial Employment, issues related to Isolated categories etc.
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Policy Clarifications sought from references from the Labs like NRAS/ MANAS/ Revised MANAS/ Bye-Law 71(b) 	<ul style="list-style-type: none"> Number of clarifications provided to the Labs relating to these policies matters Ensuring a smooth co-ordination among the labs in various policy matters Providing the clarifications in a timely manner
<ul style="list-style-type: none"> Dealing with matters relating to JCM, ESI Act, EPF Act, Gratuity Act, Medical Cases of employees or pensioners, CSMA rules and CGHS Rules etc. 	<ul style="list-style-type: none"> Dealing with these matters in a timely manner by co-ordinating with the labs, collating the Information provided by them in an organised manner
<ul style="list-style-type: none"> Dealing with matters like Counting of Past Services, Commercial Employment, Qualifying to Service Under Rule30, Engagement of Consultants, Reservations of SC/ ST Minorities, Pay Fixation under FR 22, HRA/ Advances etc. 	<ul style="list-style-type: none"> Receipt of PUC Examination of the same with reference to rules To call for additional information from concerned Lab/Institute, if required Submission to the authorities for decision/approval
<ul style="list-style-type: none"> Dealing with Recruitment of QHF, Deputation and Lien Of Employees, Ad-hoc appointments, Assured Career Progression Scheme, Pension Cases etc. 	<ul style="list-style-type: none"> To obtain concurrence of Finance where ever required Re-submission to authorities after Finance concurrence Communication of decision/approval
<ul style="list-style-type: none"> Right to Information Action 	<ul style="list-style-type: none"> Receipt of Communication Examination of the same by dealing assistant with reference to applicable rules and regulations Verification of records, based on the information sought Compilation of information

	<ul style="list-style-type: none"> • Submission for approval of CA • Forwarding the information to RTI Cell
<ul style="list-style-type: none"> • Legal Cases 	<ul style="list-style-type: none"> • Receipt of note from Legal section • Examination of the same by dealing assistant with reference to applicable rules and regulations • Preparation of comments • Submission of file to CA for approval • Forwarding approved comments to the Legal Section
<ul style="list-style-type: none"> • Seeking advice from DoP&T, DP&PW, MoF etc. 	<ul style="list-style-type: none"> • Compilation of views from administration and finance • Preparation of note duly providing the rule position • Forwarding UO note to the concerned ministry / department • Obtaining reply from the ministry / department • Submission for financial concurrence • Submission to the authorities for decision / approval • Communication of decision / approval to the concerned lab
<ul style="list-style-type: none"> • Clarifications on verification of Character & antecedents 	<ul style="list-style-type: none"> • Receipt of representation / application from the individual • Examination of the same by dealing assistant with reference to applicable rules and regulations • Sending communication to IB for clearance • Receipt of communication from IB • Forwarding the communication to the concerned lab
<ul style="list-style-type: none"> • Inter laboratory transfer of S&T staff 	<ul style="list-style-type: none"> • Receipt of representations / requests from S&T staff • Proposal submitted to DG for orders • In case of non-availability of posts, proposal submitted for release of positions from DG's quota
<ul style="list-style-type: none"> • Comments of MC / RC. 	<ul style="list-style-type: none"> • Receipt of minutes of MC / RC meetings • Preparation of comments on the minutes related to administrative matters • Receipt of approval from DS • Forwarding the comments to CTE Section

Example 5

Designation: Section Officer

Function: Lab Administration

Illustrative Responsibility Matrix for the role of a Section Officer – Lab Administration

Section 1: Role Summary	
Role Summary	To plan and implement activities pertaining to smooth working of the section. To manage and oversee activities related to employees
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Provide policy clarifications sought for policies, acts responsible for (Joining Time, sexual harassment complaints, promotion cases of isolated cadre, reservations for SC/ST/ Minorities, Pay fixation under FR-22, pension cases, ACPs, CPF, GPF, FR-56(j), Counting of past service, Commercial Employment, Compassionate Appointment, Addition to qualifying service rule 30, Engagement of Consultant, Handle HRA/ Advances, OTA/ Honorarium/ Allowances, Write-off and waiver of Penal License Fee, Manage ad-hoc Appointment 	<ul style="list-style-type: none"> Receipt of PUC Examination of the same with reference to rules Relevant rules highlighted and quoted To call for additional information from concerned Lab/Institute, if required Submission to the authorities for decision/approval To obtain concurrence of Finance where ever required Re-submission to authorities after Finance concurrence Communication of decision/approval Initiatives taken for improvement/ update of policy drafts Escalation of cases to concerned authority and follow-up
<ul style="list-style-type: none"> Ensure all required databases/ records are maintained and kept updated 	<ul style="list-style-type: none"> Number of instances when updated data not available/ updated in time Number of times data requirements not as per audit rules
<ul style="list-style-type: none"> Complete ACR/APAR of self and reporting officers as per schedule 	<ul style="list-style-type: none"> Timely completion of performance planning discussion Timely completion of self appraisal process Timely feedback sharing and review Timely completion of year-end reporting and review

- Strengthen Knowledge Management system for enhanced service quality

- Contributions made to the Knowledge Management System
- Frequency of reference to Knowledge Management System in the day-to-day working

Annexure 2: Sample Pen Pictures

Please find below three sample pen-pictures. These are only indicative in nature and are provided only to support the officer for writing the pen picture of the incumbent.

Sample Pen Picture 1

Mr. Amit Singh comes across as hard-working, diligent and confident leader with a strong drive for action and results. He displays strong planning and organizing skills with thoroughness for attention to detail. He displays the ability to set stretch targets for self and team and detailing the strategies and plans to execute them. Mr. Singh appears resilient in face of failure and displays the ability to take end-to-end responsibilities for the tasks assigned to him. He believes in empowering his team and involving them in strategy creation and planning but needs to develop on his interaction with them to communicate his expectations to manage performance.

Developmentally, Mr. Singh tends to be little defensive when confronted with non-performance, delays, mistakes and conflicting view and opinions which may adversely impact his ability to engage in meaningful interaction with others. He would benefit by seeking inputs from all stakeholders to understand and acknowledge the differing views and opinions and incorporate them when planning for execution.

Though he displays ability to develop strong relationships, he needs to get out of his comfort zone and force himself to interact with others.

Key Strengths	Key Areas of Development
Collaborating and leveraging strengths across the organization to create sustainable value	Defensiveness when confronted with conflicting views and situations
Setting stretch targets for self and team and undertaking responsibility for its execution	Employing empathy and compassion when interacting with various stakeholders

Sample Pen Picture 2

Mr. Shubh Raj displays a balanced leadership profile with a combination of business, operational and people excellence.

Mr. Shubh Raj seems to possess a sharp, analytical and creative business mindset. He displays robust awareness of the work environment and organization needs. Given his combination of innovative mindset, risk taking ability and urgency of implementation, he displays ability to champion change initiatives that bring value to the organization. He not only challenges the status quo but also encourages team to think out of the box.

In his own area of functioning, Mr. Shubh Raj displays clarity of thought and conviction in his plans while executing tasks. He would set stretched goals for self and team and take complete ownership for meeting quality standards and timely deliverables. He passionately drives towards resolving problems and improving existing processes to bring greater customer satisfaction.

While managing his team, Mr. Shubh Raj assumes natural leadership without displaying authority. He provides direction to the team members and allocates roles based on his understanding of individual strengths and their interest areas.

While Mr. Shubh Raj seems to be customer sensitive in his approach and proactive in meeting their requirements, he could do even better if he were to bring a personalized touch in responding to their needs.

Sample Pen Picture 3

- Is an analytical, action oriented and energetic individual with abstract reasoning, listening and influencing skills
- Spends time in developing and building them
- His domain knowledge, flexibility and idea orientation make him capable to analyze multiple perspectives
- He will generally display the resilience and tenacity to persevere when faced with negative feedback or adverse conditions
- Employs a problem-solving strategy that considers the identification and evaluation of alternative solutions as a routine practice
- He is likely to take on and implement initiatives which can lead to tangible impact on process efficiencies

- **Annexure 3: Process Flow and Time Frame complied with (please record)**

S No.	Step/ Activity	Date Completed
1.	At the start of the financial year, employee documents his/her responsibilities in the Work Plan	
2.	This work plan is sent to the Reporting Officer for finalization	
3.	Once the Work Plan is finalized between the Employee and the Reporting Officer, the same is sent to the Establishment for records and Reviewing Officer for inputs	
4.	Inputs from the Reviewing Officer, if any, are incorporated in the Work Plan and re-submitted	
5.	During the year any changes in the allocated work/ responsibilities are updated in the Work Plan. Any change in the Work Plan undergoes the same process of approval by the Reporting Officer and Reviewing Officer	
6.	Employee and the Reporting Officer are encouraged to conduct regular conversations (at least once in a quarter) to discuss the progress made on the Work Plan. Any hindrances and matters are taken into consideration and resolved	
7.	At the end of the financial year, the performance is appraised. The Employee does a self appraisal on the Work Plan and provides inputs on their achievements and contributions. Employees submits his/her self appraisal to the Reporting Officer	
8.	<p>The Reporting Officer provides his/her assessment inputs on the Work Plan, Behavioral Attributes and Functional Know-how. This is submitted to the Reviewing Officer.</p> <p>It is encouraged that the Reporting Officer conducts a performance review meeting with individual Reportees before filling the assessment</p>	
9.	The Reporting Officer submits assessment reports for his/ her Reportee to their respective Reviewing Officers	

10.	The Reviewing Officer discusses the performance assessments with the Reporting Officer for the Reportees. Based on this discussion and own review, the Reviewing Officer completes the assessment of the employees for whom he/she is the reviewing officer. This report is submitted to the Establishment for filing and endorsement by the Accepting Authority	
11.	Now the appraisal is communicated back to the employee	
12.	Employee submits any representation within 15 days of receipt of appraisal	
13.	The representation is reviewed by the Reviewing Officer and the Establishment team and appropriate action is taken. A suitable response is sent back to the employee	
14.	Work Planning for the next financial year is initiated	

Proforma-4

Group-I

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद्
Council of Scientific and Industrial Research

वार्षिक कार्य-निष्पादन मूल्यांकन रिपोर्ट
Annual Performance Appraisal Report

प्रयोगशाला/संस्थान :

Laboratory/Institute:

अवधि से तक

Period: From _____ to _____

भाग - I

Part - I

कर्मचारी की विशेषताएं

Particulars of the Employee

प्रशासन द्वारा भरा जाये

(To be furnished by the Administration)

1.	नाम (स्पष्ट शब्दों में) Name (in block letters)	
2.	कोड सं. Code Number	
3.	जन्म तिथि Date of Birth	
4.	सी एस आई आर में कार्यभार ग्रहण की तारीख Date of joining CSIR	
5.	प्रभाग/क्षेत्र/अनुभाग Division / Area / Section	
6.	वर्तमान पद Present Post	
	a) पदनाम Designation	
	b) वर्तमान पद पर नियुक्ति की तारीख Date of appointment to the present post	
	c) ग्रुप और ग्रेड	

	Group & Grade	
	प्रभाग/क्षेत्र/अनुभाग में कार्यभार ग्रहण की तारीख Date of joining the Division / Area / Section	
7.	रिपोर्ट अधिकारी Reporting Officer	
8.	पुनरीक्षण अधिकारी Reviewing Officer	

*कम्प्यूटरीकरण के लिए प्रयोगशाला/संस्थान के प्रत्येक कर्मचारी के लिए कोड स. निर्धारित करें The laboratory / institute should assign a code number to each employee for computerization.

9. योग्यता (शैक्षिक/वैज्ञानिक/तकनीकी)
Qualification (Academic / Scientific / Technical)

डिग्री/डिप्लोमा/प्रमाण-पत्र Degree / Diploma / Certificate	वर्ष Year	विषय और विशेषज्ञता Subject & Specialization

10. छुट्टी का रिकॉर्ड (आकस्मिक छुट्टी के अतिरिक्त)
Leave Record (other than casual leave)

कर्मचारी के हस्ताक्षर एवं दिनांक
Signature of the employee with date

प्रशासन नियंत्रक/प्रशासनिक अधिकारी के हस्ताक्षर एवं दिनांक
Signature of COA / AO with date

भाग - II(क)

PART-II (A)

(रिपोर्ट अधिकारी द्वारा भरा जाये)

TO BE COMPLETED BY THE REPORTING OFFICER

1. कार्य का संक्षिप्त वर्णन/कर्मचारी को दिया गया काम:
Brief description of the work/work assigned to the employee:
2. कार्य का विवरण/कर्मचारी द्वारा पूरा किया गया कार्य:
Details of the work/task completed by the employee:
3. कोई विशेष कार्य का संक्षिप्त वर्णन/कर्मचारी द्वारा की गयी विशिष्ट सेवाएं:
Brief description of any specialized/distinguished services rendered by the employee:
4. रिपोर्ट अधिकारी द्वारा किया गया आलोचनात्मक मुल्यांकन
Critical appraisal by the Reporting Officer:
5. रिपोर्ट अधिकारी द्वारा दिया गया ग्रेड
Grade awarded by the Reporting Officer:

रिपोर्ट अधिकारी के हस्ताक्षर:
Signature of Reporting Officer

नाम:
Name :

पद:
Designation:

दिनांक
Dated:

भाग-(क)

PART II(A)

पुनरीक्षण अधिकारी द्वारा किया गया मूल्यांकन

Appraisal by Reviewing Officer:

a. मैं निम्नलिखित के अतिरिक्त कर्मचारी की स्व-मूल्यांकन रिपोर्ट स्वीकार करता हूँ :

I accept the self-assessment report of the employee except for the following:

b. पुनरीक्षण अधिकारी द्वारा दिया गया ग्रेड:

Grade awarded by the Reviewing Officer

पुनरीक्षण अधिकारी के हस्ताक्षर एवं दिनांक

Signature of Reviewing Officer with date

नोट/Note :

1.पुनरीक्षण अधिकारी के आलोचनात्मक मूल्यांकन तथा ग्रेडिंग के बारे में कर्मचारी को सूचित किया जाए । यदि कर्मचारी आगे कुछ जोड़ना चाहता/ चाहती है, तो वह टिप्पणियाँ मिलने के 4 सप्ताह के अंदर लिखित उत्तर दे सकता / सकती है। कर्मचारी के अभ्यावेदन पर सक्षम अधिकारी द्वारा विचार किया जाएगा और लिए गए अंतिम निर्णय के बारे में कर्मचारी को सूचित किया जाएगा सक्षम अधिकारी के अंतिम निर्णय के विरुद्ध इसके पश्चात्कोई भी अन्य अभ्यावेदन स्वीकार नहीं किया जाएगा । जब कभी आवश्यक हो, कर्मचारी संस्थान के प्रधान/ नामोंद्दिष्ट प्राधिकारी से मिल सकता है।

Critical appraisal of the Reviewing Officer and grading shall be communicated to the employee. If the employee has anything further to add, he/ she may respond in writing within a period of four weeks after the receipt of remarks. Representation of the employee will be considered by the competent authority and the employee will be informed of the final decision. No further representation will lie against the final decision of the competent authority. Whenever necessary, the employee may seek an interview with the competent authority.

2.यदि कर्मचारी एक से अधिक रिपोर्ट अधिकारियों के अधीन काम कर चुका है, तो प्रत्येक रिपोर्ट अधिकारी द्वारा मूल्यांकन किया जाए।

If the employee has served under more than one Reporting Officer during the period, Appraisal by each Reporting Officer should be given.

भाग- II (ग)

PART II (C)

2(ग)*संस्थान के प्रधान अथवा नामोद्धिष्ट प्राधिकारी का निर्णय

II (C) * DECISION BY THE HEAD OF THE INSTITUTE OR DESIGNATED AUTHORITY

1. प्रयोगशाला/ संस्थान के प्रधान अथवा नामोद्धिष्ट प्राधिकारी की टिप्पणियां:

Remarks by the Head of the laboratory/ Institute or Designated authority.:

2. अंतिम रूप से दिया गया ग्रेड:

Final Grade Awarded:

संस्थान के प्रधान/ नामोद्धिष्ट प्राधिकारी

के हस्ताक्षर एवं दिनांक

Signature of the Head of the Institute/

Designated Authority with date

यह भाग केवल तभी भरा जाए जब मतैक्यता हो।

This part is to be filled only in case of difference of opinion.

भाग- 3
PART - III

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

प्रयोगशाला/ संस्थान: भाग 3: व्यवहार संबंधी पक्ष
laboratory/ Institute: part 3: behavioural aspect

अवधि: ----- से----- तक
Period -----from -----to

यह फार्म पूरी तरह भरकर रिकॉर्ड तथा आवश्यक कार्यवाही के लिए प्रशासन को लौटा दें।
[Completed form is to be returned to administration for record and necessary action]

1. कर्मचारी का नाम [स्पष्ट अक्षरों में]
Name of the Employee [in block letters]

2. पदनाम/ Designation

3.[क] प्रभाग / क्षेत्र/ अनुभाग
Division/ Area/Section

[ख] कार्यक्रम/ कार्यकलाप/ परियोजना
Program/ Activity/Project

4. कर्मचारी का प्रोफाइल
Employees' Profile

[कृपया उपयुक्त अंक दें]
[Please give appropriate marks]

विशेषताएं Attributes अंक (Marks)	उत्कृष्ट Outstanding (5)	अत्युत्तम Very Good (4)	उत्तम Good (3)	संतोषजनक Satisfactory (2)	निकृष्ट Poor (1)
1. बुद्धिमता तथा व्यवसायिकता Intelligence and Industry					
2. सर्जनात्मकता और अभिप्रेरण Creativity and Motivation					
3. टीम में काम करने की योग्यता Ability to work in a Team					
4. उत्तरदायित्व/ अनुशासन बोध Sense of responsibility/ discipline					
5. समय पाबंदी और उपस्थिति Punctuality and Attendance					

5. सत्यनिष्ठा/ Integrity

6. अंतिम अंक/ Final Marks

रिपोर्ट अधिकारी के हस्ताक्षर एवं दिनांक
Signature of Reporting Officer with date

पुनरीक्षण अधिकारी के हस्ताक्षर एवं दिनांक
Signature of Reviewing Officer with date

1. यह कॉलम भरने से पहले संलग्न मार्गदर्शी सिद्धांतों को कृपया ध्यान से पढ़ें।
Please read carefully the attached guidelines before filling up this column.

2. यदि कर्मचारी एक से अधिक रिपोर्ट अधिकारियों को रिपोर्ट कर रहा है तो प्रत्येक रिपोर्ट अधिकारी अलग-अलग फार्म भरेगा। प्रत्येक रिपोर्ट अधिकारी द्वारा दिए गए अंको का अंकगणितीय औसत ही अंतिम अंक माने जाएंगे।

If the employee is reporting to more than one Reporting Officer, each reporting officer will fill separate form. Arithmetic mean of the marks given by each Reporting Officer will be the final marks.

3. व्यवहार संबंधी पक्ष में प्राप्त अंतिम अंकों के बारे में कर्मचारी को सूचना नहीं दी जाएगी तथापि कर्मचारी द्वारा प्राप्त अंक, जो निकृष्ट श्रेणी में आते हैं तथा सत्यनिष्ठा पर प्रतिकूल अभियुक्तियों के बारे में उसे अवगत कराया जाएगा।

Final marks obtained in the behavioural aspects will not be communicated to the Employees. However, marks obtained by the employees which fall under the category Poor as well as adverse remarks or Integrity shall be communicated.

