



**BANK NOTE PAPER MILL INDIA PRIVATE LIMITED**  
**PERFORMANCE MANAGEMENT SYSTEM**  
**GENERAL GUIDELINES**

**1. INTRODUCTION**

BNPMIPL Performance Management System (PMS) is a measurement tool for assessment of performance of all employees of the company. The process empowers the management to yield an insight for Career Planning, Compensation Management and building capacity by Training to bridge the skill gap at all levels in the organization. After a comprehensive review of the existing system and in tune with Company's HRD Plan, Performance Management System is hereby introduced effective from the year 2019-2020. Reports generated under this system will hitherto known as 'Performance Appraisal Report' in supersession of all previous practices provided in writing of the 'Annual Performance Appraisal Report' of the employees of the company. The proposed Performance Management System is performance focussed where the Individual performance is duly aligned with the organizational performance.

**2. OBJECTIVES**

The main objective of the new Performance Management System is to assess the effectiveness, competencies, potential, developmental needs and career stretch of the individuals to formulate HRD programs and to achieve organizational needs and Business goals.

**3. APPLICABILITY**

The proposed Performance Management System is applicable to all the full-time employees of the company w.e.f. Financial Year 2019-20 (i.e., April 01, 2019 to March 31, 2020). The Performance Management System is classified into 03 levels based on the organizational hierarchy as under:

**Executive Cadre:**

1. Senior Management Level (Asst. Gen. Manager to Managing Director)  
(Refer Section-A for detailed guidelines)

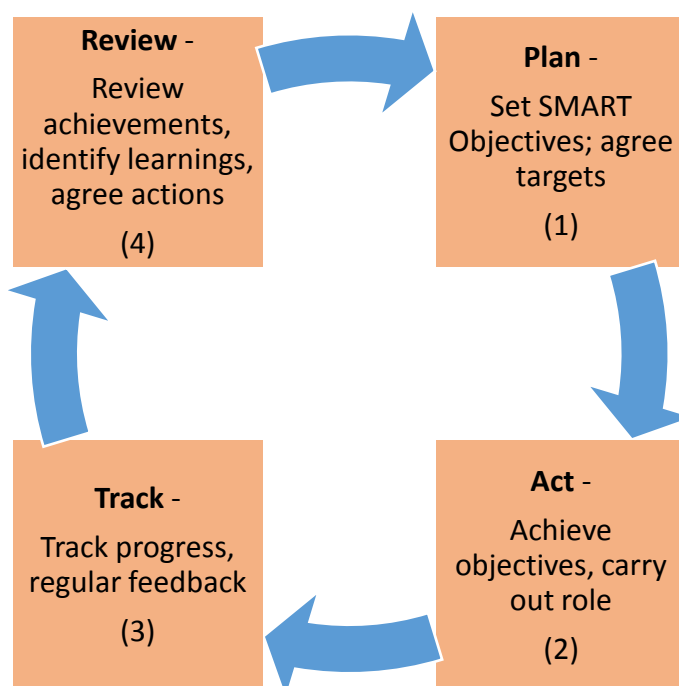
2. Middle Management Level (Dy. Manager & Manager) and  
Junior Management Level (Officer/Engineer to Asst. Manager)  
(Refer Section-B for detailed guidelines)

**Non-Executive Cadre:**

3. Industrial Workmen Level (Grade I to IV)  
(Refer Section-C for detailed guidelines)

**4. FORMAT/S FOR PERFORMANCE MEASUREMENT:**

There will be one single format for the performance appraisal of the personnel in the each level. The formats for Performance Assessment Report for Senior, Middle and Junior Management executives are presented in their respective sections.

**5. UNDERSTANDING PERFORMANCE MANAGEMENT SYSTEM CYCLE (PMS) CYCLE:**

The first stage of this PMS Cycle is Planning, a phase where employees are set SMART objectives (Specific, Measurable, Achievable, Result-oriented & Time-bound) which contribute to achieving one or more of the company's goals. The idea is to ensure that the organization's goals and values feed into this Planning phase, thereby ensuring that individual performance is aligned with the overall strategy of the organization.

The next stages are 'Act' and 'Track,' which occur throughout the year. The employees aim to achieve their objectives and carry out the role effectively, while the line managers track progress and provide regular feedback. The line managers also guide the employees to correct their actions/behaviours in order to achieve the set targets.

The 'Review' phase encompasses an annual performance review, a meeting where employee and his reporting authority discuss and evaluate goal progression and completion, performance issues, training & development, opportunities for advancement, etc. Mid-year/Half-yearly review provides an opportunity for mid-course corrections due to changes in the external/internal environment.



The guidelines prescribed hereunder acts a reference guide for the employees. While the appraisee and appraising authorities are expected follow the prescribed guidelines as long as the spirit of the PMS System being implemented is not defeated. Slight modifications w.r.t. process/timelines may be amended by the Management authorities in case of any exigencies; however, the concept of the PMS system is kept to be intact. The descriptions of traits/competencies/ components of performance given are limited and not exhaustive in nature. Therefore, the appraising authorities may invoke their rich experience while drawing conclusions and assigning marks to the appraisee.