भाग- 4

PART -IV

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

प्रयोगशाला/ संस्थान:

laboratory/ Institute:

भाग- 4 : वार्षिक कार्य निष्पादन मूल्यांकन रिपोर्ट में दिए गए अंतिम अंक
PART -IV FINAL MARKS IN ANNUAL PERFORMANCE APPRAISAL

अवधि: ----- से----- तक

Period -----from -----to

1. कर्मचारी का नाम [स्पष्ट अक्षरों में]

Name of the Employee (in block letters)

2.अंतिम अंक [भाग 2 एवं 3 के संबद्ध अंको को मिला कर गणना की जाए]

Final marks [to be counted by apportioning relative marks of part 2 and 3]

भाग-2 मेंअंक [75 में से]

Marks in part 2 [out of 75]

भाग 3 मेंअंक [25 में से]

Marks in part 3 [out of 25]

कुलअंक [100 में से]

Total marks [out of 100]

पुनरीक्षण अधिकारी अथवा नमोदिष्ट

प्राधिकारी के हस्ताक्षर एवं दिनांक

Signature of Reviewing Officer or

Designated Authority with date

भारत सरकार कार्मिक विभाग के दिनांक 20 मई, 1972 के कार्यालय जापन स. 51/5/72 - स्थापना के द्वारा सत्यनिष्ठा के सम्बन्ध में जारी किये गए मार्गदर्शी सिद्धांत

GUIDELINES ISSUED BY GOVERNMENT OF INDIA, DEPARTMENT OF PERSONNEL, REGARDING 'INTEGRITY' VIDE O.M. NO. 51/5/72-ESTT 'A' DATED 20th MAY 1972

गोपनीय रिपोर्ट के प्रत्येक फार्म में सत्यनिष्ठा सम्बन्धो एक ऐसा कॉलम होना चाहिए जिसमे रिपोर्ट लिखने वाला अधिकारी उस सरकारी कर्मचारी, जिसकी रिपोर्ट लिखी जानी है, की सत्यनिष्ठा पर अपनी टिप्पणी दे सके। सत्यनिष्ठा सम्बन्धी कॉलम में प्रविष्टिया करते समय निम्नलिखित मार्गदर्शी सिद्धांत का अनुसरण किया जाये:

In every form of Confidential Report there should be a column regarding integrity to enable the Reporting Officer to make his remarks on the integrity of the Government servant reported upon. The following guidelines should be followed in the matter of making entries in the column relating to integrity.

(क) पर्यवेक्षक अधिकारी को गुप्त डायरी बनानी चाहिए जिसमे समय समय पर अधीनस्थ कर्मचारी की सत्यनिष्ठा के बारे में संदेह उत्पन्न करने वाले दृष्टांतो को नोट किया जाये तथा ऐसे संदेह की सत्यता को प्रमाणित करने के लिए गुप्त विभागीय जाँच पड़ताल द्वारा अथवा मामला विशेष पुलिस स्थापना को भेजकर शीघ्र कार्यवाही की जाये। वार्षिक गोपनीय रोट भरते टाइम इस डायरी का ध्यान रखा जाये तथा सत्यनिष्ठा समबन्धि कॉलम भरते समय इस डायरी में दी गयी सामग्री का उपयोग किया जाये। यदि कॉलम अपुष्ट संदेह के कारण नहीं भरा गया है, आगे की कार्यवाही निम्नलिखित उप-पैराग्राफ के अनुसार की जाये।

Supervisory Officer should maintain a confidential diary in which instances which create suspicion about the integrity of a subordinate should be noted from time to time and action to verify the truth of such suspicion should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the Special Police Establishment. At the time of recording the Annual Confidential Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirming nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

(ख) चरित्र पंजी में सत्यनिष्ठा सम्बन्धी कॉलम को खाली छोड़ दिया जाये तथा सरकारी कर्मचारी की सत्यनिष्ठा सम्बन्धी शंकाओ और संदेह के बारे में अलग से एक गोपनीय नोट के प्रविष्ट अधिकारी के पास भेजी जाएं तथा उनका अनुसरण किया जाये।

The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servant's integrity should be recorded simultaneously and followed up.

(ग) गोपनीय नोट की एक प्रति चरित्र पंजी के साथ अलग वरिष्ठ अधिकारी के पास भेजी जाएं जिसे सुनिश्चित करना चाहिए कि अनुवर्ती कार्यवाही तत्काल की गयी है।

A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow-up action is taken expeditiously.

(घ) यदि अनुवर्ती कार्यवाही के परिणाम स्वरूप यदि सरकारी कर्मचारी आरोप मुक्त है तो उसकी सत्यनिष्ठा प्रमाणित की जाएं तथा चरित्र पंजी में इसकी प्रविष्ट की जाएं।

If, as a result of the follow-up action, a Government servant is exonerated, his integrity should be certified and an entry made in the Character Roll.

((ड) यदि उसकी सत्यनिष्ठा सम्बन्धी संदेह की पुष्टि हो जाती है तो इस तथ्य की प्रविष्टि की जाएं तथा सम्बंधित कर्मचारी को विधिवत सूचित किया जाएं ।

(E). If, suspicions regarding his integrity are confirmed, this fact should also be recorded and duly communicated to the Government servant concerned.

(घ) ऐसे मामले भी हो सकते हैं जिनमें कर्मचारी की सत्यनिष्ठा के बारे में संदेह अभिव्यक्त करने वाली गोपनीय रिपोर्ट नोट की प्रविष्टि के बाद की गयी जाँच पड़ताल संदेह दूर करने अथवा उसकी पुष्टि करने के लिए उपयुक्त सामग्री उपलब्ध नहीं कराती है । ऐसे मामले में सरकारी कर्मचारी के व्यवहार का कुछ और अवधि के लिए अवलोकन किया जाएं, तथा इस दौरान, जहाँ तक व्यवहार्य हो, उसे उन पदों से दूर रखना चाहिए जिनमें भ्रष्ट आचरण में लिप्त रहने के अवसर हो तथा बाद में उपयुक्त (घ) तथा (ड) में दर्शाये गए अनुसार कार्यवाही की जाएं ।

(F). There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

(छ) ऐसे अवसर भी होते हैं, जब रिपोर्ट लिखने वाला अधिकारी स्वयं के प्रति तथा जिस कर्मचारी की रिपोर्ट लिखी जानी है उसके प्रति, सत्यनिष्ठा को प्रमाणित करने अथवा प्रतिकूल प्रविष्टि करने अथवा ऐसी किसी भी सूचना जो उसकी गोपनीय रिपोर्ट लिखकर विभाग अध्यक्ष को प्रस्तुत करने के योग्य बनाती है, के प्रति निष्पक्ष नहीं रहता है। ऐसे दृष्टांत तब हो सकते हैं जब कर्मचारी किसी दूर-दराज के केंद्र पर कार्य कर रहा हो तथा रिपोर्ट लिखने वाले कर्मचारी के आधीन कुछ अवधि के लिए कार्य किया हो अथवा वह लम्बी अवधि की छुट्टी पर रहा हो इत्यादि । ऐसे सभी मामलों में रिपोर्ट अधिकारी को सत्यनिष्ठा सम्बन्धी कॉलम में इस आशय की प्रविष्टि करनी चाहिए की उसे कर्मचारी के कार्य को देखने के लिए उचित समय नहीं मिल पाया है । जिससे कि वह निश्चित टिप्पणी कर सके अथवा उसने कर्मचारी की सत्यनिष्ठा के विरुद्ध कोई टिप्पणी नहीं सुनी, जैसा भी मामला हो । यह वास्तविक विवरण होगा जिसके लिए कोई आपत्ति नहीं हो सकती । परन्तु यह आवश्यक है कि वरिष्ठ अधिकारी को उसके अधीन कार्यरत कर्मचारियों की सत्यनिष्ठा के बारे में यथाशीघ्र निश्चित निर्णय करने के हर संभव प्रयास करने चाहिए जिससे की वह वास्तविक विवरण दे सके ।

(G). There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a Government servant is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which

there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

Proforma-5

INTEGRITY CERTIFICATE

Name of Lab/Instt. _____

Place _____

Reporting year/Period _____

INTEGRITY CERTIFICATE

This is to certify that the integrity of Sh./Smt./Ms. _____

Who has worked under me from _____ to _____ is

Signature _____

Name in Block letters _____

(Designation with rubber stamp)

Date _____

Note:

If the official's integrity is beyond is doubt, it may be stated so in the given space. In case of doubt or suspicion, prescribed procedure for recording a secret note separately to be followed up. Such a column to be filled up suitably if doubts are cleared. If suspicions are confirmed, fact to be recorded. In no case 'doubtful integrity or complaints against the official to be mentioned. If there is no material for follow-up action, general practice is to mention nothing adverse came to notice'.

Proforma-6

वर्ग III(1) तथा III(2)
Group III(1) and III(2)

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद
COUNCIL OF SCIENTIFIC & INDUSTRIAL RESEARCH
Annual Performance Appraisal Report

प्रयोगशाला/ संस्थान:
Laboratory/Institute:

रिपोर्ट अवधि: से तक
Reporting Period : FROM To

भाग-1

कर्मचारी द्वारा प्रस्तुत किये जाने वाले ब्योरे

PART – 1

Particulars

(To be furnished by the employee)

1. नाम(साफ अक्षरों में)
Name (in Block Letters) :
2. कोडनंबर
Code Number* :
3. जन्मतिथि
Date of Birth :
4. सी एस आई आर में नियुक्ति की तिथि
Date of Joining, CSIR :
5. (क)प्रभाग/ क्षेत्र/ अनुभाग
a. Division/Area/Section
(ख) कार्यक्रम/ गतिविधियों
b. Programme(s)/activity(ies) :
6. वर्तमानपद
Present Post
(क)पदनाम
a. Designation :
(ख)वर्ग एवंग्रेड

- b. Group & Grade :
(ग)वर्तमान पद पर नियुक्ति की तिथि
- c. Date of appointment :
To the present post
- (घ) प्रभाग/ क्षेत्र/ अनुभाग में कार्य भार
ग्रहण करने की तारीख
- d. Date of Joining the Division/
Area/Section :

7. रिपोर्ट लिखने वाले अधिकारी
Reporting Officer
8. समीक्षा अधिकारी
Reviewing Officer

* प्रयोगशाला/ संस्थान द्वारा कंप्यूटरीकरण के लिए प्रत्येक कर्मचारी की कोड संख्या नियत की जानी चाहिए।

* The laboratory/institute should assign a code, number to each employee for computerization

9. योग्यताएं (शैक्षणिक/वैज्ञानिक/तकनीकी) उल्टेकालानुक्रम में
Qualification (Academic/Scientific/Technical) in the reverse chronological order.

डिग्री/ डिप्लोमा/ सर्टिफिकेट Degree/Diploma/Certificate	वर्ष Year	विषय Subject(s)	विशेषज्ञता Specialization
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10. व्यवसायिक सोसाइटियों की सदस्यता
Membership of professional societies

सोसाइटी का नाम
Name of the Society

सदस्यता की श्रेणी
Class of Membership

11. छुट्टियों संबंधी रिकॉर्ड(आकस्मिक छुट्टियों के अलावा)
Leave Record (Other than Casual leave)

.....द्वारा सत्यापित

अवर सचिव केंद्रीय कार्यालय

के दिनांक सहित हस्ताक्षर

Verified by :

Signature of US(CO) With date

कर्मचारी के दिनांक सहित हस्ताक्षर

Signature of Employees with date

भाग 2 कार्य निष्पादन मूल्यांकन
 II क कर्मचारी द्वारा स्वयं मूल्यांकन रिपोर्ट
से..... तक
PART – II PERFORMANCE APPRAISAL
II (A) SELF ASSESSMENT REPORT BY THE EMPLOYEE
(From.....To)

1. कार्यक्रम/ गतिविधि/ गतिविधियों /परियोजना /परियोजनाएं शीर्षक दें
 Programme(s)/Activity(ies)/Project(s) (Give titles)

I.
 II.
 III.

(1) (2) (3)

2. कार्य क्रम गतिविधि/(यों) परियोजनाओं

में स्थिति (संबंधित बॉक्स में सही का संयोजक
 निशान लगाएं) अध्यक्ष

Status in the
 Programme(s)/Activity (ies)/
 Project(s) दल के सदस्य
 (please tick the relevant Boxes) तकनीकी सहायता

महीने

3. जो कार्य कर रहे हैं उस की प्रकृति तथा (1) (2) (3)

उसमें लगाया गया समय
 Type of work engaged
 In & time devoted.

(क) अनुसंधान तथा विकास कार्य
 Research & Development

(ख) डिजाइन तथा विकास
 Design & Development

(ग) परीक्षण मूल्यांकन तथा असंशोधन
 Testing, evaluating & calibration

घ प्रलेखन प्रकाशन पुस्तकालय एवं अनुवाद
Documentation Publication, Library & Translation
ड एस एंड टी सेवाएं
S&T Services

च इंजीनियरी सेवाएं
Engineering Services

छ पीएमई सूचना औद्योगिक संपर्क मानवसंसाधन विकास
PME, information Industrial Liaison HRD.

ज अन्य कोई (कृपया स्पष्ट करें)
Any other, (Please specify)

4. इस रिपोर्ट की अवधि के दौरान सौंपे गए कार्य
संबंधित सूचना संलग्नक -1 के रूप में लगे प्रपत्र में दें
Tasks assigned during the period covered by the Report
(Give Information in the Format enclosed as Annexure I)

5. इस रिपोर्ट की अवधि के दौरान किए गए कार्य
संबंधित सूचना 2 के रूप में लगे प्रपत्र में दें।
Work done during the period covered by the report.
(Give information in the Format enclosed as Annexure II)

6. एस एंड टी उत्पाद
S&T Output

6.1 योगदान के रूप में दी गई तकनीकी जानकारी, विशेषज्ञता तथा एस एंड टी सेवाएं

Technical Know how, Expertise & S&T Services Contributed.

(क) विकसित किए गए प्रक्रमण उत्पाद प्रयोगात्मक आदि प्ररूप, उपकरण ,उपस्कर, उपकरण तथा सामग्रियां।

Processes, Products, Experimental Prototypes, Appratus, Instruments, Devices and Materials developed.

मद
Item

दल के सदस्य
Team Member(s)

(ख) विकसित किए गए सॉफ्टवेयर/ कार्यक्रम /न्यूडेटाबेस/ एल्गोरिथ्मस

Software/Programmes/New Data Base/algorithms/developed.

मद

दल के सदस्य

Item

Team Member(s)

(ग) तैयार की गई तकनीकी नियमावली, मानक विनिर्देश संहिता पद्धति व अंश शोधन रिपोर्ट/ जांच रिपोर्ट तथा विश्लेषण रिपोर्ट

(वसूले गए शुल्क सहित पूर्ण विवरण दें)

Technical Manuals, Standard Specifications/Code of practice/calibration report/Test Reports & Analytical Reports prepared (give full particulars including fee realized)

मद

दल के सदस्य

Item

Team Member(s)

(घ) विकसित किए गए डिजाइन एवं ड्राइंग प्रवाह चार्ट

Design & Drawing/Flow charts developed.

मद

दल के सदस्य

Item

Team Member(s)

(ङ) फाइल तथा सील किए गए पेटेंट

Patents Filed & Sealed

मद

दल के सदस्य

Item

Team Member(s)

(च) शुरू किए गए परामर्शी कार्य

Consultancy Assignments undertaken

मद

दल के सदस्य

Item

Team Member(s)

(छ) शुरू किए गए अनुबंध अनुसंधान (कृपया पूर्ण विवरण दें)

Contract Research Undertaken (give full particulars)

मद

दल के सदस्य

Item

Team Member(s)

(ज) प्रस्तावित आयोजित प्रशिक्षण

Training offered/organized

- | | |
|------------|-------------------------------|
| मद
Item | दल के सदस्य
Team Member(s) |
|------------|-------------------------------|
- (झ) शुरु किए गए विशेष उत्पाद/ मरम्मत तथा अनुरक्षण का निर्माण/ उत्पादन
Fabrication/Production of Special Products/Repair & Maintenance (Job Work) Undertaken.
- | | |
|------------|-------------------------------|
| मद
Item | दल के सदस्य
Team Member(s) |
|------------|-------------------------------|
- (ञ) प्रदान की गई तकनीकी सहायता (ब्यौरा दें)
Technical Assistance rendered (Give details)
- | | |
|------------|-------------------------------|
| मद
Item | दल के सदस्य
Team Member(s) |
|------------|-------------------------------|
- (ट) तकनीकी समितियों की सदस्यता (पूर्ण विवरण दें)
Membership of Technical committees (give full particulars)
- | | |
|------------|-------------------------------|
| मद
Item | दल के सदस्य
Team Member(s) |
|------------|-------------------------------|
- (ठ) अन्य कोई विवरण दें
Any other (give details)
- | | |
|------------|-------------------------------|
| मद
Item | दल के सदस्य
Team Member(s) |
|------------|-------------------------------|
- 6.2 अनुसंधान प्रकाशन, तकनीकी रिपोर्ट, सम्मेलनों संबंधी दस्तावेजों आमंत्रित व्याख्यान इत्यादि।
Research Publication, Technical Reports, Conference Papers, Invited Lectures etc.
- (क) वैज्ञानिक/ तकनीकी जर्नलो में प्रकाशन के लिए स्वीकार्य अथवा प्रकाशित शोधपत्र (पूर्ण विवरण दें)
Papers published or accepted for publication in Scientific/Technical Journals (give full particulars)
- (ख) आयोजित सम्मेलन/ विचार गोष्ठी/ संगोष्ठी इत्यादि में प्रस्तुत शोधपत्र
Papers presented in organized conferences/symposia/seminars etc. (give full particulars)
- (ग) खुले साहित्य इत्यादि में प्रकाशित पुस्तक, मोनोग्राफ, पुस्तकों में अध्यायो , समीक्षा तथा संदर्भ
का ब्यौरा दे
Books, Monographs, Chapters in Books, Reviews and Bibliographies published in the open literature etc. (give details)

(घ) आंतरिक रूप से प्रकाशित वैज्ञानिक/ तकनीकी रिपोर्ट

Internally published Scientific/Technical Reports.

मद

Item

लेखक

Author(s)

(ड) पीएचडी/ एमटेक/ MD शोधप्रबंधन/ अन्य शोधप्रबंधन जिनका पर्यवेक्षण किया गया (विवरण दें)

Ph.D/M.Tech./M.D. thesis/Other Thesis supervised (give particulars)

दिए गए आमंत्रित व्याख्यान (ब्यौरा दे)

Invited Lectures Delivered (give details)

अन्य कोई (ब्यौरा दे)

Any other (give details)

6.3 तकनीकी सहायता सेवाओं से संबंधित उत्पाद

Outputs relating to Technical Support Services

(क) कार्यशाला एवं अन्य तकनीकी सहायता सेवा का ब्यौरा दें

Workshop and other Technical Support Services (give details)

(ख) पशुओं का प्रजनन तथा रख रखाव जीवाणु के लिए पर्यावरण तैयार करना/ कोशिकाओं तथा उत्तक जीवाणुओं का रखरखाव/ उत्तक स्लाइड्स का निर्माण करना। की गई अन्य सेवाएं-

Breeding & Maintenance of Animals/Preparation of Culture Media/Maintenance Cell and Tissue Cultures/Preparation of Histological Slides/other services rendered.

(ग) अत्याधुनिक उपस्कर/ सुविधाओं का प्रचालन तथा रखरखाव

Operation & Maintenance of Sophisticated Equipment/Facilities

(घ) प्रायोगिक संयंत्र/ बैच प्रोडक्शन यूनिट इत्यादि का प्रचालन

Operation of Pilot/Batch Production units etc.

(ड) अन्य तकनीकी सहायता सेवाएं ब्यौरा दें

Other Technical Support services (give details)

6.4 अन्य एस एंड टी सेवाओं से संबंधित उत्पाद

Outputs relating to other S&T Services.