#### **6. SCHEDULE OF COMMENCEMENT AND COMPLETION OF PARs:**

<b>Sl. No.</b>	<b>Activity</b>	<b>Cut-off Date</b>
i)	HR Dept. to distribute blank PAR forms to appraisee through Reporting Authority	31 <sup>st</sup> March
ii)	Submission of the PAR form by appraisee to Reporting Authority with clear performance plan for the Assessment Year on mutually agreed Key Performance Areas (KPA's)	30 <sup>th</sup> April
iii)	The Reporting Authority to retain the PAR form with him and will review the mutually agreed tasks performed by the appraisee in regular intervals. Self-Appraisal forms, wherever applicable, may be collected before the year-end review. The Reporting Authority to assess the performance and will submit the completed PAR to the Reviewing Authority	5 <sup>th</sup> April of subsequent year
iv)	Submission of the PAR form after review by the Reviewing Authority to the Accepting Authority	30 <sup>th</sup> April
v)	Accepting Authority to finalize the PAR of the concerned officer in consultation with Reporting and/or Reviewing Authority, if required.	10 <sup>th</sup> May
vi)	Disclosure of the PAR to the officer reported upon by the Accepting Authority	15 <sup>th</sup> May
vii)	Submission of representation, if any, by the officer reported upon to the Accepting Authority	20 <sup>th</sup> May
viii)	If no representation is received:  The PAR as disclosed to the officer reported upon should be treated as final and forwarded to the concerned PAR Repository Authorities by the Nodal officer	25 <sup>th</sup> May
ix)	If representation is received:  The Accepting Authority to dispose the case in consultation with a committee of senior officers, appointed by the	25 <sup>th</sup> May



	Accepting Authority, and with the Reporting/Reviewing Authority as may be required.	
x)	Final decision to be taken by the Accepting Authority and disclose the same to the officer reported upon & forward the completed PAR to PAR Repository Authorities	30 <sup>th</sup> May

**7. BENCHMARKING OF GRADATIONS:**

In assessing the performance of the employee, the following gradation points/marks scored and corresponding categorization are to be followed:

Sl. No.	Scored Marks/Gradations	Category
(i)	90 to 100	Outstanding
(ii)	Less than 90 to 70	Very Good
(iii)	Less than 70 to 50	Good
(iv)	Less than 50 to 33	Fair
(v)	Less than 33 to 0	Poor/Unsatisfactory

**8. PERIODICITY:**

Performance Appraisal Reports are required to be written annually according to financial year i.e., 1<sup>st</sup> April of the present year to 31<sup>st</sup> March of the next year. However, six-month/half-yearly reviews are to be conducted where the Reporting Authority would intervene, if required, and may change the targets due to exigencies which were not envisaged earlier at the beginning of the performance year during the goal setting exercise. The six-month/half-yearly review may be carried only between the appraisee and the Reporting Authority and the changes, if any, may be considered during the end of the year by the Reviewing and Accepting Authority.

**9. PART REPORTS:**

If an appraisee is transferred completing 3 months, in that case, Reporting Officer of transferee will write the APAR for 3 months and rest periods will be written by the Reporting Officer at his/her transferred place respectively on 100 point basis. Final marks will be average of 3 months and rest of the period. Before completing 3 months, if an Executive is transferred, in that case, past reports is not required. In such cases, Reporting Officer of transferred place will write APAR for entire period. If reporting officer is transferred/relieved, same principle will be applicable. In such cases, Reporting Officer will complete PAR writings and hand over to HR Department before his relieving.

**10. PARs IN CASE OF VIGILANCE DEPARTMENT:**

In case of Vigilance Dept., only the executives of Vigilance Dept. at appropriate level as applicable will be Reporting, Reviewing and Accepting Authority.

**11. ROUTING AND MAINTENANCE OF APARs:**

The Corporate HR Dept. shall initiate the process and issue the blank PAR forms to the appraisee through the respective Reporting Authority. The Corporate HR Department shall facilitate the entire process of PAR of all senior level personnel from initiation till the final copy of PAR is handed over to the PAR Repository authorities.



## **12. FEEDBACK SYSTEM:**

Oral feedback should be an ongoing process given by the appraisers to the appraisee on his/her performance. It is necessary to encourage progress and correct the mistakes. The appraisee should be encouraged to initiate mid-course corrections, if required, for improving his performance should be highlighted by the Reporting Authority.

The Reporting Authority should inform the appraisee in writing as and when need arises. It is not necessary to wait until the appraisal report is raised.

The HR Dept. should ensure the communications of areas for improvements to the appraisee by the Reporting Officer after the report is accepted by the concerned Accepting Authority.

In case of employees who are graded under 'Poor/Unsatisfactory' or 'Fair' category, must be communicated by the Reporting Authority indicating his/her areas of weakness/below level performance and suggestions for improvement within a specified period and consequential actions by the Competent Authority, if improvement is not done by appraisee concerned in a specified period. Such cases should not be dealt in a routine manner. The issue regarding the communication in writing should be discussed with the concerned appraiser. This communication should be maintained properly.

The employees whose performance is graded under 'Outstanding' Category should be encouraged with issuing them a letter of appreciation by concerned Reporting/Reviewing/Accepting Authority as the case may be. The appreciation letter should be maintained in individual records.

## **13. SAVINGS:**

The above PMS guidelines would be reviewed after its operation and in light of experience gained, a view would be taken whether to continue in the present or modified form, etc. The BNPM Management reserves the right to amend/modify any of the clauses as and when required.

**SECTION – A****Detailed PMS Guidelines for Senior Management Executives  
(AGM/DGM/GM/CGM/MD)****1. EVALUATION COMPONENTS:**

Evaluation of Performance through the mode of PMS shall consist of following components and each shall carry weightage as mentioned below:

Designation	Weightage			
	Performance/ Business Targets	Divisional Performance flowing from Business Targets	Personal Attributes and Functional Competencies	Total
Managing Director/Chief Executive	75	-	25	100
GM/CGM	40	35	25	100
DGM/AGM	25	50	25	100

**2. UNDERSTANDING THE COMPONENTS:**

- A. Performance/Business Targets:** The Business Targets for the Financial Year are decided by the Board. In case of the Managing Director/Chief Executive, the weightage of the Business Targets would be 75% and would be responsible for delivering the business goals set by the Board at the beginning of the Performance Year. However, the weightage of Business Targets would be 40% and 25% in case of GM/CGM and DGM/AGM respectively.
- B. Divisional Performance Targets:** Based on the Business Targets set for the Performance year, the functional/divisional targets would be construed. The Managing Director/Chief Executive would not have any other targets apart from the business targets set for the Performance Year. However, the Functional/Divisional Head in the position of a CGM/GM/DGM/AGM would be responsible for the deliverables at the functional/divisional level. Accordingly, 35% and 50% weightages are assigned for CGM/GM and DGM/AGM levels respectively.
- C. Personal Attributes & Functional Competencies:**  
The personal attributes and functional competencies are appraised on the following traits:



# Annexure-A

Sl. No.	Particulars of Personal Attributes and Functional Competencies	Grade by Reporting Authority	Grade by Reviewing Authority	Initials of Reviewing Authority
i	Effective communication skills			
ii	Strategic orientation and Decision making ability			
iii	Problem solving and Analytical ability			
iv	Ability to develop and motivate team members			
v	Ability to coordinate and develop collaborative partnerships			
vi	Innovation and Change Orientation			
vii	Planning and Organising			
viii	Result orientation			
ix	Business Acumen			
x	Role based functional competency			
	<b>Total (i to x)</b>			
	<b>Overall Grading of Personal Attributes and Functional competencies (Total/4)</b>			

The Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. The weightage for this section across levels is 25%. All the personal attributes and functional competencies (Sl. No. i to x) carry equal weights. The overall grading is to be computed by dividing the total grade by 4 and rounding off to 2 decimals.

**3. Integrity:** The Reporting Authority is required to comment on the integrity of the officer reported upon. In recording remarks with regard to integrity, he/she need not limit himself/herself to only matters relating to financial integrity but would also take into account any violation, by the concerned officer, of the code of conduct laid down by the Company or expected of him/her.

The following procedure should be followed while filling the column relating to Integrity.

- (i) If the Officer's integrity is beyond doubt, it may be stated;
- (ii) If there is any doubt or suspicion, a separate secret note should be recorded and sent to the Reviewing Authority after recording this fact in the column relating to integrity;
- (iii) Where it is not possible either to certify the integrity or to record secret note, the Reporting Authority should state that he/she has not received anything against the officer.



The Reviewing Authority will ensure that the follow up action is taken expeditiously on the secret note, if any, submitted by the Reporting Authority. If, as a result of the follow up action, the doubts or suspicions are cleared, the integrity of the officer reported upon should be certified and an entry made accordingly by the Reviewing Authority in the Performance Appraisal Report. If the doubts or suspicions are confirmed, this fact should also be recorded by the Reviewing Authority. If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the officer's conduct should be watched for a further period of one year and the outcome should be recorded in the Performance Appraisal Report by the Reviewing Authority. The final decision on the integrity of the officer shall be communicated by the Reviewing Authority/Accepting Authority to the concerned officer and also to the Reporting Authority.

#### **4. CHANNEL OF SUBMISSION OF PAR:**

The details regarding different levels of Reporting/Reviewing/Accepting Authority and PAR Repository Authorities applicable to the different level of Executives is as under:

<b>Sl. No.</b>	<b>Name of Officer whose PAR is to be written</b>	<b>Reporting Authority</b>	<b>Reviewing Authority</b>	<b>Accepting Authority</b>	<b>PAR Repository Authorities</b>
<b>1</b>	MD/CEO	Chairman of the Board of Directors	Committee Directors	Board of Directors	Original Copy with Company Secretary of the Company
<b>2</b>	CGM/GM	MD/CEO	Committee of Directors	Chairman of Board of Directors	Original Copy with Company Secretary of the Company
<b>3</b>	Officers directly reporting to MD/CEO	MD/CEO	MD/CEO	MD/CEO	Original Copy with Head of HR Dept.
<b>4</b>	DGM/AGM	CGM/GM	MD/CEO	MD/CEO	Original Copy with Head of HR Dept.