(क) योजना की तैयारी/ परियोजना अनुवीक्षण/ मुल्यांकन/ बैठक का आयोजन/ पूर्वानुमान/ परिपेक्ष्य विश्लेषण तथा अन्य पीएमइ सेवाएं(ब्यौरा दें)

Plan preparation/Project Monitoring/Evaluation/Organization of Meetings/Forecasting/Perspective Analysis & Other PME services (give details)

(ख) उपलब्ध कराई गई सूचना/ प्रकाशन/ प्रलेखन/ पुस्तकालय/ अनुवाद सेवाएं ब्यौरा दें

Information/Publication/Documentation/Library/Translation Services Provided (give details)

(ग) औद्योगिक संपर्क, प्रसार, जनसंपर्क तथा अंतर्राष्ट्रीय वैज्ञानिक सहयोग ब्यौरा दें

Industrial Liasion, Extension, Public Relation & Internationals Scientific Collaborations (give details)

(घ) जनशक्ति तथा मानव संसाधन विकास ब्यौरा दें

Manpower and Human Resources Development (give details)

(ङ) एक्स्ट्राम्यूरल अनुसंधान तथा पेटेंट ब्यौरा दें

Extramural Research and Patents (give details)

(च) अन्य कोई ब्यौरा दें

Any other (give details)

7. इस अवधि के दौरान प्राप्त सम्मान/ पुरस्कार/ उपाधि/ प्रशस्तियां ब्यौरा दें

Honours/Awards/Distinctions/Citation received during the period (give details)

8. प्राप्त अतिरिक्त शैक्षणिक योग्यता/ प्राप्त प्रशिक्षण ब्यौरा दें।

Additional Qualification obtained/Training Received (give details)

(क) कृपया स्पष्ट करें कि क्या पूर्ववर्ती कैलेंडर को अचल संपत्ति का वार्षिक विवरण निर्धारित तिथि अर्थात् आगामी कैलेंडर वर्ष की 31 जनवरी तक प्रस्तुत कर दिया गया था। यदि नहीं, विवरण प्रस्तुत करने की तारीख दी जाए।

Please state whether the annual return on immovable property for the proceeding calendar year was filed within the prescribed date i.e. 31 January of the year following the calendar year. If not, the date of filing the return should be given.

कर्मचारी के दिनांक सहित हस्ताक्षर

Signature of the employee with date

II (ख) रिपोर्ट अधिकारी द्वारा मूल्यांकन
II B. Appraisal by the Reporting Officer

1. रिपोर्ट अधिकारी
Reporting Officer

(क) नाम साफ अक्षरों में
Name (In Block Letters)

(ख) पद
Designation

2. रिपोर्ट अवधि के दौरान कर्मचारी के कार्य निष्पादन का विवेचनात्मक मूल्यांकन निम्नलिखित का उल्लेख करें (क) कर्मचारी की महत्वपूर्ण उपलब्धियों की विशेष तथा विशिष्टता (ख) सौंपे गए कार्यों से संबंधित कमियां
Critical Appraisal of the Performance of the employees during the period (give a. Highlight of the significant achievements of the Employee (b) short falls relevant to the assigned tasks).

3. रिपोर्ट अधिकारी द्वारा प्रदान किया गया ग्रेड 7 अंकीय स्केल सम्मिलित किया जाए
Grade Awarded by the Reporting Officer (seven point scale to be inserted)

रिपोर्ट अधिकारी के दिनांक सहित हस्ताक्षर
Signature of the Reporting Officer with date

4. समीक्षा अधिकारी द्वारा मूल्यांकन
Appraisal by Reviewing Officer

(क) मैं निम्नलिखित को छोड़कर कर्मचारी की रिपोर्ट स्वीकार करता हूँ
I accept the report of the Employee except for the following.

(ख) समीक्षा अधिकारी द्वारा प्रदान किया गया ग्रेड (7 अंकित स्केल सम्मिलित किया जाए)
Grade awarded by the Reviewing Officer (seven point scale to be inserted).

समीक्षा अधिकारी के दिनांक सहित हस्ताक्षर
Signature of the Reviewing Officer with date

नोट :

1. समीक्षा अधिकारी के आलोचनात्मक मूल्यांकन तथा ग्रेड के संबंध में कर्मचारी को सूचित किया जाएगा। यदि कर्मचारी कुछ कहना चाहता है तो वह टिप्पणियों की प्राप्ति के 4 सप्ताह बाद लिखित में इसका उत्तर दे। कर्मचारी के प्रतिवेदन पर सक्षम अधिकारी द्वारा विचार किया जाएगा तथा उन्हें अंतिम निर्णय की सूचना भी दी जाएगी। सक्षम अधिकारी के अंतिम निर्णय के विरुद्ध किसी भी प्रकार का प्रतिवेदन स्वीकार्य नहीं होगा। जब आवश्यक हो तो कर्मचारी सक्षम प्राधिकारी से भेंट कर सकता है।

Critical appraisal of the Reviewing Officer and shall be communicated to the employee. If the employee has anything further to add, he/she may respond in writing within a period of four weeks after the receipt of remarks, Representation of the employees will be considered by the competent authority and the employees will be informed of final decision. No further representation will lie against the final decision of the competent authority. Whenever necessary, the employee may seek an interview with the competent authority.

2. यदि निर्धारित जिसकी रिपोर्ट लिखी जानी है ने इस अवधि के दौरान एक से अधिक रिपोर्ट अधिकारियों ने किया है तो प्रत्येक रिपोर्ट अधिकारी द्वारा मूल्यांकन इस पृष्ठ की फोटो प्रतियों पर ही दिया जाएगा।

If the Assessee has served under more than one Reporting officer during the period, Appraisal by each Reporting officer should be given using Xeroxed copies of the page only.

II ग प्रयोगशाला संस्थान के प्रधान अथवा निर्दिष्ट प्राधिकारी का निर्णय

Decision of the head of the Laboratory/Institute or Designated Authority

1. प्रयोगशाला/ संस्थान के प्रधान अथवा निर्दिष्ट प्राधिकारी की टिप्पणी
Remarks by the Head of the Laboratory/Institution Designation Authority.
2. प्रदान किया गया अंतिम ग्रेड
Final Grade Awarded

संस्थान प्रयोगशाला के प्रधान अथवा निर्दिष्ट
प्राधिकारी के दिनांक सहित हस्ताक्षर

Signature of the Head of the Institute/Lab. Or
Designated Authority with date

- यह भाग राय में अंतर होने की दशा में भरा जाए।
- The part is to be filled only in case of difference of opinion.

समूह-III, IV, एवं V (बी)
Group : III, IV and V (B)
वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद
COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

प्रयोगशाला/ संस्थान
Laboratory/Institute:

खंड III आचरणपहलू
Part III : Behavioral Aspects

अवधि
Period: From _____ से _____ तक
To _____

(यह फार्म प्रपत्र भर कर रिकॉर्ड तथा आवश्यक कार्यवाही हेतु प्रशासन अनुभाग में वापस भेजा जाना चाहिए)
(This completed form is to be returned to the Administration for record and necessary action)

1. कर्मचारी का नाम
(साफ अक्षरों में)
Name of the Employee
(in block letters)
2. पद
Designation
3. (क) प्रभाग/ क्षेत्र /अनुभाग
Division/Area/Section
(ख) कार्यक्रम गतिविधि परियोजना
programme/Activity/project
4. कर्मचारी की रूपरेखा
कृपया उपयुक्त मार्क लगाएं
Employees Profile
(Please give appropriate marks)

विशेषता संबंधी पहलू Attributes Aspects	उत्कृष्ट Outstanding (5)	बहुत अच्छा Very Good (4)	अच्छा Good (3)	संतोषजनक Satisfactory (2)	पुअर Poor (1)
I. बुद्धि Intelligence					
II. सृजनात्मकता तथा अभिप्रेरण Creativity & Motivation					
III. दल में कार्य करने की क्षमता Ability to work in a team					

IV.	दायित्व/ अनुशासन Responsibility/Discipline					
V.	नेतृत्व Leadership					
VI.	सत्यनिष्ठा* Integrity					
VII.	आचरण पहलू में अंतिम मार्क Final marks in the behavioral aspects.					

दिनांक
Date

रिपोर्ट अधिकारी के हस्ताक्षर
Signature of the Reporting Officer

- I. कृपया इन कालम को भरने से पहले संलग्नमार्ग दर्शक सिद्धांतों को सावधानी पूर्वक पढ़ें।
Please read carefully the attached guidelines before filling up this column.
- II. यदि कर्मचारी एक से अधिक रिपोर्ट अधिकारी के साथ कार्य करने की सूचना देता है जो प्रत्येक रिपोर्ट अधिकारी अलग से प्रपत्र भरेंगे। प्रत्येक रिपोर्ट अधिकारी द्वारा दिए गए मार्क का योगात्मक साध्य अंतिम मार्क होगा।
If the employee is reporting to more than one reporting officer each reporting officer will fill separate form. Arithmetic Mean of the marks given by each reporting officer will be the final marks.
- III. आचरण पहलू में प्राप्त अंतिम मार्कों की सूचना कर्मचारी को नहीं दी जाएगी। तथा पियदि कर्मचारी द्वारा अर्जित मार्कों के कारण कर्मचारी पूर्व श्रेणी के अंतर्गत आता है तथा इससे उसकी सत्यनिष्ठा पर प्रतिकूल टिप्पणियां मिलती हैं तो कर्मचारी को इस की सूचना दी जाएगी।
Final marks obtained in the Behavioral Aspects will not be communicated to the employee. However marks obtained by the employee which fall under the category poor as well as adverse remarks on Integrity shall be communicated.

भारत सरकार कार्मिक विभाग के दिनांक 20 मई 1972 के कार्यालय के जापन संख्या 51/5/72 -स्थापना का द्वारा सत्यनिष्ठा के संबंध में जारी किए गए मार्गदर्शी सिद्धांत

GUIDELINES ISSUED BY GOVERNMENT OF INDIA DEPARTMENT OF PERSONNEL, REGARDING INTEGRITY VIDE O.M. NO. 51/5/72-ESTT. A DATED 20TH MAY, 1972.

गोपनीय रिपोर्ट के प्रत्येक प्रपत्र में सत्यनिष्ठा संबंधी एक ऐसा कॉलम होना चाहिए जिसमें रिपोर्ट लिखने वाला अधिकारी उस सरकारी कर्मचारी, जिसकी रिपोर्ट लिखी जानी है, की सत्यनिष्ठा पर अपनी टिप्पणी दे सकें। सत्यनिष्ठा संबंधी कॉलम में प्रविष्टियां करते समय निम्नलिखित मार्गदर्शी सिद्धांतों का अनुसरण किया जाए:

In every form of Confidential Report there should be a column regarding integrity to enable the Reporting Officer to make his remarks on the integrity of the Government servant reported upon. The following should be followed in the matter of making entries in the column relating to integrity:

(क) पर्यवेक्षक अधिकारी को गुप्त डायरी बनानी चाहिए जिस में समय समय पर अधीनस्थ कर्मचारी की सत्यनिष्ठा के बारे में संदेह उत्पन्न करने वाले दृष्टांतों को नोट किया जाए तथा ऐसे संदेह की सत्यता को प्रमाणित करने के लिए गुप्त विभागीय जांच पड़ताल द्वारा अथवा मामला विशेष पुलिस स्थापना को भेजकर शीघ्र कार्यवाही की जाए। वार्षिक गोपनीय रिपोर्ट भरते समय इस डायरी का ध्यान रखा जाए तथा सत्यनिष्ठा संबंधित कॉलम भरते समय इस डायरी में दी गई सामग्री का उपयोग किया जाए। यदि कॉलम अपुष्ट संदेह के कारण नहीं भरा गया है, आगे की कार्यवाही निम्नलिखित उपसिद्धान्तों के अनुसार की जाए।

Supervisory officer should maintain a confidential diary in which instances which create suspicion about the integrity of a subordinate should be noted from time to time and action to verify the truth of such suspicion should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the special police Establishment. At the time of recording the Annual Confidential Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmed nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

(ख) चरित्र पंजी में सत्यनिष्ठा संबंधी कॉलम को खाली छोड़ दिया जाए तथा सरकारी कर्मचारी की सत्यनिष्ठा संबंधिशंकाओं और संदेह के बारे में अलग से एक गोपनीय नोट की प्रविष्टि साथ ही की जाए तथा उनका अनुसरण किया जाए।

The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servants integrity should be recorded simultaneously and followed up.

(ग) गोपनीय नोट की एक प्रति चरित्र पंजी के साथ अगले वरिष्ठ अधिकारी के पास भेजी जाए जिसे यह सुनिश्चित करना चाहिए कि अनुवर्ती कार्यवाही तत्काल की गई है।

A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow up action is taken expeditiously.

(घ) अनुवर्ती कार्यवाही के परिणाम स्वरूप यदि सरकारी कर्मचारी आरोप मुक्त है तो उसकी सत्यनिष्ठा प्रमाणित की जाए तथा चरित्र पंजी में इसकी प्रविष्टि की जाए।

If, as a result of the follow-up action, a Government servant is exonerated, his integrity should be certified and entry made in the Character Roll.

(ड) यदि उसकी सत्यनिष्ठा संबंधी संदेश की पुष्टि हो जाती है तो इस तथ्य की प्रविष्टि की जाएं तथा संबंधित कर्मचारी को विधिवत सूचित किया जाए I

If, suspicions regarding his integrity are confirmed, this fact can also be recorded and duly communicated to the Government servant concerned.

(च) ऐसे मामले भी हो सकते हैं जिन में कर्मचारी की सत्यनिष्ठा के बारे में संदेह अभिव्यक्त करने वाली गोपनीय रिपोर्ट/नोट की प्रविष्टि के बाद की गई जांच पड़ताल, संदेह दूर करने अथवा उसकी पुष्टि करने के लिए उपयुक्त सामग्री उपलब्ध नहीं कराती है I ऐसे मामले में सरकारी कर्मचारी के व्यवहार पर कुछ और अवधि के लिए अवलोकन किया जाए, तथा इस दौरान जहां तक व्यवहार्य हो, उसे उन पदों से दूर रखना चाहिए जिन में भ्रष्टाचार में लिप्त रहने के अवसर हो तथा बाद में उपर्युक्त

(घ) तथा (ड) में दर्शाए गए अनुसार कार्यवाही की जाए I

There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

(छ) ऐसे अवसर भी होते हैं, जब रिपोर्ट लिखने वाला अधिकारी स्वयं के प्रति तथा जिस कर्मचारी की रिपोर्ट लिखी जानी है उसके प्रति, सत्यनिष्ठा को प्रमाणित करने अथवा प्रतिकूल प्रविष्टि करने अथवा ऐसी किसी भी सूचना जो उसकी गोपनीय रिपोर्ट लिखकर विभाग अध्यक्ष को प्रस्तुत करने के योग्य बनाती है, के प्रति निष्पक्ष नहीं रहता है। ऐसे दृष्टांत तब हो सकते हैं जब कर्मचारी किसी दूर-दराज के केंद्र पर कार्य कर रहा हो तथा रिपोर्ट लिखने वाले अधिकारियों को इस कर्मचारी के कार्य को नज़दीक से देखने का अवसर न मिला हो अथवा कर्मचारी ने रिपोर्ट लिखने वाले कर्मचारी के आधीन कुछ अवधि के लिए कार्य किया हो अथवा वह लम्बी अवधि की छुट्टी पर रहा हो इत्यादि। ऐसे सभी मामलों में रिपोर्ट अधिकारी को सत्यनिष्ठा सम्बन्धी कॉलम में इस आशय की प्रविष्टि करनी चाहिए कि उसे कर्मचारी के कार्य को देखने के लिए उचित समय नहीं मिल पाया है। जिससे कि वह निश्चित टिप्पणी कर सके अथवा उसने कर्मचारी की सत्यनिष्ठा के विरुद्ध कोई टिप्पणी नहीं सुनी, जैसा भी मामला हो। यह वास्तविक विवरण होगा जिसके लिए कोई आपत्ति नहीं हो सकती। परन्तु यह आवश्यक है कि वरिष्ठ अधिकारी को उसके आधीन कार्यरत कर्मचारियों की सत्यनिष्ठा के बारे में यथाशीघ्र निश्चित निर्णय करने के हर संभव प्रयास करना चाहिए जिससे कि वह अनुभूत विवरण दे सके।

(G). There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a Government servant is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to

form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

आउट पुट प्रपत्र के कोड
CODES FOR FORM OF OUTPUT

1. प्रक्रमण, उत्पाद, प्रयोगात्मक आदि प्रारूप, उपकरण, उपस्कर, उपकरण तथा सामग्री I
Process, Product, Experimental Prototypes, Appartus, Instruments, Devices & Material.
2. सॉफ्टवेयर कार्यक्रम न्यू डाटा बेस एल्गोरिथ्म
Software/Programmes/New Data Base/Algorithms.
3. तकनीकी नियमावली, मानक विशेषताएं/ व्यवसाय कोड/संशोधन/अंशशोधन रिपोर्ट/परीक्षण रिपोर्ट एवं विश्लेषण रिपोर्ट I
Technical Manuals, Standard Specifications/Code of Practice/Calibration Report/Test Reports & Analytical Reports.
4. डिजाइन एवं ड्राइंग प्रवाह चार्ट
Design & Drawing/Flow Charts.
5. पेटेंट
Patents
6. परामर्शी कार्य
Consultancy Assignments
7. संविदा अनुसंधान
Contract Research
8. प्रशिक्षण दिया गया
Training offered organized
9. निर्माण/विशेष उत्पादों का उत्पादन/शुरु किए मरम्मत एवं प्रशिक्षण कार्य/छिटपुट कार्य
Fabrication/Production of Special Products/Repair & Maintenance (Job work) undertaken.
10. प्रदान की गई तकनीकी सहायता
Technical Assistance rendered.
11. वैज्ञानिक तकनीकी पत्र-पत्रिकाओं में प्रकाशन हेतु प्रकाशित एवं स्वीकार्य पेपर्स
Papers Published or accepted for publication in Scientific/Technical Journals.
12. आयोजित सम्मेलन/संगोष्ठी/गोष्ठी/ इत्यादि में प्रस्तुत किए गए पेपर
Papers presented in organized conference/symposia/seminars etc.
13. खुले साहित्य इत्यादि में प्रकाशित पुस्तकें, मोनोग्राफ, पुस्तकों में अध्याय, समीक्षाएं एवं संदर्भिका
Books, Monographs, Chapters in Books, Reviews and Bibliographies published in the open literature etc.

14. आंतरिक रूप से प्रकाशित वैज्ञानिक/ तकनीकी रिपोर्ट
Internally published Scientific/Technically Reports.
15. पीएचडी/एमटेक /एम डी शोध प्रबंध अन्य शोध प्रबंध का पर्यवेक्षण
Ph.D/M.Tech/M.D. Thesis/other Thesis supervision
16. आमंत्रित व्याख्यान
Invited Lectures
17. तकनीकी समितियों की सदस्यता
Membership of Technical Committees.
18. कार्यशाला
Workshop
19. पशुओं का प्रजनन एवं रखरखाव/ संवर्धन माध्यम की तैयारी/ कोशिका रखरखाव तथा उत्तर का संवर्धन उत्तरीय किए स्लाइडों को तैयार करना अन्य सेवाएं
Breeding & Maintenance of Animals Preparation of Culture Media/Maintenance Cell and, Tissue Cultures/Preparation of Histological slides/other services.
20. अत्याधुनिक उपस्कर सुविधाओं का प्रचालन एवं रखरखाव
Operation & Maintenance of Sophisticated Equipment/Facilities.
21. पायलट संयंत्र का प्रचालन बैच उत्पादन यूनिट इत्यादि
Operation of Pilot Plants Batch Production units etc.
22. अन्य सहायता सेवाएं
Other Support Services
23. योजना तैयारी परियोजना अनुवीक्षण मुल्यांकन/बैठकों का आयोजन/पूर्वानुमान/सापेक्ष महत्व के विश्लेषण एवं अन्य PME सेवाएं
Plan Preparation/Project Monitoring/Evaluation/Organization of Meetings/Forecasting/perspective Analysis & other PME Services.
24. सूचना/प्रकाशन/प्रलेखन/पुस्तकालय/अनुवाद सेवाएं
Information/Publication/Documentation/Library/Translation Services.
25. उद्योगिक संपर्क, विस्तार, जन संपर्क एवं अंतर्राष्ट्रीय वैज्ञानिक सहयोग
Industrial Liasion, Extension, Public Relations & International Scientific Collaborations.
26. जनशक्ति एवं मानव संसाधन विज्ञान
Manpower and Resources Development.

27. बाह्य अनुसंधान एवं पेटेंट
External Research and Patents.

28. अन्य कोई विवरण दें)
Any other (Give details)

संलग्न 1

रिपोर्ट अवधि के दौरान सौंपे गए कार्य

(Annexure-I)

Tasks Assigned during the period covered by the report

वर्ष के शुरू अथवा बाद में जब भी कार्य सौंपा जाता है भरा जाना है

(to be filled in the beginning of the year or latter whenever task is assigned)

कर्मचारी का नाम

Name of the Employee

रिपोर्ट की अवधि

Reporting Period

कार्यक्रम प्रयोजना प्रतिविधि शीर्षक Programmes/project activity Title	वर्ष के दौरान सौंपा गया कार्य Task Assigned during the year	प्रत्याशित एस एंड टी उत्पाद Expected S&T Output(s)		आवंटन समाप्ति Assignment Completion की तारीख date of	क्रमबद्ध योगदान परंतु संस्थान के बाहर से प्राप्त किया जाना Inputs committed but to be procured from outside the instt.
		प्रत्याशित उत्पाद का विवरण उत्पाद का प्रपत्र कोड भरें	Details of expected Output		

तारीख सहित कर्मचारी के हस्ताक्षर तारीख सहित रिपोर्ट लिखने वाले अधिकारी के हस्ताक्षर

Signature of the Employee with Date Signature of the Reporting Officer with Date

संलग्न II

Annexure-II

रिपोर्ट अवधि के दौरान किए गए कार्य

Work done during the period covered by the report

रिपोर्ट अवधि की समाप्ति पर भरा जाना है

(to be filled at the end of the reporting period)

सौंपे गए कार्य Tasks Assigned	प्रत्येक सौंपे गए कार्य के लिए किया गया कार्य Work done against each task	सौंपे गए कार्यों की समाप्ति की तारीख Dates(s) of Completion of Tasks		उपलब्ध कराए गए निवेश बाधाएं जिन का सामना किया गया Inputs provided/Constraints faced	उत्पाद का प्रपत्र संबंधित कोड भरें Form of Output (Fill the relevant code)
		वितरित Distributed	संशोधित Revised		

तारीख सहित कर्मचारी के हस्ताक्षर

Signature of Employee with date

तारीख सहित रिपोर्ट लिखने वाले अधिकारी के हस्ताक्षर

Signature of reporting officer with date

Proforma-7

समूह-II

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद
वार्षिक निष्पादन मूल्यांकन रिपोर्ट

प्रयोगशाला/ संस्थान:

अवधि:

से

तक

भाग-1

कर्मचारी का विवरण

(इसे प्रशासन द्वारा भरा जाना है)

1. नाम (साफ अक्षरों में)
2. कोड नंबर
3. जन्म की तारीख
4. सीएसआईआर में कार्यभार ग्रहण करने की तारीख
5. प्रभाग/ क्षेत्र/ अनुभाग
6. वर्तमान पद
 - a. पदनाम
 - b. वर्तमान पद पर नियुक्ति की तारीख
 - c. समूह एवं ग्रेड
 - d. प्रभाव/ क्षेत्र/ अनुभाग में कार्यभार ग्रहण करने की तारीख
7. रिपोर्टिंग अधिकारी
8. रिव्यूइंग अधिकारी

* प्रयोगशाला/ संस्थान को कंप्यूटरीकरण हेतु प्रत्येक कर्मचारी को कोड नंबर देना चाहिए

9. अहर्यता (शैक्षिक/ वैज्ञानिक/ तकनीकी)

डिग्री/ डिप्लोमा/ सर्टिफिकेट	वर्ष	विषय एवं विशेषज्ञता

10. छुट्टियों का रिकॉर्ड (आकस्मिक छुट्टी के अतिरिक्त)

छुट्टी का प्रकार	रिकॉर्ड

तारीख सहित कर्मचारी के हस्ताक्षर

तारीख सहित प्रशासन नियंत्रक/ प्रशासन अधिकारी के हस्ताक्षर

भाग-II सौंपा गया कार्य

रिपोर्ट अवधि के दौरान सोपा गया कार्य

(वर्ष के आरंभ अथवा बाद में भरा जाना है(जब भी कार्य सोपा)

(कृपया सौंपे गए कार्यों का रिकॉर्ड रखें)

(क) सामान्य कार्य

क्रम स	प्रोग्रामर/ प्रोजेक्ट्स/ एक्टिविटी टाइटल्स	सौंपा गया कार्य	प्रत्याशित आउट पुट/ निर्धारित सफलता के मानदंड	सौंपा गए कार्य की तारीख	कार्य को पूरा करने की निर्धारित तारीख	सौंपी गई भूमिका

(ख) विशेष कार्य

क्रम स	प्रोग्रामर/ प्रोजे क्ट्स/ एक्टिवि टी टाइटल्स	सौंपा गया कार्य	प्रत्याशित आउट पुट/ निर्धारित सफलता के मानदंड	सौंपा गए कार्य की तारीख	कार्य को पूरा करने की निर्धारित तारीख	सौंपी गई भूमिका

समूह-II

भाग-III निष्पादन मूल्यांकन

रिपोर्ट अवधि के दौरान पूरे किए गए कार्य
(रिपोर्ट अवधि के अंत में भरा जाना है)

(क) सामान्य कार्य

भाग -II से							स्व-मूल्यांकन				
क्र म स	प्रोग्रामर / प्रोजे क्ट्स/ एक्टिवि टीटाइट ल्स	सौंपा गया कार्य	प्रत्याशित आउटपुट/ निर्धारित सफलता के मानदंड	सौंपा गए कार्य की तारीख	कार्य को पूरा करने की निर्धारित तारीख	सौंपी गई भूमिका	किया गया कार्य	कार्य को पूरा करने की वास्तविक तारीख	स्वटि प्पणी+ समर्थक दस्तावे ज	रिपोर्टिंग अधिकारी द्वारा टिप्पणी	रिव्युइंग अधिकारी द्वारा टिप्पणी

(ख) विशेष कार्य

भाग -II से							स्व-मूल्यांकन				
क्र म स	प्रोग्रामर/ प्रोजेक्ट्स / एक्टिवि टीटाइट ल्स	सौंपा गयाका र्य	प्रत्याशित आउटपुट/ निर्धारित सफलताके मानदंड	सौंपा गए कार्य की तारीख	कार्य को पूरा करने की निर्धारित तारीख	सौंपी गई भूमिका	किया गया कार्य	कार्य को पूरा करने की वास्तविक तारीख	स्वटिप्प णी+ समर्थक दस्तावे ज	रिपोर्टिंग अधिकारी द्वारा टिप्पणी	रिव्युइंग अधिकारी द्वारा टिप्पणी

किया गया कोई विशिष्ट कार्य अथवा विशिष्ट सेवा

विशिष्ट कार्य/ विशिष्ट सेवा	स्वमूल्यांकन	रिपोर्टिंग अधिकारी का मूल्यांकन	रिव्युइंग अधिकारी का मूल्यांकन

विवेचनात्मक मूल्यांकन

	रिपोर्टिंग अधिकारी	रिव्युइंग अधिकारी
महत्वपूर्ण क्षमताएं		

विकास के महत्व पूर्ण क्षेत्र		
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आवंटितकार्योंकेलिएप्रदत्तग्रेड

रिपोर्टिंग अधिकारी	रिव्यूइंग अधिकारी

7 अंकीय ग्रेड स्केल

उत्कृष्ट: 100 अंक

अतिउत्तम: 90 अंक

बहुत अच्छा: 75 अंक

अच्छा: 60 अंक

संतोषजनक: 50 अंक

साधारण: 35 अंक

खराब: 20 अंक

समूह-II

भाग-IV व्यवहार- संबंधी

कृपया उपलब्ध कराए गए स्केल के अनुसार व्यवहारात्मक पहलुओं पर उपयुक्तअंक दीजिए

क्रमस.	गुण	रिपोर्टिंग अधिकारी		रिव्युइंग अधिकारी	
		अंक	टिप्पणी	अंक	टिप्पणी
	बुद्धिमता एवं उद्यमशीलता				
	सृजनात्मक एवं प्रेरणा				
	टीम में कार्य करने की क्षमता				
	उत्तरदायित्व/ अनुशासन की भावना				
	समय की पाबंदी एवं उपस्थिति				
	कुलअंक 25 मेंसे				

व्यवहार संबंधी स्केल:

5. उत्कृष्ट
4. बहुत अच्छा
3. अच्छा
2. संतोषजनक
1. खराब

समूह-II

रिपोर्टिंग अधिकारी	रिव्युइंग अधिकारी
संदेह से परे मॉनिटरिंग की जानी है	
कृपया टिप्पणी यदि कोई हो तो दें	

पेनपिक्चर

रिपोर्टिंग अधिकारी	रिव्यूइंग अधिकारी
कृपया टिप्पणी(यदि कोई हो तो दें)	

भाग V: वार्षिक निष्पादन मूल्यांकन रिपोर्ट में अंतिम टिप्पणी
अंतिम अंक (इनकी गणना भाग III और IV के संबंधित अंकों को उचित अनुपात में बांटकर की जानी है)

	रिपोर्टिंग अधिकारी	रिव्यूइंग अधिकारी
भाग III मेअंक (75 मेंसे)		
भाग IV मेअंक (25 मेंसे)		
कुलअंक (100 मेंसे)		

	रिपोर्टि (वह जिसकी रिपोर्ट लिखी गई है)	रिपोर्टिंग अधिकारी	रिव्यूइंग अधिकारी
तारीख			
नाम			
पदनाम			

भाग-VI : संस्थान के प्रधान अथवा नमोदिष्टनामिती का निर्णय

1. प्रयोगशाला/ संस्थान के प्रधान अथवा नमोदिष्ट प्राधिकारी की टिप्पणी
2. सौंपा गया कार्यों के संबंध में प्रदत्त अंतिम रेड

रिपोर्टिंग अधिकारी	रिव्यूइंग अधिकारी	संस्थान का प्रधान/ नमोदिष्ट

कृपया इस कॉलम को भरने से पहले सलंगन मार्गदर्शी सिद्धांतों को ध्यान से पढ़ें

यदि कर्मचारी एक से अधिक रिपोर्टिंग अधिकारी को रिपोर्ट कर रहा है तो प्रत्येक रिपोर्टिंग अधिकारी अलग प्रपत्र भरेगा प्रत्येक रिपोर्टिंग अधिकारी द्वारा किए गए अंको का समांतर माध्य अंतिम अंक होंगे

व्यवहारात्मक पहलू संबंधी कॉलम में प्राप्त अंतिम अंकों की सूचना कर्मचारी को नहीं दी जाएगी तथा खराब श्रेणी के अंतर्गत कर्मचारी विशेष द्वारा प्राप्त अंको तथा सत्यनिष्ठा से संबंधित प्रतिकूल टिप्पणी की सूचना उस कर्मचारी को दी जाएगी

भारत सरकार कार्मिक विभाग द्वारा अपने दिनांक 20 मई 1972 के कार्यालय ज्ञापन संख्या 51/5/71-Estt. (ए) के माध्यम से सत्यनिष्ठा के संबंध में मार्गदर्शी सिद्धांत जारी किए गए हैं। गोपनीय रिपोर्ट के प्रत्येक प्रपत्र में सत्यनिष्ठा से संबंधित एक कॉलम होना चाहिए ताकि रिपोर्टिंग अधिकारी जिस सरकारी कर्मचारी की रिपोर्ट लिख रहा है उसकी सत्यनिष्ठा के संबंध में अपनी टिप्पणी दे सकें। सत्यनिष्ठा से संबंधित कॉलम में टिप्पणी देते समय निम्नलिखित मार्गदर्शी सिद्धांतों का पालन किया जाना चाहिए

पर्यवेक्षी अधिकारी को गोपनीय डायरी बनाने चाहिए जिस में अपने अधीनस्थ कर्मचारी की सत्यनिष्ठा पर संदेह के दृष्टांतों को समय-समय पर नोट किया जाना चाहिए और विभागीय रूप से गोपनीय जांच द्वारा अथवा मामले को विशेष पुलिस स्थापना के पास भेजकर ऐसे संदेह की सत्यता को प्रमाणित करने के लिए तुरंत कार्यवाही की जानी चाहिए वार्षिक गोपनीय रिपोर्ट लिखते समय इस डायरी से हवाला लिया जाना चाहिए और सत्यनिष्ठा से संबंधित कॉलम को भरते समय इस में उपलब्ध सामग्री का उपयोग किया जाना चाहिए यदि संदेश की अनिश्चितता के कारण इस कॉलम को नहीं भरा गया है तो निम्नमत ऊपर पैराग्राफों के अनुसार आगे की कार्यवाही की जानी चाहिए।

सत्यनिष्ठा से संबंधित कॉलम को खाली छोड़ दिया जाना चाहिए और सरकारी कर्मचारी की सत्यनिष्ठा पर संदेह और संशय के संबंध में एक अलग गुप्त नोट साथ-साथ रिकॉर्ड किया जाना चाहिए और अनुवर्ती कार्यवाही की जानी चाहिए।

इस गुप्त नोट की एक प्रति चरित्र पंजी के साथ अगले पर्यवेक्षी अधिकारी के पास भेजी जानी चाहिए जो यह सुनिश्चित करेगा कि इस पर तुरंत अनुवर्ती कार्यवाही की जाए।

यदि अनुवर्ती कार्यवाही के परिणाम स्वरूप सरकारी कर्मचारी को आरोपमुक्त कर दिया जाता है तो उसकी सत्यनिष्ठा को प्रमाणित किया जाना चाहिए और उसकी चरित्र पंजिका में प्रविष्टि की जानी चाहिए।

यदि उसकी सत्यनिष्ठा पर संदेह की पुष्टि हो चुकी है तो इस तथ्य को भी रिकॉर्ड किया जा सकता है और संबंधित सरकारी कर्मचारी को इस की सूचना दी जा सकती है।

ऐसे भी मामले हो सकते हैं जिन में सरकारी कर्मचारी की सत्यनिष्ठा पर संदेह के बारे में गुप्त रिपोर्ट/ नोट रिकॉर्ड किए जाने के बाद की गई जांच से ऐसे संदेह के समाप्त होने अथवा उसकी पुष्टि होने में पर्याप्त सामग्री उपलब्ध नहीं होती तो उस सरकारी कर्मचारी के आचरण पर आगे कुछ और अवधि के लिए निगरानी रखी जाएगी और उसे जहां तक व्यवहार्य हो ऐसे पदों पर तैनात नहीं किया जाना चाहिए जिन में भ्रष्ट आचरण में लिप्त होने के अवसर हो और तत्पश्चात ऊपर लिखित कार्यवाही की जा सकती है।

ऐसे भी अवसर होते हैं जब रिपोर्टिंग अधिकारी स्वयं और जिस सरकारी कर्मचारी की रिपोर्ट लिखी जा रही है उसके प्रति निष्पक्ष रहते हुए या तो उसकी सत्यनिष्ठा को प्रमाणित ना कर सके अथवा प्रतिकूल टिप्पणी न कर सके अथवा उस के पास कोई ऐसी सूचना भी हो जिस से वह विभागाध्यक्ष को गुप्त रिपोर्ट दे सकें ऐसे दृष्टांत तब उत्पन्न हो सकते हैं जब सरकारी कर्मचारी ने रिपोर्टिंग अधिकारी के अधीन कम अवधि के लिए कार्य किया हो या वह लंबी अवधि के लिए छुट्टी पर रहा हो ऐसे सभी मामलों में रिपोर्टिंग अधिकारी को सत्यनिष्ठा संबंधी कॉलम में इस आशय की प्रविष्टि करनी चाहिए कि उसने सरकारी कर्मचारी के कार्य को पर्याप्त समय के लिए नहीं देखा है ताकि वह कोई निश्चित टिप्पणी कर सके अथवा उसने उस सरकारी कर्मचारी की सत्यनिष्ठा के विरुद्ध कुछ नहीं सुना है जैसा भी मामला हो यह ऐसा तथ्यात्मक विवरण होगा जिस पर किसी को कोई आपत्ति नहीं होगी किंतु यह आवश्यक है कि वरिष्ठ अधिकारी को अपने अधीनस्थ कर्मचारियों की सत्यनिष्ठा के बारे में यथाशीघ्र निश्चित राय बनाने के लिए प्रयास करना चाहिए ताकि वह सकारात्मक विवरण दे सकें

Council of Scientific and Industrial Research

Annual Performance Appraisal Report

Laboratory/Institute:

Period: From _____ to _____

Part – 1

Particulars of the Employee

(To be furnished by the Administration)

1.	Name (in block letters)	
2.	Code Number	
3.	Date of Birth	
4.	Date of joining CSIR	
5.	Division / Area / Section	
6.	Present Post	
	a) Designation	
	b) Date of appointment to the present post	
	c) Group & Grade	
	d) Date of joining the Division / Area / Section	
7.	Reporting Officer	
8.	Reviewing Officer	

*The laboratory / institute should assign a code number to each employee for computerization.

9. Qualification (Academic / Scientific / Technical)

Degree / Diploma / Certificate	Year	Subject & Specialization

10. Leave Record (other than casual leave)

Leave type	Record

Signature of the employee with date

Signature of COA / AO with date

Part – II Task Assignment

Tasks assigned during the period covered by the Report:

(to be filled in the beginning of the year or later whenever task is assigned)

(Please document the tasks assigned)

(a) General Tasks

SNo.	Programmer / Projects / Activity Titles	Task Assigned	Expected output / Measures of success defined	Date of Assignment	Planned date of completion	Role assigned

(b) Special Tasks

SNo.	Programmer / Projects / Activity Titles	Task Assigned	Expected output / Measures of success defined	Date of Assignment	Planned date of completion	Role assigned

Part – III Performance Appraisal

Tasks completed during the period covered by the Report

(to be filled at the end of the Reporting Period)

(a) General tasks

From Part II							Self Appraisal				
SNo.	Programmer / Projects / Activity Titles	Task Assigned	Expected output / Measures of success defined	Date of Assignment	Planned date of completion	Role assigned	Work done	Actual date completion	Remarks by Self + Support Documents	Remarks by Reporting Officer	Remarks by Reviewing Officer

(b) Special Tasks

From Part II							Self Appraisal				
SNo.	Programmer / Projects / Activity Titles	Task Assigned	Expected output / Measures of success defined	Date of Assignment	Planned date of completion	Role assigned	Work done	Actual date completion	Remarks by Self + Support Documents	Remarks by Reporting Officer	Remarks by Reviewing Officer

Any specialized work done or distinguished service rendered:

Specialized work / Distinguished Service	Self Appraisal	Reporting Officer Appraisal	Reviewing officer Appraisal

Critical Appraisal

	Reporting Officer	Reviewing Officer
Key Strengths		
Key Areas of Development		

Grade awarded on the tasks allocated

Reporting Officer	Reviewing Officer

Seven Point Grade Scale:

Outstanding: 100 marks

Excellent: 90 marks

Very Good: 75 marks

Good: 60 marks

Satisfactory: 50 marks

Fair: 35 marks

Poor: 20 marks

Part IV: Behavioural Aspects

Please give appropriate marks on the behavioural aspects as per the scale provided

S.No.	Attributes Marks	Reporting Officer		Reviewing Officer	
		Marks	Remarks	Marks	Remarks
	Intelligence & Industry				
	Creativity & Motivation				
	Ability to work in a team				
	Sense of responsibility / discipline				
	Punctuality and Attendance				
	Total Marks on 25				

Scale for behavioral aspects:

5: Outstanding

4: Very Good

3: Good

2: Satisfactory

1: Poor

Integrity

Reporting Officer	Reviewing Officer
Impacable To be monitored	
Please provide remarks if any	

Pen Picture

Reporting Officer	Reviewing Officer
Please provide remarks if any	

Part V: Final remarks in Annual Performance Appraisal Report

Final Marks (to be computed by apportioning relating marks of Part III and IV)

	Reporting Officer	Reviewing Officer
Marks in Part III (out of 75)		
Marks in Part IV (out of 25)		
Total Marks (out of 100)		

	Reportee	Reporting Officer	Reviewing Officer
Date			
Name			
Designation			

Part VI: Decision by the Head of the Institute of Designated Nominee

1. Remarks of the head of the Laboratory/Institute on Designated Authority

--

2. Final grade awarded on the tasks assigned

Reporting Officer	Reviewing Officer	Head of Institute / Designated Authority

Date:	
Name:	
Designation:	

Please read carefully the attached guidelines before filling up this column

If the employee is reporting to more than one Reporting Officer, each reporting officer will file a separate form. Arithmetic mean of the marks given by each Reporting Officer will be the final marks.