#### **5. PAR FORMAT:**

Pl. refer Annexure-1A, Annexure-1B, & Annexure-1C for all relevant formats with instructions.



**SECTION – B****Detailed PMS Guidelines for Middle & Junior Management Executives  
(Officer/AM/DM/MGR)****1. EVALUATION COMPONENTS:**

Evaluation of Performance shall consist of following components and each shall carry weightage as mentioned below:

<b>PARTS</b>	<b>COMPONENTS</b>	<b>Total Marks (Officer &amp; AM)</b>	<b>Total Marks (DM &amp; MGR)</b>
<b>PART I</b>	<b>PERFORMANCE</b>	<b>75</b>	<b>70</b>
	A. Departmental/Sectional Performance	05	05
	B. Group/Team Performance	15	15
	C. Individual Performance	55	50
<b>PART II</b>	<b>COMPETENCIES/TRAITS</b>	<b>25</b>	<b>30</b>
	<b>TOTAL</b>	<b>100</b>	<b>100</b>

The organizational targets are cascaded down the hierarchy from Managing Director to the Functional Heads to the individual departments to the groups/teams and then to the individual employees in respective teams/departments. Therefore, the individual performance has to be aligned with the team performance, departmental/sectional performance, and to the organizational performance as a whole. The middle management executives gain a significant role in the backdrop of accepting the targets that cascaded down the line from the senior management and achieving them with the help of the junior management executives.

Part-I deals with the Performance. Performance management is a broad concept that involves understanding and acting on the performance issues at each level of organization, from individuals, teams and departments to the organization itself. These issues include leadership, decision making, motivation, encouraging innovation and risk taking among others. Performance management is a process by which the organization involves its employees, as individuals and members of a group, in improving organizational effectiveness in accomplishing organizational goals. The component 'Performance' includes not just includes the individual performance of the employee but also the performance of his/her group/team and his/her department/section.

In cases where there is no clear difference between Department/Section performance and Group/Team performance, the performance would be termed as Departmental/Sectional Performance and the combined marks assigned would be 20 marks. The Head of the Department (AGM & above) may clarify the stand before initiating the PMS cycle.

The total marks w.r.t. Part-I for Officer/Engineer/Asst. Manager (Junior Management) and Dy. Manager/Manager (Middle Management) are 75 and 70 respectively.



Part-II deals with the Competencies/Traits of the employee being appraised. A separate list of competencies & their description is provided for both Officer/Engineer/Asst. Manager and Dy. Manager/Manager as listed under:

**For Junior Management Executives (25 marks)  
(Officers/Engineers/Assistant Managers)**

Sl. No.	Attributes & their Description	Maximum Marks
1	<b>Job Knowledge:</b> Extent of theoretical knowledge & practical know-how as related to assigned tasks; related/allied jobs & knowledge of current developments in his own field	5
2	<b>Planning &amp; Coordination:</b> Ability to meticulously plan his job & effectively coordinate with his team members in achievements of common organizational goals	5
3	<b>Quality of Work:</b> General excellence of output, methods and systems	5
4	<b>Developing Subordinates:</b> Ability to interact, guide, counsel and nurture subordinates with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility/challenge	5
5	<b>Potential to shoulder higher responsibilities:</b> Ability & attitude to take up higher level responsibility and set pace for the team members towards goal achievement	5
<b>TOTAL MARKS</b>		<b>25</b>

Each of the Competency mentioned above is described/defined in detail for awarding of marks as under:

Attribute	Marks				
	5	4	3	2	1
<b>Job Knowledge:</b> Extent of theoretical knowledge & practical know-how as related to assigned tasks; related/allied jobs & knowledge of current developments in his own field	Has excellent knowledge in theoretical as well as practical aspects of defined areas	Has good knowledge and updates regularly	Has adequate job knowledge	Has reasonable job knowledge	Has little or no job knowledge



# Annexure-A

<b>Planning &amp; Coordination:</b> Ability to meticulously plan his job & effectively coordinate with his team members in achievement of common organisational goals	Has excellent planning & co-ordinating ability	Has good Planning & Co-ordinating ability	Has adequate Planning & Co-ordinating ability	Has reasonable Planning & Co-ordinating ability	Lacks Planning & Co-ordinating ability
<b>Quality of Work:</b> General excellence of output, methods & systems.	Consistently maintains highest level of quality in all areas of work	Always maintains good level of quality in all areas of work	Maintains adequate level of quality in all areas of work	Maintains reasonable level of quality in all areas of work	Unsatisfactory level of quality of work
<b>Developing Subordinates:</b> Ability to interact, guide counsel and nurture subordinates with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility/ challenge	Extremely successful in helping and training his subordinates to assume higher responsibilities	Good in identifying subordinates capacity & training them for assuming higher responsibility	Adequate ability to develop subordinates	Makes an attempt to develop subordinates	Lacks ability to develop subordinates
<b>Potential to shoulder Higher responsibilities:</b> Ability to take up higher level responsibility & set pace for the team members towards Goal achievement.	Always prepared to shoulder higher responsibilities	Very often prepared to shoulder higher responsibility	Often prepared to shoulder higher responsibilities	Sometimes prepared to shoulder higher responsibilities	Never prepared to shoulder higher responsibilities