Final marks obtained in the Behavioural Aspects will not be communicated to the employee. However, marks obtained by the employee which fall under the category "Poor" as well as adverse remarks on "integrity" shall be communicated.

Guidelines issued by Govt. of India, Department of Personnel, regarding "Integrity" vide O.M. No. 51/5/71-Estt. "A" dated 20th May 1972.

In every form of Confidential Report there should be a column regarding integrity to enable the Reporting officer to mark his remarks on the integrity of the Government servant reported upon. The following guidelines should be followed in the matter of making remarks in the column relating to integrity.

Supervisory officer should maintain a confidential diary in which instances which create suspicion about the integrity of subordinate should be noted from time to time and action to verify the truth of such suspicion should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the special police establishment. At the time of recording the ACR this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmed nature of the suspicion further action should be taken in accordance with the following sub-paragraphs.

The column pertaining to integrity should be left blank and a separate secret note about the doubts and suspicious regarding the government servant's integrity should be recorded simultaneously and followed up.

A copy of the secret note should be sent together with the Character Roll to the next supervisor officer who should ensure that the follow-up action is taken expeditiously.

If, as a result of the follow-up action, a government servant is exonerated, his integrity should be certified and an entry made in the Character Roll.

If, suspicions regarding his integrity are confirmed, this fact can also be recorded and duly communicated to the Govt. servant concerned.

There may be cases in which after a secret report/note has been recorded expressing suspicion about a govt's servant integrity, the enquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case the Govt. servant's conduct be watched for a further period, and in the meantime, he should, as far as practicable be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated above may be taken.

There are occasions when a reporting officer cannot in fairness to himself and to the Govt. servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a Govt. servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the reporting officer should make an entry in

the integrity column to the effect that he has not watched the Govt. servant's work for sufficient time to be able to make any definite remarks, or that he has heard nothing against the Govt. servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgment about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

Proforma-8

Council of Scientific & Industrial Research Performance Mapping of Scientists

Assessment Year _____ To _____

BASIC INFORMATION

Identification Information

Name of Employee

Employee ID

Group/Grade

Date of Birth

Division/Department

Date of Joining CSIR

Category (indicate if belonging to SC/ST/OBC)

Email ID

Mobile No.

About the Evaluation Period (and other obligatory Information)

Status

Part year or full year evaluation

Members-Collegiums

Members-Empowered Committee

Have you filled the annual return on immovable property during this evaluation period

Categories information (for the period under evaluation)

CSIR Core subject Area

Further sub subject Specialization of the area under which the activities have been carried out during the assessment period (refer: This may be different from the functional divisions of the Lab)

EDUCATIONAL ATTAINMENT(S)

Qualification	Specialization/Subject(s)	Year	Division (0- Not Applicable)	University/Institute	Additional Information

EMPLOYMENT DETAILS

Grade/Post	Estt./Lab/Instt.	Duration From	Duration To	Remarks

LEAVE RECORD

Please list leave record for the year being evaluating (include all leave)	
Type of Leave	No. of Days

Verified by COA/AO
Date:

Signature of the employee
Date:

Common to all (those in PB3 & PB4 scales)

Council of Scientific & Industrial Research

Entre your Lab Name

Performance Mapping of Scientists

Assessment Year _____ To _____

Please provide detailed/additional relevant information at appropriate places as Annexure suitably marked/identified as per the Work Report format as per Appendix-B wherever necessary. It is not expected that all section of Appendix-B will be relevant to the concerned scientist and will be filled- in. Only those sections/sub-sections that are closely relevant to the concerned scientist need to be responded to or filled in.

1. What do you consider to be your most important achievements sector wise for the past year? List sector-wise contribution in one or more areas (Public goods/Private goods/Strategic goods/Societal goods).
2. Define your major knowledge portfolio – state whether you are involved in knowledge Generation, Knowledge Development or Knowledge Management. Please elaborate by filling in the appropriate sections of the form provided in Appendix B.

(For only those in PB4 scale)

3. How has your contribution enhanced the prestige of the laboratory?
4. In light of your current capabilities, your performance against past objectives, and your future personal growth and/or job aspirations, what activities and tasks would you like to focus on during the next 2-3 years. Again, also think of development and experiences outside of job skills – related to personal aims, fulfillment, passions, etc.
5. What sort of training/experience would benefit you in the next year? Not just job-skill-also your natural strengths and personal passions you'd like to develop – you, your work and team can benefit from these.

Signature of the Employee

Place :

Date:

WORK REPORT FORMAT

(It is not expected that all sections/sub-sections of Appendix-B will be relevant to the concerned scientist and will be filled-in. ONLY those sections/sub-sections that are closely relevant to the concerned scientist need to be responded to or filled-in.)

Section I

Kindly ensure that there is no repetition while providing information.

I.1 Participation in the "R&D /R&D Managerial activities" of the Laboratory/Institute:

Sl.No	Title of Project	Project Category	Participating Agencies	Your Role as defined

I.2 Participation in "major programmes" and/ or "facility creation" identified at the National level:

Sl.No	Title of the Project	Coordinating Agency	Contribution being made by you as representative of your organization*

I.3 Acquisition, operation and maintenance of "major facilities" of the Laboratory/Institute:

Sl.No	Title of the Facility	Your role in brief*	Beneficiaries*

I.4 Enlist notable contributions (upto ten, indicating status like individual achievement, output of a team work/collaborative work etc.)
(not exceeding 150 words)

I.5 Highlight the significance/impact of your work on industry/
society/environment/nation as a whole
(not more than 100 words)

**not more than ten words.*

Section II

II.1 Publications

II.1.1 Papers published in Journals (during the year)

- (i) In peer reviewed/SCI Journal (*Indicate the total Impact Factor and citations of your publications*)
- (ii) In non peer reviewed Journal
- (iii) Review papers (non SCI Journal)

Sl.No	Authors	Title of the Article	Year of Pubn	Name of Journal	Country	Vol No. Issue, Pages	DOI

Note: Scientistis fully responsible for the accuracy of their references. All references must include

- ⇒ Author/editor last name plus initials (for six or fewer authors; if there are more than six authors, use "et al." after the sixth) or authoring agency
- ⇒ Year of publication
- ⇒ Full title of article or chapter (lower case)
- ⇒ Title of journal (abbreviated according to standard engineering journal) or book/proceedings in title case
- ⇒ City/state/country of publication and name of publisher
- ⇒ Volume and inclusive page numbers
- ⇒ DOI number, if available.

II.1.2 Papers published in Conference Proceedings

Sl.No	Authors	Title of the Article	Date/Year	Name of Conference	Venue	Vol No. Pages	Publisher

II.1.3 Contribution to Books

(Indicate total number of chapters and pages)

Sl.No	Editors	Title of the chapter	Year of Pubn	Title of Book	Country	Edition No.	Publisher

II.1.4 Enlist institutional publications brought out
(specify the nature like Technical brochures, Feasibility reports, Training manuals, Publicity brochures, Organizational plans, Annual reports, Performance reports, Protocols, Brochures, IPR documents etc.)

II.2 Patents filed and granted during the assessment period *(indicate separately total number of national and international patents filed and granted, also provide details as per format given below):*

Sl No.	Title	Country	Filed on (Date)	Granted on (Date)	Names of other inventors

II.3 Financial Contribution

II.3.1 ECF during assessment period:

Sl.No	Title of the project	Project Type/Category	Amount received with your initiative	Govt./ Industry	Lab Reserve generation

II.3.2 Technology / Process / Know-how transferred:

Sl. No	Title	Period during which developed	Date of transfer	Organization/Industry	Total fees realised	Your Role*

II.3.3 Testing, Evaluation and Calibration jobs undertaken and amount charged

II.3.4 No. of EIA jobs undertaken and amount charged

II.3.5 Software developed & delivered and amount charged

II.3.6 Others (*specify, if any*)

II.4 Technology / Process / Product development:

Sl. No	Title	Year of Development	Your contribution in the development*

**not more than ten words.*

In case your work such as 'spin-offs' etc., cannot be depicted in terms of the above parameters, you may like to quantify your contributions in your own way and while doing so you may refer to Section/Para No (s), in case such points are already reflected elsewhere in this report.

Section III

Kindly provide details on the following, whatever applicable, total information being within 300 words

- III.1. Field work undertaken
 - a) Field data collection (including oceanic data) indicating the number of days involved per year
 - b) Field implementation / Technology diffusion
 - c) Technical guidance / Counseling
- III.2. ECF catalyzed and budget handled (CSIR & other Agencies)
- III.3. Participation and contributions made for strategic sector
- III.4. Have you been able to create / add new clients to the organization
- III.5. Contribution to indigenous technology / component / product / device / engineering systems design & development
- III.6. Activities leading to foreign exchange saving
- III.7. S&T Cooperation established with other countries including regional collaboration
- III.8. Assistance provided for national / international institution building
- III.9. National / International training programs organized
- III.10. Your contribution towards upliftment of science & technology in the country
- III.11. Any other point, not covered so far, to complete the spectrum of your achievements

Section IV

Kindly provide information on following lines, whatever applicable, within 300 words

- IV.1. Participation in policy formulation and / or decision making
- IV.2. Formulating/amending existing rules / procedures for better effective functioning of the organization
- IV.3. Interacting within CSIR, with other R&D Organizations, Govt. Departments, Industry and / or International Agencies for project formulation or meeting effectively the objectives of identified programmes
- IV.4. Obtaining/processing for financial approval and associated management for implementing mega projects.
- IV.5. Providing major service to your organization in its efficient functioning & image building.
- IV.6. Membership in organizational / national / international committees.
- IV.7. Important administrative responsibilities taken and success achieved.
- IV.8. Major events organized as leader / coordinator.
- IV.9. Major initiative taken towards better positioning of your organization.
- IV.10. Any other dimension of your contribution essentially depicting your leadership quality.

Section V

Participation/Contribution to AcSIR/HRD

V.1. No. of Lectures delivered and details

Sl.No	Subject/Course	Credits	No. of Students	No .of Lecture Hours	No. of Practical Sessions

V.2. Did you have a role in the design of curriculum of any subject?
(under 100 words)

V.3. What other contributions you have made to the Academy this year ?
(under 150 words)

V.4. Did you prepare any lecture notes, tutorials, test/assignments etc.? (under 100 words)

V.5. Please explain any other responsibility you have been assigned/undertaken including teaching PG/PhD students in 150 words.

V.6. No. of MS(Research), Ph.D. students guided (indicate whether in progress or completed/awarded).

V.7. Students guided for their project work/assignments for PG Courses like M.Sc./M.E/ M.Tech. /MBA/MCA etc.

Section VI

Provide salient details including the name of the organization and the year of award, on the following

VI.1. Fellowships of professional societies (*restricted to **all India level selections** only, besides international selections, if any*)

VI.2. Prestigious award / recognition received (*restricted to **national & international level recognitions** only, kindly also indicate in monetary terms, wherever applicable*)

VI.3. Editorship in reputed journals

Date

(Signature of Scientist)

NB : Correctness of the information provided as above, is crucial as the assessment is based fully on the Work Report forwarded to the Collegium for the purpose.

Council of Scientific & Industrial Research
Enter Your Lab Name

Central Glass & Ceramic Research Institute, Kolkata
Performance Mapping of Scientists

Assessment Year 2015 to 2016

Employee Name

Employee ID

Pen Picture – Behavioral Aspects

(Please note that this is only a qualitative evaluation and therefore no marks are to be awarded)

A. <u>PERSONAL ATTRIBUTES</u> 1. Personality 2. Maturity and logical thinking 3. Level of self confidence 4. Initiative and drive 5. Mental alertness	Excellent <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Very Good <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Good <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	Needs to be improved <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
B. <u>PROFESSIONAL COMPETENCE</u> 1. Perception of organizational role 2. Competence to handle the job 3. Ability to communicate (both in speech and writing) 4. Dedication and commitment to the job 5. Comprehension and appreciation of new development related to his job	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
C. <u>MANAGERIAL CAPABILITIES</u> 1. Ability to get along with colleagues 2. Willingness to accept responsibility 3. Decision making ability 4. Crisis handling 5. Qualities of Leadership	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
D. <u>INTEGRITY AND ETHICS</u> (Place refer Appendix E before filling this column)	<input type="checkbox"/> Impeccable <input type="checkbox"/> To be monitored	<input type="checkbox"/> Beyond Doubt		

E. Any Adverse Comment (if Yes give details separately)	Yes/No			
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Total Individual Score

(Member 1)

(Member 2)

(Member 3)

Members – Collegium

Place:

Date:

Council of Scientific & Industrial Research
Enter Your Lab Name

Performance Mapping of Scientists

Assessment Year _____ To _____

Employee Name

Employee ID

We concur with the individual score as
Assigned by the collegium

The individual score may be upgrade to
Give reasons justifying the upgradation of individual score

The score may be downgrade to

Give reasons justifying the downgradation of the individual score

Final score of the individual

General Comments on Appraisal

Grade Assign equivalent score out
of the corresponding range.
Please refer adjoining table

Individual Score	Equivalent %
1.1	100
1.0	90-99
0.9	85-89
0.8	70-84
0.7	60-69
0.6	50-59
0.5	40-49

(Member-1)

Member-2)

(Member-3)

Member-4)

(Director/DG, Chairman, Empowered Committee)

Place:

Date:

Proforma-9

वर्ग III(3) तथा उससे ऊपर
Group III(3) and above

वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद
COUNCIL OF SCIENTIFIC & INDUSTRIAL RESEARCH

प्रयोगशाला/ संस्थान:
Laboratory/Institute:

रिपोर्ट अवधि: से तक
Reporting Period : FROM To

भाग-1

कर्मचारी द्वारा प्रस्तुत किये जाने वाले ब्योरे

PART – 1

Particulars

(To be furnished by the employee)

1. नाम(साफ अक्षरों में)
Name (in Block Letters) :
2. कोड नंबर
Code Number* :
3. जन्म तिथि
Date of Birth :
4. सी एस आई आर में नियुक्ति की तिथि
Date of Joining, CSIR :
5. (क)प्रभाग/ क्षेत्र/ अनुभाग
a. Division/Area/Section
(ख) कार्यक्रम/ गतिविधियों
b. Programme(s)/activity(ies) :
6. वर्तमान पद
Present Post
(क)पदनाम
a. Designation :
(ख)वर्ग एवं ग्रेड

- b. Group & Grade :
(ग)वर्तमान पद पर नियुक्ति की तिथि
- c. Date of appointment
To the present post :
(घ) प्रभाग/ क्षेत्र/ अनुभाग में कार्यभार
ग्रहण करने की तारीख
- d. Date of Joining the Division/
Area/Section :

7. रिपोर्ट लिखने वाले अधिकारी
Reporting Officer
8. समीक्षा अधिकारी
Reviewing Officer

* प्रयोगशाला/ संस्थानद्वारा कंप्यूटरीकरण के लिए प्रत्येक कर्मचारी की कोड संख्या नियत की जानी चाहिए।

* The laboratory/institute should assign a code, number to each employee for computerization

9. योग्यताएं (शैक्षणिक/वैज्ञानिक/तकनीकी) उल्टेकालानु क्रम में
Qualification (Academic/Scientific/Technical) in the reverse chronological order.

डिग्री/ डिप्लोमा/ सर्टिफिकेट Degree/Diploma/Certificate	वर्ष Year	विषय Subject(s)	विशेषज्ञता Specialization
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10. व्यवसायिक सोसाइटियों की सदस्यता
Membership of professional societies

सोसाइटी का नाम
Name of the Society

सदस्यता की श्रेणी
Class of Membership

11. छुट्टियों संबंधी रिकॉर्ड (आकस्मिक छुट्टियों के अलावा)
Leave Record (Other than Casual leave)

.....द्वारा सत्यापित

अवर सचिव केंद्रीय कार्यालय

के दिनांक सहित हस्ताक्षर

Verified by :

Signature of US(CO) With date

कर्मचारी के दिनांक सहित हस्ताक्षर

Signature of Employees with date

भाग 2 कार्य निष्पादन मूल्यांकन
 II क कर्मचारी द्वारा स्वयं मूल्यांकन रिपोर्ट
से..... तक
PART – II PERFORMANCE APPRAISAL
II (A) SELF ASSESSMENT REPORT BY THE EMPLOYEE
(From.....To)

1. कार्यक्रम/ गतिविधि/ गतिविधियों /परियोजना /परियोजनाएं शीर्षक दें
 Programme(s)/Activity(ies)/Project(s) (Give titles)
- I.
 II.
 III.
- (1) (2) (3)
2. कार्य क्रम गतिविधि/(यों) परियोजनाओं
 में स्थिति (संबंधित बॉक्स में सही का संयोजक
 निशान लगाएं) अध्यक्ष
- Status in the
 Programme(s)/Activity (ies)/
 Project(s) दल के सदस्य
 (please tick the relevant Boxes) तकनीकी सहायता
- महीने
3. जो कार्य कर रहे हैं उसकी प्रकृति तथा (1) (2) (3)
 उसमें लगाया गया समय
 Type of work engaged
 In & time devoted.
- (क) अनुसंधान तथा विकास कार्य
 Research & Development
- (ख) डिजाइन तथा विकास
 Design & Development

- ग परीक्षण मूल्यांकन तथा असंशोधन
Testing, evaluating & calibration
- घ प्रलेखन प्रकाशन पुस्तकालय एवं अनुवाद
Documentation Publication, Library & Translation
- ड एस एंड टी सेवाएं
S&T Services
- च इंजीनियरी सेवाएं
Engineering Services
- छ पीएमई सूचना औद्योगिक संपर्क मानव संसाधन विकास
PME, information Industrial Liaison HRD.
- ज अन्य कोई कृपया स्पष्ट करें
Any other, (Please specify)

4. इस रिपोर्ट की अवधि के दौरान सौंपे गए कार्य
संबंधित सूचना संलग्नक -1 के रूप में लगे प्रपत्र में दें
Tasks assigned during the period covered by the Report
(Give Information in the Format enclosed as Annexure I)

5. इस रिपोर्ट की अवधि के दौरान किए गए कार्य
संबंधित सूचना 2 के रूप में लगे प्रपत्र में दें ;
Work done during the period covered by the report.
(Give information in the Format enclosed as Annexure II)

6. एस एंड टी उत्पाद
S&T Output

6.1 योगदान के रूप में दी गई तकनीकीजानकारी, विशेषज्ञता तथा एस एंड टी सेवाएं

Technical Know how, Expertise & S&T Services Contributed.

(क) विकसित किए गए प्रक्रमण उत्पाद प्रयोगात्मक आदि प्ररूप, उपकरण ,उपस्कर, उपकरण तथा सामग्रियां।

Processes, Products, Experimental Prototypes, Apparatus, Instruments, Devices and Materials developed.

मद
Item

दल के सदस्य
Team Member(s)

(ख) विकसित किए गए सॉफ्टवेयर/ कार्यक्रम /न्यूडेटाबेस/ एल्गोरिथ्मस
Software/Programmes/New Data Base/algorithms/developed.

मद
Item

दलकेसदस्य
Team Member(s)

(ग) तैयार की गई तकनीकी नियमावली, मानक विनिर्देश संहिता पद्धति व अंश शोधन रिपोर्ट/ जांच रिपोर्ट तथा विश्लेषण रिपोर्ट

(वसूले गए शुल्क सहित पूर्ण विवरण दें)

Technical Manuals, Standard Specifications/Code of practice/calibration report/Test Reports & Analytical Reports prepared (give full particulars including fee realized)

मद
Item

दल के सदस्य
Team Member(s)

(घ) विकसित किए गए डिजाइन एवं ड्राइंग प्रवाह चार्ट
Design & Drawing/Flow charts developed.

मद
Item

दल के सदस्य
Team Member(s)

(ङ) फाइल तथा सील किए गए पेटेंट
Patents Filed & Sealed

मद
Item

दल के सदस्य
Team Member(s)

(च) शुरू किए गए परामर्शी कार्य
Consultancy Assignments undertaken

मद
Item

दल के सदस्य
Team Member(s)

(छ) शुरू किए गए अनुबंध अनुसंधान कृपया पूर्ण विवरण दें
Contract Research Undertaken (give full particulars)

मद
Item

दल के सदस्य
Team Member(s)

(ज) प्रस्तावित आयोजित प्रशिक्षण

Training offered/organized

मद

Item

दल के सदस्य

Team Member(s)

(झ) शुरू किए गए विशेष उत्पाद/ मरम्मत तथा अनुरक्षण का निर्माण/ उत्पादन

Fabrication/Production of Special Products/Repair & Maintenance (Job Work) Undertaken.

मद

Item

दल के सदस्य

Team Member(s)

(ञ) प्रदान की गई तकनीकी सहायता ब्यौरा दें

Technical Assistance rendered (Give details)

मद

Item

दल के सदस्य

Team Member(s)

(ट) तकनीकी समितियों की सदस्यता पूर्ण विवरण दें

Membership of Technical committees (give full particulars)

मद

Item

दल के सदस्य

Team Member(s)

(ठ) अन्य कोई विवरण दें

Any other (give details)

मद

Item

दल के सदस्य

Team Member(s)

6.2 अनुसंधान प्रकाशन, तकनीकी रिपोर्ट, सम्मेलनों संबंधी दस्तावेजों आमंत्रित व्याख्यान इत्यादि।

Research Publication, Technical Reports, Conference Papers, Invited Lectures etc.

(क) वैज्ञानिक/ तकनीकी जर्नलो में प्रकाशन के लिए स्वीकार्य अथवा प्रकाशित शोधपत्र पूर्ण विवरण दें

Papers published or accepted for publication in Scientific/Technical Journals (give full particulars)

(ख) आयोजित सम्मेलन/ विचार गोष्ठी/ संगोष्ठी इत्यादि में प्रस्तुत शोधपत्र

Papers presented in organized conferences/symposia/seminars etc. (give full particulars)

(ग) खुले साहित्य इत्यादि में प्रकाशित पुस्तक, मोनोग्राफ, पुस्तकों में अध्यायो , समीक्षा तथा संदर्भ का ब्यौरा दे

Books, Monographs, Chapters in Books, Reviews and Bibliographies published in the open literature etc. (give details)

(घ) आंतरिक रूप से प्रकाशित वैज्ञानिक/ तकनीकी रिपोर्ट

Internally published Scientific/Technical Reports.

मद

Item

लेखक

Author(s)

(ङ) पीएचडी/ एमटेक/ MD शोध प्रबंधन/ अन्य शोध प्रबंधन जिनका पर्यवेक्षण किया गया (विवरण दें)

Ph.D/M.Tech./M.D. thesis/Other Thesis supervised (give particulars)

दिए गए आमंत्रित व्याख्यान (ब्यौरा दे)

Invited Lectures Delivered (give details)

अन्य कोई (ब्यौरा दे)

Any other (give details)

6.3 तकनीकी सहायता सेवाओं से संबंधित उत्पाद

Outputs relating to Technical Support Services

(क) कार्यशाला एवं अन्य तकनीकी सहायता सेवा ब्यौरा दें

Workshop and other Technical Support Services (give details)

(ख) पशुओं का प्रजनन तथा रखरखाव जीवाणु के लिए पर्यावरण तैयार करना/ कोशिकाओं तथा उत्तक जीवाणुओं का रखरखाव/ उत्तक स्लाइड्स का निर्माण करना। की गई अन्य सेवाएं-

Breeding & Maintenance of Animals/Preparation of Culture Media/Maintenance Cell and Tissue Cultures/Preparation of Histological Slides/other services rendered.

(ग) अत्याधुनिक उपस्कर/ सुविधाओं का प्रचालन तथा रखरखाव

Operation & Maintenance of Sophisticated Equipment/Facilities

(घ) प्रायोगिक संयंत्र/ बैच प्रोडक्शन यूनिट इत्यादि का प्रचालन

Operation of Pilot/Batch Production units etc.

(ङ) अन्य तकनीकी सहायता सेवाएं ब्यौरा दें

Other Technical Support services (give details)

6.4 अन्य एस एंड टी सेवाओं से संबंधित उत्पाद

Outputs relating to other S&T Services.

(क) योजना की तैयारी/ परियोजना अनुवीक्षण/ मुल्यांकन/ बैठक का आयोजन/ पूर्वानुमान/ परिपेक्ष्य विश्लेषण तथा अन्य पीएमइ सेवाएं(ब्यौरा दें)

Plan preparation/Project Monitoring/Evaluation/Organization of Meetings/Forecasting/Perspective Analysis & Other PME services (give details)

(ख) उपलब्ध कराई गई सूचना/ प्रकाशन/ प्रलेखन/ पुस्तकालय/ अनुवाद सेवाएं ब्यौरा दें

Information/Publication/Documentation/Library/Translation Services Provided (give details)

(ग) औद्योगिक संपर्क, प्रसार, जनसंपर्क तथा अंतर्राष्ट्रीय वैज्ञानिक सहयोग ब्यौरा दें

Industrial Liaison, Extension, Public Relation & Internationals Scientific Collaborations (give details)

(घ) जनशक्ति तथा मानव संसाधन विकास ब्यौरा दें

Manpower and Human Resources Development (give details)

(ङ) एक्स्ट्राम्यूरल अनुसंधान तथा पेटेंट ब्यौरा दें

Extramural Research and Patents (give details)

(च) अन्य कोई ब्यौरा दें

Any other (give details)

7. इस अवधि के दौरान प्राप्त सम्मान/ पुरस्कार/ उपाधि/ प्रशस्तियां ब्यौरा दें

Honours/Awards/Distinctions/Citation received during the period (give details)

8. प्राप्त अतिरिक्त शैक्षणिक योग्यता/ प्राप्त प्रशिक्षण ब्यौरा दें।

Additional Qualification obtained/Training Received (give details)

(क) कृपया स्पष्ट करें कि क्या पूर्ववर्ती कैलेंडर को अचल संपत्ति का वार्षिक विवरण निर्धारित तिथि अर्थात् आगामी कैलेंडर वर्ष की 31 जनवरी तक प्रस्तुत कर दिया गया था। यदि नहीं, विवरण प्रस्तुत करने की तारीख दी जाए।

Please state whether the annual return on immovable property for the proceeding calendar year was filed within the prescribed date i.e. 31 January of the year following the calendar year. If not, the date of filing the return should be given.

कर्मचारी के दिनांक सहित हस्ताक्षर

Signature of the employee with date

II (ख) रिपोर्ट अधिकारी द्वारा मूल्यांकन
II B. Appraisal by the Reporting Officer

1. रिपोर्ट अधिकारी
Reporting Officer

(क) नाम साफ अक्षरों में
Name (In Block Letters)

(ख) पद
Designation

2. रिपोर्ट अवधि के दौरान कर्मचारी के कार्य निष्पादन का विवेचनात्मक मूल्यांकन निम्नलिखित का उल्लेख करें (क) कर्मचारी की महत्वपूर्ण उपलब्धियों की विशेषतथा विशिष्टता (ख) सौंपे गए कार्यों से संबंधित कमियां
Critical Appraisal of the Performance of the employees during the period (give a. Highlight of the significant achievements of the Employee b. short falls relevant to the assigned tasks).

3. रिपोर्ट अधिकारी द्वारा प्रदान किया गया ग्रेड 7 अंकीय स्केल सम्मिलित किया जाए
Grade Awarded by the Reporting Officer (seven point scale to be inserted)

रिपोर्ट अधिकारी के दिनांक सहित हस्ताक्षर
Signature of the Reporting Officer with date

4. समीक्षा अधिकारी द्वारा मूल्यांकन
Appraisal by Reviewing Officer

(क) मैं निम्नलिखित को छोड़कर कर्मचारी की रिपोर्ट स्वीकार करता हूँ
I accept the report of the Employee except for the following.

(ख) समीक्षा अधिकारी द्वारा प्रदान किया गया ग्रेड (7 अंकित स्केल सम्मिलित किया जाए)
Grade awarded by the Reviewing Officer (seven point scale to be inserted).

समीक्षा अधिकारी के दिनांक सहित हस्ताक्षर
Signature of the Reviewing Officer with date

नोट :

1. प्रसामान्यीकरण समिति द्वारा किया गया समीक्षात्मक मूल्यांकन तथा ग्रेड कर्मचारी को संप्रेषित किया जाएगा। यदि कर्मचारी को संप्रेषित की गई ग्रेडिंग के विरुद्ध अभ्यावेदन प्रस्तुत करना है तो वह ग्रेडिंग की सूचना प्राप्त होने की तारीख से 4 सप्ताह की अवधि के अंदर लिखित अभ्यावेदन प्रस्तुत कर सकते/ सकती है। प्राप्त अभ्यावेदन पर सक्षम प्राधिकारी द्वारा विचार किया जाएगा और इस अंतिम निर्णय की सूचना कर्मचारी को दी जाएगी। कर्मचारी यथावशक्ता सक्षम प्राधिकारी से मिलकर अपना पक्ष प्रस्तुत कर सकता है। तथापि, सक्षम प्राधिकारी के अंतिम निर्णय के विरुद्ध कोई अभ्यावेदन नहीं दिया जा सकता।

The critical appraisal and grid awarded by the normalisation committee shall be communicated to the employee. if the employee has any representation to make against the grading communicated to him, he/ she may respond in writing within a period of 4 weeks from the date of receipt of the communication by him/ her. The Representation thus made will be considered by the competent authority And the employee will be informed of the final decision. Wherever necessary the employee may seek an interview with the competent authority. However, no further Representation will lie against the final decision of the competent authority.

2. यदि इस अवधि के दौरान कर्मचारी ने एक से अधिक रिपोर्टिंग अधिकारी के अधीन कार्य किया है तो प्रत्येक रिपोर्टिंग अधिकारी द्वारा मूल्यांकन दिया जाए।
If the employee has served under more than one reporting officer during the period, appraisal by each reporting officer should be given.

II ग प्रयोगशाला संस्थान के प्रधान अथवा निर्दिष्ट प्राधिकारी का निर्णय

Decision of the head of the Laboratory/Institute or Designated Authority

1. प्रयोगशाला/ संस्थान के प्रधान अथवा निर्दिष्ट प्राधिकारी की टिप्पणी
Remarks by the Head of the Laboratory/Institution Designation Authority.
2. प्रदान किया गया अंतिम ग्रेड
Final Grade Awarded

संस्थान प्रयोगशाला के प्रधान अथवा निर्दिष्ट
प्राधिकारी के दिनांक सहित हस्ताक्षर
Signature of the Head of the Institute/Lab. Or
Designated Authority with date

- यह भाग राय में अंतर होने की दशा में भरा जाए।
- The part is to be filled only in case of difference of opinion.

समूह-III, IV, एवं V (बी)
Group : III, IV and V (B)
वैज्ञानिक तथा औद्योगिक अनुसंधान परिषद

COUNCIL OF SCIENTIFIC AND INDUSTRIAL RESEARCH

प्रयोगशाला/ संस्थान
Laboratory/Institute:

खंड III आचरण पहलू
Part III : Behavioral Aspects

अवधि _____ से _____ तक
Period: From _____ To _____

(यह फार्म प्रपत्र भर कर रिकॉर्ड तथा आवश्यक कार्यवाही हेतु प्रशासन अनुभाग में वापस भेजा जाना चाहिए)
(This completed form is to be returned to the Administration for record and necessary action)

1. कर्मचारी का नाम
(साफ अक्षरों में)
Name of the Employee
(in block letters)
2. पद
Designation
3. (क) प्रभाग क्षेत्र अनुभाग
Division/Area/Section
(ख) कार्य क्रम गतिविधि परियोजना
programme/Activity/project
4. कर्मचारी की रूपरेखा
कृपया उपयुक्त मार्क लगाएं
Employees Profile
(Please give appropriate marks)

विशेषता संबंधी पहलू Attributes Aspects	उत्कृष्ट Outstanding (5)	बहुत अच्छा Very Good (4)	अच्छा Good (3)	संतोषजनक Satisfactory (2)	पुअर Poor (1)
I. बुद्धि Intelligence					
II. सृजनात्मकता तथा अभिप्रेरण Creativity & Motivation					
III. दल में कार्य करने की क्षमता Ability to work in a team					

IV.	दायित्व/ अनुशासन Responsibility/Discipline					
V.	नेतृत्व Leadership					
VI.	सत्यनिष्ठा* Integrity					
VII.	आचरण पहलू में अंतिम मार्क Final marks in the behavioral aspects.					

दिनांक
Date

रिपोर्ट अधिकारी के हस्ताक्षर
Signature of the Reporting Officer

- I. कृपया इन कालम को भरने से पहले संलग्न मार्गदर्शक सिद्धांतों को सावधानी पूर्वक पढ़ें।
Please read carefully the attached guidelines before filling up this column.
- II. यदि कर्मचारी एक से अधिक रिपोर्ट अधिकारी के साथ कार्य करने की सूचना देता है जो प्रत्येक रिपोर्ट अधिकारी अलग से प्रपत्र भरेंगे। प्रत्येक रिपोर्ट अधिकारी द्वारा दिए गए मार्क का योगात्मक साध्य अंतिम मार्क होगा।
If the employee is reporting to more than one reporting officer each reporting officer will fill separate form. Arithmetic Mean of the marks given by each reporting officer will be the final marks.
- III. आचरण पहलू में प्राप्त अंतिम मार्कों की सूचना कर्मचारी को नहीं दी जाएगी। तथापि यदि कर्मचारी द्वारा अर्जित मार्कों के कारण कर्मचारी पूर्व श्रेणी के अंतर्गत आता है तथा इससे उस की सत्यनिष्ठा पर प्रतिकूल टिप्पणियां मिलती हैं तो कर्मचारी को इस की सूचना दी जाएगी।
Final marks obtained in the Behavioral Aspects will not be communicated to the employee. However marks obtained by the employee which fall under the category poor as well as adverse remarks on Integrity shall be communicated.

भारत सरकार कार्मिक विभाग के दिनांक 20 मई 1972 के कार्यालय के जापन संख्या 51/5/72- स्थापना का द्वारा सत्यनिष्ठा के संबंध में जारी किए गए मार्गदर्शी सिद्धांत

GUIDELINES ISSUED BY GOVERNMENT OF INDIA DEPARTMENT OF PERSONNEL, REGARDING INTEGRITY VIDE O.M. NO. 51/5/72-ESTT. A DATED 20TH MAY, 1972.

गोपनीय रिपोर्ट के प्रत्येक फॉर्म में सत्यनिष्ठा संबंधी एक ऐसा कॉलम होना चाहिए जिसमें रिपोर्ट लिखने वाला अधिकारी उस सरकारी कर्मचारी, जिसकी रिपोर्ट लिखी जानी है, की सत्यनिष्ठा पर अपनी टिप्पणी दे सके। सत्यनिष्ठा संबंधी कॉलम में प्रविष्टियां करते समय निम्नलिखित मार्गदर्शी सिद्धांतों का अनुसरण किया जाए:

In every form of Confidential Report there should be a column regarding integrity to enable the Reporting Officer to make his remarks on the integrity of the Government servant reported upon. The following should be followed in the matter of making entries in the column relating to integrity:

(क) पर्यवेक्षक अधिकारी को गुप्त डायरी बनानी चाहिए जिस में समय समय पर अधीनस्थ कर्मचारी की सत्यनिष्ठा के बारे में संदेह उत्पन्न करने वाले दृष्टांतों को नोट किया जाए तथा ऐसे संदेह की सत्यता को प्रमाणित करने के लिए गुप्त विभागीय जांच पड़ताल द्वारा अथवा मामला विशेष पुलिस स्थापना को भेज कर शीघ्र कार्यवाही की जाए। वार्षिक गोपनीय रिपोर्ट भरते समय इस डायरी का ध्यान रखा जाए तथा सत्यनिष्ठा संबंधित कॉलम भरते समय इस डायरी में दी गई सामग्री का उपयोग किया जाए। यदि कॉलम अपुष्ट संदेह के कारण नहीं भरा गया है, आगे की कार्यवाही निम्नलिखित उपपैराग्राफों के अनुसार की जाए।

Supervisory officer should maintain a confidential diary in which instances which create suspicion about the integrity of a subordinate should be noted from time to time and action to verify the truth of such suspicion should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the special police Establishment. At the time of recording the Annual Confidential Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmed nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

(ख) चरित्र पंजी में सत्यनिष्ठा संबंधी कॉलम को खाली छोड़ दिया जाए तथा सरकारी कर्मचारी की सत्यनिष्ठा संबंधी शंकाओं और संदेह के बारे में अलग से एक गोपनीय नोट की प्रविष्टि साथ ही की जाए तथा उनका अनुसरण किया जाए।

The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servants integrity should be recorded simultaneously and followed up.

(ग) गोपनीय नोट की एक प्रति चरित्र पंजी के साथ अगले वरिष्ठ अधिकारी के पास भेजी जाए जिसे यह सुनिश्चित करना चाहिए कि अनुवर्ती कार्यवाही तत्काल की गई है।

A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow up action is taken expeditiously.

(घ) अनुवर्ती कार्यवाही के परिणाम स्वरूप यदि सरकारी कर्मचारी आरोप मुक्त है तो उसकी सत्यनिष्ठा प्रमाणित की जाए तथा चरित्र पंजी में इसकी प्रविष्टि की जाए।

If, as a result of the follow-up action, a Government servant is exonerated, his integrity should be certified and entry made in the Character Roll.

(ड) यदि उस की सत्यनिष्ठा संबंधी संदेश की पुष्टि हो जाती है तो इस तथ्य की प्रविष्टि की जाए तथा संबंधित कर्मचारी को विधिवत सूचित किया जाए I

If, suspicions regarding his integrity are confirmed, this fact can also be recorded and duly communicated to the Government servant concerned.