**For Middle Management Executives (30 marks)  
(Deputy Managers/Managers)**

Sl. No.	Attributes & their Description	Maximum Marks
1	<b>Professional Competence:</b> Functional, managerial ability/attitude in application of job knowledge to set perspective plan and fulfilment of the same with optimum use of resources	5
2	<b>Quality Consciousness:</b> General excellence of the work/job executed. Efforts to achieve quality improvement plan strive for higher standards.	5
3	<b>Developing Subordinates:</b> Ability to interact, guide, counsel and nurture subordinates with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility/challenge	5
4	<b>Team Building:</b> Ability to interact, command & influence people with a view to have cohesiveness amongst them to ensure thrust in the direction of achievement of targets	5
5	<b>Optimum Utilisation of Resources</b> – Make effective and efficient use of time, resources both internal and external to achieve work related goals & strategic objectives. They devise, develop and coordinate plans, make use networks, people strengths such that they can leverage the existing resources to achieve work related goals.	5
6	<b>Potential to shoulder higher responsibilities:</b> Ability to take up higher level responsibility and set pace for the team members towards goal achievement	5
<b>TOTAL MARKS</b>		<b>30</b>

Each of the Competency mentioned above is described/defined in detail for awarding of marks as under:

Attribute	Marks				
	5	4	3	2	1
<b>Professional Competence:</b> Functional, managerial ability & attitude in application of job knowledge to set perspective plan & fulfilment of the same with	Has excellent professional competence	Professionally quite competent	Has adequate professional competence	Has reasonable professional competence	Professionally Incompetent



## Annexure-A

optimum use of resources					
<b>Quality Consciousness:</b> General excellence of the work / job Executed. Efforts to achieve quality improvement plan strive for higher standards	Consistently maintains highest level of quality in all areas of work	Always maintains good level of quality in all areas of work	Maintains adequate level of quality in all areas of work	Maintains reasonable level of quality in all areas of work	Unsatisfactory level of quality of work
<b>Developing Subordinates:</b> Ability to interact, guide counsel and nurture subordinates with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility / challenge	Extremely successful in helping and training his subordinates to assume higher responsibilities	Good in identifying subordinates capacitate and training them for assuming higher responsibilities	Adequate ability to develop subordinates	Makes an attempt to develop subordinates	Lacks ability to develop subordinates
<b>Team Building:</b> Ability to interact, command & influence people with a view to have cohesiveness amongst them to ensure thrust in the direction of achievement of targets	An excellent team builder and leads the team towards fulfilment of targets	Good ability to build an effective team	Adequate ability to build a team	Reasonable ability to build a team	Lacks ability to build a team



## Annexure-A

<b>Optimum Utilisation of Resources –</b> Make effective and efficient use of time, resources both internal and external to achieve work related goals & strategic objectives. They devise, develop and coordinate plans, make use networks, people strengths such that they can leverage the existing resources to achieve work related goals.	Always utilizes all resources to their best use in order to achieve set targets	Very often utilizes all resources at hand to their best use to achieve set targets	Often utilizes all resources at hand to their best use to achieve set targets	Sometimes utilizes all resources at hand to their best use to achieve set targets	Never utilizes all resources to their best use to achieve set targets
<b>Potential to shoulder Higher responsibilities:</b> Ability to take up higher level responsibility & set pace for the team members towards Goal achievement.	Always prepared to shoulder higher responsibilities	Very often prepared to shoulder higher responsibility	Often prepared to shoulder higher responsibilities	Sometimes prepared to shoulder higher responsibilities	Never prepared to shoulder higher responsibilities

Part-III deals with the Performance & Competencies Profile where the marks would be allotted by both the Reporting & Reviewing Authority w.r.t. Performance (Part-I) and Competencies/Traits (Part-II).

The Reporting Authority would assign the marks and associated grade to the employee. The Reviewing Authority would also assign the marks and associated grade. As the Reviewing Authority would have the required/relevant data with regard to the overall performance of the Department/Section, he would also mention the average marks allotted by him and allotted by the Reporting Authority which normally would be considered as final unless there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority, in which case the Accepting Authority would assign his individual marks and grade to the employee without any bias and thus, the assigned marks and grade by the Accepting Authority becomes final. However, the Accepting Authority would take inputs with regard to the Performance and



#### Annexure-A

Competencies from both the Reporting and Reviewing Authority before assigning his marks and grade to the employee.

The last portion deals with the assessment of Training & Development needs where the Reporting, Reviewing and Accepting Authority would mention their comments and provide specific inputs for the training & development of the employee. These inputs should become part of the Training Need Identification and further, relevant training & development programs may organized for the individual employees based on the recommendations.