(च) ऐसे मामले भी हो सकते हैं जिनमें कर्मचारी की सत्यनिष्ठा के बारे में संदेह अभिव्यक्त करने वाली गोपनीय रिपोर्ट/नोट की प्रविष्टि के बाद की गई जांच पड़ताल, संदेह दूर करने अथवा उसकी पुष्टि करने के लिए उपयुक्त सामग्री उपलब्ध नहीं कराती है I ऐसे मामले में सरकारी कर्मचारी के व्यवहार का कुछ और अवधि के लिए अवलोकन किया जाए ,तथा इस दौरान जहां तक व्यवहार्य हो, उसे उन पदों से दूर रखना चाहिए जिन में भ्रष्टाचार में लिप्त रहने के अवसर हो तथा बाद में उपर्युक्त(घ) तथा (ड) में दर्शाए गए अनुसार कार्यवाही की जाए I

There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

(छ) ऐसे अवसर भी होते हैं, जब रिपोर्ट लिखने वाला अधिकारी स्वयं के प्रति तथा जिस कर्मचारी की रिपोर्ट लिखी जानी है उसके प्रति, सत्यनिष्ठा को प्रमाणित करने अथवा प्रतिकूल प्रविष्टि करने अथवा ऐसी किसी भी सूचना जो उसकी गोपनीय रिपोर्ट लिखकर विभाग अध्यक्ष को प्रस्तुत करने के योग्य बनाती है, के प्रति निष्पक्ष नहीं रहता है। ऐसे दृष्टांत तब हो सकते हैं जब कर्मचारी किसी दूर-दराज के केंद्र पर कार्य कर रहा हो तथा रिपोर्ट लिखने वाले कर्मचारी के आधीन कुछ अवधि के लिए कार्य किया हो अथवा वह लम्बी अवधि की छुट्टी पर रहा हो इत्यादि । ऐसे सभी मामलों में रिपोर्ट अधिकारी को सत्यनिष्ठा सम्बन्धी कॉलम में इस आशय की प्रविष्टि करनी चाहिए की उसे कर्मचारी के कार्य को देखने के लिए उचित समय नहीं मिल पाया है । जिससे कि वह निश्चित टिप्पणी कर सके अथवा उसने कर्मचारी की सत्यनिष्ठा के विरुद्ध कोई टिप्पणी नहीं सुनी, जैसा भी मामला हो । यह वास्तविक विवरण होगा जिसके लिए कोई आपत्ति नहीं हो सकती । परन्तु यह आवश्यक है कि वरिष्ठ अधिकारी को उसके अधीन कार्यरत कर्मचारियों की सत्यनिष्ठा के बारे में यथाशीघ्र निश्चित निर्णय करने के हर संभव प्रयास करना चाहिए जिससे कि वह वास्तविक विवरण दे सके ।

(G). There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a Government servant is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

आउटपुट प्रपत्र के कोड
CODES FOR FORM OF OUTPUT

1. प्रक्रमण, उत्पाद, प्रयोगात्मकआदिप्रारूप, उपकरण, उपस्कर, उपकरण तथा सामग्री।
Process, Product, Experimental Prototypes, Appartus, Instruments, Devices & Material.
2. सॉफ्टवेयर कार्य क्रमन्यूडेटाबेस एल्गोरिथ्म
Software/Programmes/New Data Base/Algorithms.
3. तकनीकी नियमावली, मानक विशेषताएं/ व्यवसाय कोड/संशोधन/अंशशोधन रिपोर्ट/परीक्षण रिपोर्ट एवं विश्लेषण रिपोर्ट।
Technical Manuals, Standard Specifications/Code of Practice/Calibration Report/Test Reports & Analytical Reports.
4. डिजाइन एवं ड्राइंग प्रवाह चार्ट
Design & Drawing/Flow Charts.
5. पेटेंट
Patents
6. परामर्शी कार्य
Consultancy Assignments
7. संविदा अनुसंधान
Contract Research
8. प्रशिक्षण दिया गया
Training offered organized
9. निर्माण/विशेष उत्पादों का उत्पादन/शुरु किए मरम्मत एवं प्रशिक्षण कार्य/ छिटपुट कार्य
Fabrication/Production of Special Products/Repair & Maintenance (Job work) undertaken.
10. प्रदान की गई तकनीकी सहायता
Technical Assistance rendered.
11. वैज्ञानिक तकनीकी पत्र-पत्रिकाओं में प्रकाशन हेतु प्रकाशित एवं स्वीकार्य पेपर्स
Papers Published or accepted for publication in Scientific/Technical Journals.
12. आयोजित सम्मेलन/संगोष्ठी/गोष्ठी/ इत्यादि में प्रस्तुत किए गए पेपर
Papers presented in organized conference/symposia/seminars etc.
13. खुले साहित्य इत्यादि में प्रकाशित पुस्तकें, मोनोग्राफ, पुस्तकों में अध्याय, समीक्षाएं एवं संदर्भिका

Books, Monographs, Chapters in Books, Reviews and Bibliographies published in the open literature etc.

14. आंतरिक रूप से प्रकाशित वैज्ञानिक/तकनीकी रिपोर्ट
Internally published Scientific/Technically Reports.
15. पीएचडी/एमटेक /एम डी शोध प्रबंध अन्य शोध प्रबंध का पर्यवेक्षण
Ph.D/M.Tech/M.D. Thesis/other Thesis supervision
16. आमंत्रित व्याख्यान
Invited Lectures
17. तकनीकी समितियों की सदस्यता
Membership of Technical Committees.
18. कार्यशाला
Workshop
19. पशुओं का प्रजनन एवं रखरखाव/ संवर्धन माध्यम की तैयारी/ कोशिका रखरखाव तथा उत्तर का संवर्धन उत्तरीय किए स्लाइडों को तैयार करना अन्य सेवाएं
Breeding & Maintenance of Animals Preparation of Culture Media/Maintenance Cell and, Tissue Cultures/Preparation of Histological slides/other services.
20. अत्याधुनिक उपस्कर सुविधाओं का प्रचालन एवं रखरखाव
Operation & Maintenance of Sophisticated Equipment/Facilities.
21. पायलट संयंत्र का प्रचालन बैच उत्पादन यूनिट इत्यादि
Operation of Pilot Plants Batch Production units etc.
22. अन्य सहायता सेवाएं
Other Support Services
23. योजना तैयारी परियोजना अनुवीक्षण मुल्यांकन/बैठकों का आयोजन/पूर्वानुमान/सापेक्ष महत्व के विश्लेषण एवं अन्य PME सेवाएं
Plan Preparation/Project Monitoring/Evaluation/Organization of Meetings/Forecasting/perspective Analysis & other PME Services.
24. सूचना/प्रकाशन/प्रलेखन/पुस्तकालय/अनुवाद सेवाएं
Information/Publication/Documentation/Library/Translation Services.
25. उद्योगिक संपर्क, विस्तार, जनसंपर्क एवं अंतर्राष्ट्रीय वैज्ञानिक सहयोग
Industrial Liasion, Extension, Public Relations & International Scientific Collaborations.

26. जन शक्ति एवं मानव संसाधन विज्ञान
Manpower and Resources Development.
27. बाह्य अनुसंधान एवं पेटेंट
External Research and Patents.
28. अन्यकोई(विवरणदेँ)
Any other (Give details)

संलग्न 1

रिपोर्ट अवधि के दौरान सौंपे गए कार्य
(Annexure-I)

Tasks Assigned during the period covered by the report

वर्ष के शुरू अथवा बाद में जब भी कार्य सौंपा जाता है भरा जाना है
(to be filled in the beginning of the year or latter whenever task is assigned)

कर्मचारी का नाम
Name of the Employee

रिपोर्ट की अवधि
Reporting Period

कार्यक्रम प्रयोजना प्रतिविधिशीर्षक Programmes/project activity Title	वर्ष के दौरान सौंपा गया कार्य Task Assigned during the year	प्रत्याशित एस एंड टी उत्पाद Expected S&T Output(s)		आवंटन समाप्ति की तारीख Assignment Completion date of	क्रमबद्ध योगदान परंतु संस्थान के बाहर से प्राप्त किया जाना Inputs committed but to be procured from outside the instt.
		प्रत्याशित उत्पाद का विवरण उत्पाद का प्रपत्र कोड भरें	Details of expected Output		

तारीख सहित कर्मचारी के हस्ताक्षर
Signature of the Employee with Date

तारीख सहित रिपोर्ट लिखने वाले अधिकारी के हस्ताक्षर
Signature of the Reporting Officer with Date

संलग्न II

Annexure

रिपोर्ट अवधि के दौरान किए गए कार्य

Work done during the period covered by the report

रिपोर्ट अवधि की समाप्ति पर भरा जाना है

(to be filled at the end of the reporting period)

सौंपे गए कार्य Tasks Assigned	प्रत्येक सौंपे गए कार्य के लिए किया गया कार्य Work done against each task	सौंपे गए कार्यों की समाप्ति की तारीख Dates(s) of Completion of Tasks		उपलब्ध कराए गए निवेश बाधाएं जिन का सामना किया गया Inputs provided/Constraints faced	उत्पाद का प्रपत्र संबंधित कोड भरें Form of Output (Fill the relevant code)
		वितरित Distributed	संशोधित Revised		

तारीख सहित कर्मचारी के हस्ताक्षर
हस्ताक्षर

Signature of Employee with date

तारीख सहित रिपोर्ट लिखने वाले अधिकारी के

Signature of reporting officer with date



**Open - Annual Performance Appraisal Report (O-
APAR) for**

**Administrative Cadre including Stenographic and
Isolated Posts also**

Form and Guidelines

Reporting Year 01/04/2017 to 31/03/2018

	Name and Signature	Date of Submission
Employee		
Reporting Officer		
Endorsement by Reviewing Officer		

Instructions and Guidelines

The Administration Apex Committee has undertaken a review exercise of the Performance Assessment process for Administrative Cadre. As a result of this initiative, the performance assessment form has been simplified and has been renamed as “**Open - Annual Performance Appraisal Report (O-APAR)**”. Modifications in the process steps have also been undertaken to make the process of performance assessment more objective and seek inputs for employee’s development.

This form is applicable on all officers in the Administrative Cadre, Stenographic Cadre and the Isolated Cadre at all levels - Assistants III, II, I, Section Officers/ PS, Under Secretary/ PPS, Deputy Secretary and Sr. Deputy Secretary.

This form includes detailed guidelines and explanatory notes to help the employee / incumbent and the senior officers during the course of filling the form.

Overview of Sections in the O-APAR Form

Section No.	Description
Section 1	Personal Information
Section 2	A. Performance Assessment of Allocated/ Assigned work for reporting year 2017-2018 by Employee, Reporting Officer and Reviewer Officer
	B. Documentation of Significant Achievements during Reporting Year 2017-2018 by Self
Section 3	Performance Assessment of Personal & Behavioral Attributes for reporting year 2017-2018 by Reporting Officer and Reviewing Officer
Section 4	Pen Picture & Overall Grading for Reporting year 2017-2018
Section 5	A. Work Plan for the current year 2017-2018
	B. Development Planning, Areas of development & Areas of Interest for Current year 2017-2018
Annexure	Annexure 1: Draft Indicative “Responsibility Matrix”
	Annexure 2: Sample Pen Pictures
	Annexure 3: Process Flow and Time Frame to be reported

Section 1: Personal Information

Personal Information	
Name	
Designation	
Date of Birth	
Employee Code	
Group	
Grade	
Division	
Laboratory/Institute	CSIR Hqrs.
Type of Report Period	Annual
Report Period	01/04/2017 to 31/03/2018
Reporting Officer	
Reviewing Officer	
Earlier Positions Held	
Leave Record	
Immovable Property Declaration Submitted	Yes / NO

Section 2: Performance Assessment

This section is divided into 2 parts:

A.	Performance Assessment on Allocated/ Assigned work for Reporting Year 2017-2018
B.	Significant Achievements during Reporting Year 2017–2018

Guidelines and Instructions for Filling Section 2

Guidelines and Instructions for Employee Filling Section 2

- In Part A of this section, the employee captures the responsibilities handled by him/her during the year 2016-2017. These need to be written in the form of **“Responsibility Matrix”**.
- **“Responsibility Matrix”** defines **key responsibilities** managed and **key activities** that are undertaken to ensure effective execution of the responsibilities.
- **Draft indicative Responsibility Matrix are shared in Annexure-1** to provide inputs on how to draft responsibilities and corresponding activities.
- After completing the Responsibility Matrix, **the employee conducts a self assessment using the rating scale provided for evaluating the responsibilities. The Rating Scale is given on Page 5**
- **In Part B**, of this section, please provide details of your **key achievements** during the year

Guidelines and Instructions for Reporting Officer Filling Section 2

- The Reporting Officer reviews the responsibilities documented by the employee for the reporting period 2017-2018 in the format of Responsibility Matrix
- He/She **makes appropriate modifications** on the Responsibility Matrix and **discusses them with the employee for acceptance and finalization. If required, the form is given back to the employee for self assessment on the modified responsibilities**
- The Reporting Officer then assesses the employee for the responsibilities performed and gives a rating as per the rating scale provided on Page 5 for measuring the responsibilities

- The Reporting Officer then **comments on the achievements** made by the employee during the year
- **He/She also gives an overall rating and comment on the responsibilities handled**

Guidelines and Instructions for Reviewing Officer Filling Section 2

- The Reviewing Officer reviews the self assessment of the employee and appraisal given by the Reporting Officer
- He/She provides an overall rating and observations on the responsibilities performed by the employee

Rating Scale for Assessment of Responsibilities

For assessment on the responsibilities, the following evaluation scale can be used. Please rate each of the responsibilities using this scale:

Rating Scale	Description
1	Does not meet the responsibility
2	Meets the responsibility to some extent
3	Meets the responsibility
4	Exceeds the performance against the responsibility
5	Significantly exceeds performance against the responsibility

While assessing the responsibilities, please use these draft indicative factors to rate them. Please consider the relevant/ applicable parameters from this list and any others that may apply while assessing the responsibilities.

1. Completion within defined schedule
2. Correctness of work
3. Completion level/ Percentage of accomplishment
4. Volume of work managed/ Number of files completed
5. Consistency in the work output

- 6. Speed of output
- 7. Quality of the work output

Section 2: Part A. Performance Assessment on Allocated/Assigned Work for Reporting Year 2017-2018

Please refer to the guidelines provided in the above pages for completing this section before proceeding.

For support in documenting the Responsibility Matrix, it is recommended to refer to the draft indicative Responsibility Matrix given in Annexure 1

Employee / Incumbent: Please document your Responsibility Matrix for the year 2017-2018 and do a self appraisal on the performance in <i>Column A</i>
Reporting Officer: Please assess the performance of the incumbent on the key responsibilities assigned in reporting year in <i>Column B</i>
Reviewing Officer: Please assess the performance of the incumbent on the key responsibilities assigned in reporting year in <i>Column C</i>

S No.	Key Responsibilities Allocated and Assigned (to be filled by the employee at the start of the financial year/ reporting period)	Column A		Column B		Column C		
		Self-Assessment on accomplishment of these responsibilities		Reporting Officer Assessment on accomplishment of these responsibilities		Reviewing Officer Assessment on accomplishment of these responsibilities		
		Rating	Remarks	Rating	Remarks	Rating	Remarks	

1.								
2.								

3.							
4.							

Section 2: Part B. Significant Achievements in Reporting Year 2017-2018

Please mention the significant achievements, any additional/ exceptional/ unforeseen tasks that you performed during the reporting period 2017-2018.

S No.	Self (Employee)	Remarks by Reporting Officer	Remarks by Reviewing Officer

Section 3: Performance Assessment of Personal & Behavioral Attributes for Reporting Year 2017-2018

Guidelines for Filling this Section

Guidelines for Reporting Officer and Reviewing Officer filling this section

- There are **3 key clusters** in which the **personality and behavioral attributes** have been distributed. These attributes define the desired behavior by the organization for performing efficiently

- Please assess the behavior for its frequency, consistency and proficiency of display by the employee and assign suitable rating as per the rating scale provided below

Rating Scale for Assessing the Personality and Behavioral Attributes

Rating	Description
3	Displays always: When the desired behavior is displayed consistently, proficiently and always. This in-turn impacts the quality of output being better than others
2	Displays occasionally: When the desired behavior is displayed often but the consistency and proficiency changes as per the situations or individual comfort zones
1	Displays sometimes: When the desired behavior is displayed only on some occasions only and with significantly varying degree of proficiency. This could be due to various reasons like new in the organization/ role/ location, some personal problems or even lack of ability
0	Almost never displays: When the desired behavior is never observed
NA	Not Applicable: When the behavioral attribute
NO	Not Observed: When the desired behavior is not displayed

1. Attitude to Work				
Behaviors	Reporting Officer		Reviewing Officer	
	Rating	Remarks	Rating	Remarks
Sense of Responsibility <i>Takes personal responsibility for completing tasks as per defined norms</i> <i>Prioritizes work as per organizational requirements</i>				
Discipline <i>Understand the processes and adheres to them in own area of work</i> <i>Extends support to others for adherence to the work guidelines</i>				
Working and collaborating in Teams <i>Collaboratively works with other members of the team/ organization towards a common goal</i>				

<i>Provides constructive inputs to the team performance</i>				
Capacity to Plan Work <i>Plans and prioritizes assigned tasks to ensure efficient and timely completion of assigned work Takes corrective action to address deviations/ delays/ process inefficiencies and keeps the concerned team informed</i>				
Final Rating on Attitude to Work= (Average of Reviewing Officer's assessment)				
2. Contribution to Work Culture				
Behaviors	Reporting Officer		Reviewing Officer	
	Rating	Remarks	Rating	Remarks
<i>Interpersonal relations and ability to contribute to progressive work culture Uses techniques like convincing and persuasion to achieve the desired result Maintains cordial work relations with everyone Supports maintenance of a healthy and conducive work environment</i>				
<i>Ability to motivate subordinate Helps team in reviewing their assumptions and conceptualize out of box ideas Recognizes and celebrates teams victories and promotes team work and collective win Acts as a coach or mentor to the team by sharing own experience and learning</i>				
Final Rating on Contribution to Work Culture= (Average of Reviewing Officer's assessment)				

3. Leadership Qualities				
Behaviors	Reporting Officer		Reviewing Officer	
	Rating	Remarks	Rating	Remarks
Decision making and problem solving ability <ul style="list-style-type: none"> ▪ <i>Interacts with others to collate the required information (like document study, team and inter-departmental interactions)</i> ▪ <i>Analyzes data and develops trends to facilitate decision making</i> ▪ <i>States/ communicates likely impact of decision on all concerned and proposes possible counter measures</i> 				
Execution of tasks <ul style="list-style-type: none"> ▪ <i>Initiates tasks and manages them till completion and closure</i> ▪ <i>Adopts planning and management tools to ensure successful execution</i> 				
Final Rating on Leadership Qualities= (Average of Reviewing Officer's assessment)				

Section 4: Pen Picture and Overall Grading of the Employee for Reporting Year 2017-2018

This section summarizes the performance appraisal of the employee for the reporting period 2017-2018. The Reporting and Reviewing Officers give their comments on following:

1. Pen picture of the employee
2. Physical Health of the employee
3. Integrity
4. Adverse Comments, if any
5. Overall Grading of the employee

1. Pen Picture

Guidelines for writing a pen picture of the employee

Please provide details on his/ her

- **Overall performance during the reporting period:** Did the employee show a consistent performance or drastic variation in the performance levels? What are the possible reasons for the variation?
- **Key strengths and development areas:** What are some of the strengths and proficiency areas of the employee? What are some of the work areas where he/ she would need training/ coaching to perform better?
- **Ability to manage the work assigned:** Did the employee show adequate capabilities to complete the assigned work with out much direction and guidance. Does he/she have adequate knowledge of the required rules and regulations? Is he/ she able to apply them in his/her working?
- **Teaming and Leadership Abilities:** Did the employee display cooperation and respect to the team members and worked with them in a participatory manner or a follower? Did he/ she show capabilities to lead the team when required?

Reporting Officer	Reviewing Officer

2. Physical Health of the Employee

(Establishment to attach the annual medical report)

Reporting Officer	Reviewing Officer

3. Integrity of the Employee

Reporting Officer	Reviewing Officer
<ul style="list-style-type: none">• Impeccable• To be monitored	<ul style="list-style-type: none">• Impeccable• To be monitored

4. Adverse Comments

Adverse comments to be brought to the notice of superior officer for subsequent follow-up and action.

Please note any comment except for those indicated here will not be treated as adverse in nature.

Reporting Officer	Reviewing Officer

5. Overall Grading of the Employee

The Reporting and Reviewing Officer give an overall rating on the employee considering the performance on key responsibilities, personality and behavioral attributes, overall integrity, conduct and health.

Reporting Officer	Average	Good	Very Good	Outstanding
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Reviewing Officer	Average	Good	Very Good	Outstanding
	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Reporting Officer

Date

(Name and Signature)

Reviewing Officer

Date

(Name and Signature)

Section 5: Work Plan for Current Year 2017 - 2018

This section has been included to encourage employee / incumbent to plan his/her work for the current year 2017–2018 and define the key responsibilities and activities that need to be undertaken.

This section needs to be filled together through a discussion between the employee / incumbent and his/her Reporting Officer to:

- Define the key responsibilities
- Training requirements and
- Areas where the employee / incumbent can additionally contribute for the current year

Guidelines for filling this section

Guidelines for the Employee filling this section

- Employee documents his/her responsibilities in the format of a “Responsibility Matrix”. **Please refer to Annexure 1 for draft indicative Responsibility Matrix**
- Employee discusses his/her Responsibility Matrix with his/her Reporting Officer and finalizes it
- The Employee and the Reporting Officer sign and accept the Responsibility Matrix for 2017-2018
- Changes in the responsibilities are documented
 - If any new work is allocated/ assigned the same is added to the above list
 - If any existing responsibility is modified, then the same is accordingly changed
- Further, the employee needs to give inputs on which key areas he/ she wants training on
- He/She also needs to document areas of interest where he/she would want to additionally contribute

Guidelines for the Reporting Officer filling this section

- The Reporting Officer needs to discuss the Responsibility Matrix created by the employee and develop consensus on the same. **Please refer to Annexure 1 for draft indicative Responsibility Matrix**
- Any changes and modifications during the year need to be documented in the form
- The Reporting Officer needs to discuss the Training Needs and ensure that these are considered while nominations for training are made
- He/She also needs to allocate suitable responsibilities while forming dynamic teams as per the Interest Areas of the employee
- The Employee and the Reporting Officer sign and accept the Responsibility Matrix for 2018-2019

Section 5: Part A. Responsibility Matrix

Instructions to the Employee

Responsibility Matrix: Please list down the key responsibilities allocated and assigned to you by the Reporting Officer for 2017-2018. Please also provide the indicative measures for them.

Please ensure agreement and consensus on the responsibilities documented between yourself and your Reporting Officer.

S No.	Key Responsibilities Allocated and Assigned (to be filled by the employee at the start of the financial year)	Key Activities

Section 5: Part B. Development Planning & Areas of Interest for Current Year 2018 - 2019

Development Planning: Please indicate three areas in which you would want to develop your current skills and capabilities. Please provide specific inputs so that suitable training sessions can be organized.

Please note that the inputs provided here are only for planning your training and development sessions. **These will not be construed as adverse remarks.**

S No.	Area for Development and Need for training/ Competence Development
1	
2	
3	

S.No.	Areas in which I can additionally contribute
1.	
2.	
3.	

(b) Areas of Interest: Please indicate three work areas of your interest in which you would want to work. Some of the indicative areas where one can contribute are:

- any additional responsibilities that you wish to handle,
- any special project/ assignment you would like to be associated with e.g. Internal Audit team, Foundation Day celebrations, Policy review committees etc.
- any process improvement/ modification within the organization that you wish to initiate – process of filing within CSIR, take-up any of the 10 point charter for CSIR etc.

Declaration on the Responsibility Matrix, Development Planning & Areas of Interest for Current Year 2017 - 2018

I accept that the above documented Responsibility Matrix for 2017-2018 has been discussed and agreed between me and my Reporting Officer. I will ensure any changes to it are documented with immediate effect.

Employee

Date

Name and Signature

I accept that the above documented Responsibility Matrix for 2017-2018 has been discussed and agreed between me and my Reportee. I will ensure any changes to it are documented with immediate effect.

Reporting Officer

Date

Name and Signature



Annexure to
Open – Annual Performance Appraisal
Report
(O-APAR) for
Administrative Cadre
Reporting Year 2017-2018

Annexure 1: Draft Indicative “REsponsibiity Matrix”
Annexure 2: Sample Pen Pictures
Annexure 3: Process Flow and Time Frame to be reported

Annexure – 1 Responsibility Matrix

Responsibility Matrix helps define and document the key responsibility and activities that are allocated to an employee during the year.

Documenting the Responsibility Matrix at the start of the year ensures that there is an agreement and clarity on the performance standards, goals and objectives to be achieved by the employee on which appraisal shall be done at the end of the year.

Some illustrative Responsibility Matrix have been provided as reference and support documents in the annexure. Responsibilities and activities or process steps have been defined for some key functions for different levels.

In the matrix, 'responsibility' refer to the key responsibilities entrusted with a particular individual and activity related to the key processes undertaken to accomplish the responsibility.

The functions for which Responsibility Matrix has been defined are:

- General Administration
- Finance & Accounts
- Lab Administration

Example 1

Designation: Under Secretary

Function: Central Office

Illustrative Responsibility Matrix for the role of an Under Secretary – Central Office

Section 1: Role Summary	
Role Summary	To manage and oversee the central office related responsibilities and provide regular update to function head
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Manage all recruitment related activities for S&T and other staff for HQ 	<ul style="list-style-type: none"> Collation of manpower requirements from various departments Prepare and review a proposal based on the roster and other recruitment rules and guidelines and send for review to superior authority Release advertisement for inviting applications Prepare a note for formation of committees for selection and screening committees Coordinate activities related to recruitment
<ul style="list-style-type: none"> Manage assessment related activities for S&T staff at HQ 	<ul style="list-style-type: none"> Review eligibility list prepared Review and make suggestions on the recommendations of RAB to Sr DS Follow-up and coordinate with RAB for completion of the assessment process Plan working of the team to ensure timely issue of orders as per the final approval of DG, CSIR
<ul style="list-style-type: none"> Manage promotion of S&T staff at HQ 	<ul style="list-style-type: none"> Review seniority list and ensure correctness Circulate the list to all concerned and incorporate modifications/ clarifications received Circulation of the revised list to all concerned Send request for constitution of DPC Maintaining complete confidentiality and comprehensiveness of the DPC proceedings Plan working of the team to ensure timely issue of orders as per the final approval of DG, CSIR
<ul style="list-style-type: none"> Strengthens Knowledge Management system for enhanced service quality 	<ul style="list-style-type: none"> Contributions made by self to the Knowledge Management System Frequency of reference to Knowledge Management System in day-to-day working
<ul style="list-style-type: none"> Ensure training and development of subordinates 	<ul style="list-style-type: none"> Number of times subordinates are nominated / released for training as per schedule

	Number of training man days provided to subordinates Percentage adherence to training needs identification schedule
<ul style="list-style-type: none"> Coordinate auditing requirements with the audit team 	<ul style="list-style-type: none"> Completion of audit as per the requirements defined in advance Respond to paras/ audit remarks Undertake actions to rectify deviations

Example 2

Designation: FAO (Internal Audit)

Function: Finance & Accounts

Illustrative Responsibility Matrix for the role of a FAO (Internal Audit) – Finance & Accounts

Section 1: Role Summary	
Role Summary	To manage and oversee the responsibilities related to internal audit and provide regular update to function head
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Ensure all rules & regulations, bye-laws are followed scrupulously by all CSIR labs/institutes/centres 	<ul style="list-style-type: none"> Regular review of processes followed; Provide rule position, correct method of procedures and other advisory suggestions; Adoption of innovative methods to drive adherence/ compliance
<ul style="list-style-type: none"> Perform as a team leader of audit party to conduct the internal audit of each labs/institute as per schedule approved by FA, CSIR 	<ul style="list-style-type: none"> Overall planning for audit implementation Preparation and compliance level achieved for external audit Correspondence sent to teams with details and guidelines for audit requirements Support extended to help teams prepare for external audit Discussion on major issues of the draft audit report with the Director of the respective labs for corrective action Preparation of the audit report for submission
<ul style="list-style-type: none"> Deputing audit team to different labs/ institute as per schedule approved by FA, CSIR HQ and coordination for any further assistant/ suggestion to the team to HQ and Laboratories 	<ul style="list-style-type: none"> Communication to the team for audit Guidelines shared for audit preparation and readiness
<ul style="list-style-type: none"> Ensure corrective action by each labs/institute/unit on the Internal audit report shared 	<ul style="list-style-type: none"> Scrutiny of the response received from labs on the audit paras shared Follow-up on compliance achieved for serious notings Resolve / prevent legal issues/ consequences

Example 3

Designation: Section Officer (Internal Audit)

Function: Finance & Accounts

Illustrative Responsibility Matrix for the role of a Section Officer (Internal Audit) – Finance & Accounts

Section 1: Role Summary	
Role Summary	To manage and oversee the responsibilities related to internal audit and provide regular update to function head
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Ensure all rules & regulations, bye-laws are followed scrupulously by all CSIR labs/institute/centres 	<ul style="list-style-type: none"> Regular review of processes followed; Provide rule position, correct method of procedures and other advisory suggestions;
<ul style="list-style-type: none"> Perform as a team member on audit party to conduct the internal audit of each labs/institute as per schedule approved by FA, CSIR 	<ul style="list-style-type: none"> Support extended for planning of audit Correspondence sent to teams with details and guidelines for audit requirements Support extended to help teams prepare for external audit Suggestions and corrective actions proposed on major issues of the draft audit report Preparation of the audit report for submission
<ul style="list-style-type: none"> Support in identifying additional manpower from other division/ labs 	<ul style="list-style-type: none"> Steps taken to induct/ orient the additional team on the audit processes
<ul style="list-style-type: none"> Deputing audit team to different labs/ institute as per schedule approved by FA, CSIR HQ and coordination for any further assistant/ suggestion to the team to HQ and Laboratories 	<ul style="list-style-type: none"> Communication to the team for audit Guidelines shared for audit preparation and readiness
<ul style="list-style-type: none"> Support labs/institute/unit in taking the required corrective action on the Internal audit report shared and major lapses or irregularities identified 	<ul style="list-style-type: none"> Scrutiny of the response received from labs on the audit paras shared Follow-up on compliance achieved for serious notings Highlight areas of concern to prevent legal issues/ consequences

Example 4

Designation: Under Secretary

Function: Lab Administration

Illustrative Responsibility Matrix for the role of an Under Secretary – Lab Administration

Section 1: Role Summary	
Role Summary	Providing Policy Clarifications sought from references from the Labs, Data Collection and information Compilation to be sent to the Labs, Providing Clarifications on Matters relating to CGC, JCM etc. Dealing with matters concerning the CGHS, Compassionate Appointments, Commercial Employment, issues related to Isolated categories etc.
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Policy Clarifications sought from references from the Labs like NRAS/ MANAS/ Revised MANAS/ Bye-Law 71(b) 	<ul style="list-style-type: none"> Number of clarifications provided to the Labs relating to these policies matters Ensuring a smooth co-ordination among the labs in various policy matters Providing the clarifications in a timely manner
<ul style="list-style-type: none"> Dealing with matters relating to JCM, ESI Act, EPF Act, Gratuity Act, Medical Cases of employees or pensioners, CSMA rules and CGHS Rules etc. 	<ul style="list-style-type: none"> Dealing with these matters in a timely manner by co-ordinating with the labs, collating the Information provided by them in an organised manner
<ul style="list-style-type: none"> Dealing with matters like Counting of Past Services, Commercial Employment, Qualifying to Service Under Rule30, Engagement of Consultants, Reservations of SC/ ST Minorities, Pay Fixation under FR 22, HRA/ Advances etc. 	<ul style="list-style-type: none"> Receipt of PUC Examination of the same with reference to rules To call for additional information from concerned Lab/Institute, if required Submission to the authorities for decision/approval To obtain concurrence of Finance where ever required Re-submission to authorities after Finance concurrence Communication of decision/approval
<ul style="list-style-type: none"> Dealing with Recruitment of QHF, Deputation and Lien Of Employees, Ad-hoc appointments, Assured Career Progression Scheme, Pension Cases etc. 	<ul style="list-style-type: none"> Receipt of Communication Examination of the same by dealing assistant with reference to applicable rules and regulations Verification of records, based on the information sought Compilation of information
<ul style="list-style-type: none"> Right to Information Action 	<ul style="list-style-type: none"> Receipt of Communication Examination of the same by dealing assistant with reference to applicable rules and regulations Verification of records, based on the information sought Compilation of information

	<ul style="list-style-type: none"> • Submission for approval of CA • Forwarding the information to RTI Cell
<ul style="list-style-type: none"> • Legal Cases 	<ul style="list-style-type: none"> • Receipt of note from Legal section • Examination of the same by dealing assistant with reference to applicable rules and regulations • Preparation of comments • Submission of file to CA for approval • Forwarding approved comments to the Legal Section
<ul style="list-style-type: none"> • Seeking advice from DoP&T, DP&PW, MoF etc. 	<ul style="list-style-type: none"> • Compilation of views from administration and finance • Preparation of note duly providing the rule position • Forwarding UO note to the concerned ministry / department • Obtaining reply from the ministry / department • Submission for financial concurrence • Submission to the authorities for decision / approval • Communication of decision / approval to the concerned lab
<ul style="list-style-type: none"> • Clarifications on verification of Character & antecedents 	<ul style="list-style-type: none"> • Receipt of representation / application from the individual • Examination of the same by dealing assistant with reference to applicable rules and regulations • Sending communication to IB for clearance • Receipt of communication from IB • Forwarding the communication to the concerned lab
<ul style="list-style-type: none"> • Inter laboratory transfer of S&T staff 	<ul style="list-style-type: none"> • Receipt of representations / requests from S&T staff • Proposal submitted to DG for orders • In case of non-availability of posts, proposal submitted for release of positions from DG's quota
<ul style="list-style-type: none"> • Comments of MC / RC. 	<ul style="list-style-type: none"> • Receipt of minutes of MC / RC meetings • Preparation of comments on the minutes related to administrative matters • Receipt of approval from DS • Forwarding the comments to CTE Section

Example 5

Designation: Section Officer

Function: Lab Administration

Illustrative Responsibility Matrix for the role of a Section Officer – Lab Administration

Section 1: Role Summary	
Role Summary	To plan and implement activities pertaining to smooth working of the section. To manage and oversee activities related to employees
Section 2: Key Responsibilities and Measures	
Key Responsibility	Key Activities
<ul style="list-style-type: none"> Provide policy clarifications sought for policies, acts responsible for (Joining Time, sexual harassment complaints, promotion cases of isolated cadre, reservations for SC/ST/ Minorities, Pay fixation under FR-22, pension cases, ACPs, CPF, GPF, FR-56(j), Counting of past service, Commercial Employment, Compassionate Appointment, Addition to qualifying service rule 30, Engagement of Consultant, Handle HRA/ Advances, OTA/ Honorarium/ Allowances, Write-off and waiver of Penal License Fee, Manage ad-hoc Appointment 	<ul style="list-style-type: none"> Receipt of PUC Examination of the same with reference to rules Relevant rules highlighted and quoted To call for additional information from concerned Lab/Institute, if required Submission to the authorities for decision/approval To obtain concurrence of Finance where ever required Re-submission to authorities after Finance concurrence Communication of decision/approval Initiatives taken for improvement/ update of policy drafts Escalation of cases to concerned authority and follow-up
<ul style="list-style-type: none"> Ensure all required databases/ records are maintained and kept updated 	<ul style="list-style-type: none"> Number of instances when updated data not available/ updated in time Number of times data requirements not as per audit rules
<ul style="list-style-type: none"> Complete ACR/APAR of self and reporting officers as per schedule 	<ul style="list-style-type: none"> Timely completion of performance planning discussion Timely completion of self appraisal process Timely feedback sharing and review Timely completion of year-end reporting and review

- Strengthen Knowledge Management system for enhanced service quality

- Contributions made to the Knowledge Management System
- Frequency of reference to Knowledge Management System in the day-to-day working

Annexure 2: Sample Pen Pictures

Please find below three sample pen-pictures. These are only indicative in nature and are provided only to support the officer for writing the pen picture of the incumbent.

Sample Pen Picture 1

Mr. Amit Singh comes across as hard-working, diligent and confident leader with a strong drive for action and results. He displays strong planning and organizing skills with thoroughness for attention to detail. He displays the ability to set stretch targets for self and team and detailing the strategies and plans to execute them. Mr. Singh appears resilient in face of failure and displays the ability to take end-to-end responsibilities for the tasks assigned to him. He believes in empowering his team and involving them in strategy creation and planning but needs to develop on his interaction with them to communicate his expectations to manage performance.

Developmentally, Mr. Singh tends to be little defensive when confronted with non-performance, delays, mistakes and conflicting view and opinions which may adversely impact his ability to engage in meaningful interaction with others. He would benefit by seeking inputs from all stakeholders to understand and acknowledge the differing views and opinions and incorporate them when planning for execution.

Though he displays ability to develop strong relationships, he needs to get out of his comfort zone and force himself to interact with others.

Key Strengths	Key Areas of Development
Collaborating and leveraging strengths across the organization to create sustainable value	Defensiveness when confronted with conflicting views and situations
Setting stretch targets for self and team and undertaking responsibility for its execution	Employing empathy and compassion when interacting with various stakeholders

Sample Pen Picture 2

Mr. Shubh Raj displays a balanced leadership profile with a combination of business, operational and people excellence.

Mr. Shubh Raj seems to possess a sharp, analytical and creative business mindset. He displays robust awareness of the work environment and organization needs. Given his combination of innovative mindset, risk taking ability and urgency of implementation, he displays ability to champion change initiatives that bring value to the organization. He not only challenges the status quo but also encourages team to think out of the box.

In his own area of functioning, Mr. Shubh Raj displays clarity of thought and conviction in his plans while executing tasks. He would set stretched goals for self and team and take complete ownership for meeting quality standards and timely deliverables. He passionately drives towards resolving problems and improving existing processes to bring greater customer satisfaction.

While managing his team, Mr. Shubh Raj assumes natural leadership without displaying authority. He provides direction to the team members and allocates roles based on his understanding of individual strengths and their interest areas.

While Mr. Shubh Raj seems to be customer sensitive in his approach and proactive in meeting their requirements, he could do even better if he were to bring a personalized touch in responding to their needs.

Sample Pen Picture 3

- Is an analytical, action oriented and energetic individual with abstract reasoning, listening and influencing skills
- Spends time in developing and building them
- His domain knowledge, flexibility and idea orientation make him capable to analyze multiple perspectives
- He will generally display the resilience and tenacity to persevere when faced with negative feedback or adverse conditions
- Employs a problem-solving strategy that considers the identification and evaluation of alternative solutions as a routine practice
- He is likely to take on and implement initiatives which can lead to tangible impact on process efficiencies

- **Annexure 3: Process Flow and Time Frame complied with (please record)**

S No.	Step/ Activity	Date Completed
1.	At the start of the financial year, employee documents his/her responsibilities in the Work Plan	
2.	This work plan is sent to the Reporting Officer for finalization	
3.	Once the Work Plan is finalized between the Employee and the Reporting Officer, the same is sent to the Establishment for records and Reviewing Officer for inputs	
4.	Inputs from the Reviewing Officer, if any, are incorporated in the Work Plan and re-submitted	
5.	During the year any changes in the allocated work/ responsibilities are updated in the Work Plan. Any change in the Work Plan undergoes the same process of approval by the Reporting Officer and Reviewing Officer	
6.	Employee and the Reporting Officer are encouraged to conduct regular conversations (at least once in a quarter) to discuss the progress made on the Work Plan. Any hindrances and matters are taken into consideration and resolved	
7.	At the end of the financial year, the performance is appraised. The Employee does a self appraisal on the Work Plan and provides inputs on their achievements and contributions. Employees submits his/her self appraisal to the Reporting Officer	
8.	<p>The Reporting Officer provides his/her assessment inputs on the Work Plan, Behavioral Attributes and Functional Know-how. This is submitted to the Reviewing Officer.</p> <p>It is encouraged that the Reporting Officer conducts a performance review meeting with individual Reportees before filling the assessment</p>	
9.	The Reporting Officer submits assessment reports for his/ her Reportee to their respective Reviewing Officers	

10.	The Reviewing Officer discusses the performance assessments with the Reporting Officer for the Reportees. Based on this discussion and own review, the Reviewing Officer completes the assessment of the employees for whom he/she is the reviewing officer. This report is submitted to the Establishment for filing and endorsement by the Accepting Authority	
11.	Now the appraisal is communicated back to the employee	
12.	Employee submits any representation within 15 days of receipt of appraisal	
13.	The representation is reviewed by the Reviewing Officer and the Establishment team and appropriate action is taken. A suitable response is sent back to the employee	
14.	Work Planning for the next financial year is initiated	