**PAR FORMAT:**

Pl. refer Annexure-II for all relevant formats with instructions.

**SECTION - C****Detailed PMS Guidelines for Industrial Workmen**  
**(I.W. GRADE I/II/III/IV)****EVALUATION COMPONENTS:**

Evaluation of Performance shall consist of following components and each shall carry weightage as mentioned below:

Sl. No.	Components	Maximum Marks
1	Performance with Quality & Reliability	50
2	Attendance & Punctuality (including leave record)	30
3	Conduct & Discipline	10
4	Housekeeping	05
5	Any outstanding work done during the period (Suggestions/innovations/ Initiatives/etc.)	05
<b>TOTAL</b>		<b>100</b>

Sl. No.	<b><u>Description of Components</u></b>
1	<p><b>Performance with Quality &amp; Reliability:</b></p> <p>Level of accomplishment of assigned tasks. Reporting Authority to monitor tasks assigned during the Appraisal Year so as to ascertain achievements. Also to be noted is the general excellence of the work executed, efforts put in to achieve quality improvement, plans executed to strive for higher standards, etc. Performance to be assessed keeping in mind the extent of theoretical knowledge and practical know-how related to assigned tasks, related/allied jobs of the appraisee. The following points also to be considered before assessing the performance:</p> <p><i>a. Assesse Performs without any instruction/supervision</i> <i>b. Assesse Performs with minimal instructions/supervision</i> <i>c. Assesse Requires several instructions/regular supervision</i></p> <p>Performance management is a process by which the organization involves its employees, as individuals and members of a group, in improving organizational effectiveness in accomplishing organizational goals. The component 'Performance' includes not just includes the individual performance of the employee but also the performance of his/her group/team and his/her department/section.</p> <p>Performance as referred earlier is classified into performance at each level of the organizational hierarchy. The targets are cascaded down from the Senior Management to the workmen category passing through different levels of</p>





hierarchy. Out of the total 100 marks, 50 marks is assigned to the performance of the individual. However, the individual is also responsible for achieving team/group goals and departmental/sectional goals set at the beginning of the year. Therefore, the individual's performance is given more weightage and the marks allotted to the Group/team performance and Departmental/Sectional is considerably lower. The Sectional/Departmental Head may at the beginning of the year, based on the targets cascaded down the hierarchy, may inform the employees their individual targets which may be assessed at the end of the performance year with a half-yearly review at the end of six months.

**Components of Performance with Quality & Reliability with weightages:**

	Category	Max. Marks
a.	Departmental/ Sectional Performance	10
b.	Group/Team Performance	15
c.	Individual Performance	25
	<b>TOTAL</b>	<b>50</b>

The first component deals with the Performance of the Department/Section as a whole for which the individual employee in the respective department is also responsible. Similarly, the second component of Group/Team Performance is important for all the tasks assigned for that particular team and all the team members are responsible for achieving the set team targets. The third component being Individual performance assesses the performance delivered by the individual alone with reference to the targets notified by the Departmental/Sectional Head at the beginning of the year.

In cases where there is no clear difference between Department/Section performance and Group/Team performance, the performance would be termed as Departmental/Sectional Performance and the combined marks assigned would be 25 marks. The Head of the Department (AGM & above) may clarify the stand before initiating the PMS cycle.

**2**

**Attendance and Punctuality:**

General discipline in adhering to work timings and attendance. Reporting/Reviewing Authority should also take into consideration the number of days on which the Workman has been on EOL visà-a-vis total working days of the Division / Office during the Appraisal Year. The following points may be considered before assigning the marks:

- i) Late coming – Regular/rare/No
- ii) Early going – Regular/rare/No
- iii) Leave record – No. of leaves availed and no. of spells w.r.t. EOLs.
- iv) Leave availed without information/approval
- v) Frequently going out of office on personal reasons



3	<b>Conduct and Discipline:</b>  General Behaviour, Conduct and Discipline at the workplace. Reporting/Reviewing Authority while awarding marks to consider issuance of charge sheet(s) / initiation of disciplinary action(s), punishments imposed etc., if any, against the assessee.
4	<b>Housekeeping:</b>  Level of standards of housekeeping at work place. Ensure that work/cleaning schedules are followed. Complete required documentation for the same. Following established safety procedures and precautions when performing tasks. Ensure that the work areas are maintained in a clean, safe and good condition and keep work areas free of hazardous objects/exposure. Report maintenance needs to the supervisors.
5	<b>Any outstanding Work done during the period (Suggestions / Innovations / Initiative etc.):</b>  Marks to be awarded based on the number of acceptable and implementable suggestions made towards efficiency improvement, safety improvement, reduction in wastage, improvement in productivity and profitability, etc.

The Assessment deals with the assessment of various components as described above. The marks would be allotted by both the Reporting & Reviewing Authority w.r.t. all the five components of performance.

The Reporting Authority would assign the marks and associated grade to the employee. The Reviewing Authority would also assign the marks and associated grade. As the Reviewing Authority would have the required/relevant data with regard to the overall performance of the Department/Section, he would also mention the average marks allotted by him and allotted by the Reporting Authority which normally would be considered as final unless there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority, in which case the Accepting Authority would assign his individual marks and grade to the employee without any bias and thus, the assigned marks and grade by the Accepting Authority becomes final. However, the Accepting Authority would take inputs with regard to the Performance and Competencies from both the Reporting and Reviewing Authority before assigning his marks and grade to the employee.

The last portion deals with the assessment of Training & Development needs where the Reporting, Reviewing and Accepting Authority would mention their comments and provide specific inputs for the training & development of the employee. These inputs should become part of the Training Need Identification and further, relevant training & development programs may be organized for the individual employees based on the recommendations.

**PAR FORMAT:**

Pl. refer Annexure-III for all relevant formats with instructions.

# **BANK NOTE PAPER MILL INDIA PRIVATE LIMITED**

(A Joint venture of SPMCIL – A Govt. of India Enterprise and  
BRBNMPL – A Subsidiary of Reserve Bank of India)

## **FORM**

### **PERFORMANCE APPRAISAL REPORT OF THE MANAGING DIRECTOR**

For the year/period from ----- to -----

Each and every section of this form should be filled in by the concerned officer/authority after carefully reading the instructions attached to this form.

#### **Section I - Basic information**

(To be filled in by the Human Resource/Personnel/Administration Department)

#### **Personal Data of the officer reported upon**

1. Name of the Officer reported upon: \_\_\_\_\_
2. Employee Number: \_\_\_\_\_
3. Date of Birth: \_\_\_\_\_
4. Brief Academic & Professional Qualifications :  
\_\_\_\_\_
5. (a) Name of the Post held: \_\_\_\_\_
- (b) Grade of Post held: \_\_\_\_\_
- (c) Date of Continuous Appointment in this Post: \_\_\_\_\_
- (d) Present Pay and Pay Level: \_\_\_\_\_
- (e) Date of continuous Appointment in the same organization: \_\_\_\_\_
6. (a) Date of First Appointment: \_\_\_\_\_
- (b) Scale of Pay of the Post on First Appointment: \_\_\_\_\_

**7. Reporting, Reviewing and Accepting Authorities during the year**

	Name & Designation	Period worked	
		From	To
Reporting Authority			
Reviewing Authority			
Accepting Authority			

**8. Period of absence on leave, etc. during the year**

	Period	Type	Remarks
On Leave other than Casual Leave			
Others (specify)			

**9. Qualification acquired and Training programmes attended during the year:****(a) Details of Qualification acquired during the year**

S. No.	Details of Qualification	Institution from which studied	Details of subjects studied and the marks obtained

**(b) Details of Training programme attended during the year**

<b>Date from</b>	<b>Date to</b>	<b>Institute</b>	<b>Subject</b>

**10. Awards/Honours received during the year****11. Number of officers for whom PAR was not written by the officer reported upon as Reporting/Reviewing Authority for the previous year**

12. **Date of filing the property return in the prescribed format for the year ending 31<sup>st</sup> March, \_\_\_\_\_.**

**Signature:**

**Name & Designation of the officer of the  
Human Resource Department**

**Date:**

**Section II – Self-appraisal of the officer reported upon**

**1. Brief description of responsibilities:**

*(Objectives of the position you hold and the responsibilities you are required to discharge, in about 100 words)*

**2. Annual work plan and achievement:**

<b>Tasks to be performed</b>	<b>Weightage</b>	<b>Deliverables</b>	<b>Achievement</b>
<b>I - Performance / Business Targets</b>			
<b>II - Other key assigned tasks flowing from Business Targets</b>			
i)			
ii)			
iii)			
iv)			
v)			
vi)			
vii)			
viii)			
ix)			
x)			
<b>Total (i to x)</b>			
<b>III – Grand Total</b>			

**Note:** 1. Deliverables refer to quantitative or financial targets or verbal description of expected outputs. The deliverables and the weights for individual key assigned tasks will be decided by the Reporting Authority in consultation with the officer reported upon.

2. Actual achievements refer to the achievements against the specified deliverables in respect of each task. No explanations for divergences are to be given in this table.

3. The weightage for Performance/Business targets is 75 for MD/Chief Executive, 40 for CGMs/GMs, and 25 for DGMs/AGMs.

4. The final achievement based on audited accounts and acceptance by the Board should be filled in Achievements column of Performance/Business Targets in case of MD/Chief Executive.

5. The total weightage for other assigned tasks flowing from Performance/Business targets is nil for MD/CEO, 35 for CGMs/GMs, and 50 for DGMs/AGMs.



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

**4. What are the constraints that hindered your performance?**

**5. Please indicate specific areas of training that will add value to you:****For the current assignment:****For your future career:****Note:**

*CEO/MD and all other Senior Management Personnel should send their updated CV, including additional qualifications acquired, training programmes attended, publications/special assignments undertaken to the HR Department for onward submission to the respective PAR Repository authorities.*

**6. Declaration**

Have you filed your immovable property return in the prescribed format as due? If yes, please mention the date.	Yes/No	
Have you set the annual work plan for all officers for the current year, in respect of whom you are the Reporting Authority?	Yes/No	

**Signature of the officer reported upon****Date:**

**Section III - Appraisal of the Reporting Authority (Please read the relevant instructions attached to this form before filling up this section)**

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

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

- 3. Has the officer reported upon met with any significant shortfall in achieving the targets? If yes, please furnish factual details.**

- 4. Do you agree with the constraints mentioned by the officer reported upon that had hindered his performance and, if so, to what extent?**

- 5. Do you agree with the competency up-gradation needs as identified by the officer?**

- 6. Assessment of the achievements made against the targets.** *(This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. Weightage to this Section will be 75%).*

Particulars	Weightage	Reporting Authority		Reviewing Authority		Initials of Reviewing Authority
		Absolute grade	Weighted grade	Absolute grade	Weighted grade	
	(a)	(b)	$(c = a \times b)/10$	(d)	$(e = a \times d)/10$	
<b>I – Performance / Business Targets</b>						
	(a)	(b)	$(c = a \times b)/10$	(d)	$(e = a \times d)/10$	
<b>II - Other key assigned tasks</b>						
i)						
ii)						
iii)						
iv)						
v)						
vi)						
vii)						
viii)						
ix)						
x)						
<b>Total (i to x)</b>		-		-		
<b>III – Grand Total I &amp; II</b>		-		-		

*Weighted grade is to be computed by multiplying the absolute grade by the weight. Overall grading is to be computed by summing up the weighted grade rounding off to 2 decimals*

**7. Assessment of Personal Attributes and Functional Competencies** (*Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. Weightage to this Section will be 25%*)

S. No.	Particulars of Personal Attributes and Functional Competencies	Grade by Reporting Authority	Grade by Reviewing Authority	Initials of Reviewing Authority
i	Effective communication skills			
ii	Strategic orientation and Decision making ability			
iii	Problem solving and Analytical ability			
iv	Ability to develop and motivate team members			
v	Ability to coordinate and develop collaborative partnerships			
vi	Innovation and change orientation			
vii	Planning and Organising			
viii	Result orientation			
ix	Business Acumen			
x	Role based functional competency			
	<b>Total (i to x)</b>			
	<b>Overall Grading of Personal Attributes and Functional competencies (Total/4)</b>			

*All the personal attributes and functional competencies (S. No. i to x) carry equal weights. Overall grading is to be computed by dividing the total grade by 4 and rounding off to 2 decimals.*

**8. Integrity** (Please comment on the integrity of the officer reported upon by choosing any one of the following options):

i)	Beyond doubt	
ii)	Integrity of the officer is doubtful. A separate secret note is attached.	
iii)	Nothing adverse has been received about the officer	

9. **Pen picture by Reporting Officer. Please comment (in about 100 words) on the overall qualities of the officer including areas of strengths and those which need improvements. The pen picture should be consistent with the overall grade furnished in Item no. 10.**

10. **Benchmarking of the Grade:**

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded =**

**Date:**

**Signature of Reporting Authority  
Name & Designation of the Reporting Authority**

**Section IV – Review by the Reviewing Authority (Please read the relevant instructions attached to this form before filling up this section)**

1. Do you agree with the assessment made by the Reporting officer with respect to discharge of responsibilities and various attributes of the officer reported upon in Section III? (In case you agree with the assessments made by the Reporting Authority, please make a note to that effect in the space provided for you in Item No. 6 and 7 of Section III and initial it. If you do not agree with any of the numerical assessments made by the Reporting Authority, please record your assessments in the space provided for you in Item No.6 and 7 of Section III and initial your entries).

Yes/No

2. Do you agree with the assessment of the Reporting officer in respect of extraordinary achievements and/or significant shortfalls of the officer reported upon?

Yes / No

3. In case of difference of opinion, details and reasons for the same may be given.

--

4. Comments, if any, on the pen picture written by the Reporting Authority.

--

5. Benchmarking of the Grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

Grade Awarded =
-----------------

Signature of Reviewing Authority \_\_\_\_\_

Name & Designation of the Reviewing Authority

Date:



**Section V – Acceptance by the Accepting Authority (Please read the relevant instructions attached to this form before filling up this section)**

1. Is the overall grade given by the Reporting/Reviewing Authority is consistent with the pen picture given by them?

Yes/No

2. Do you agree with the remarks of the Reporting /Reviewing Authorities?

Yes/No

3. In case of difference of opinion, details thereof and reasons for the same may be given.

4. Benchmarking of the Grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded=**

**Signature of Accepting Authority \_\_\_\_\_**

**Name & Designation of the Accepting Authority**

**Date:**

**Section VI – Review by the Acceptance Authority in the light of the representation received from the officer reported upon**

1. Whether the Accepting Authority considers any merit for revising the overall grade given earlier to the officer reported upon in the light of the representation made by him/her?

Yes/No

2. If Yes, please indicate the revised overall grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded=**

**Signature of the Accepting Authority \_\_\_\_\_**  
**Name & Designation of the Accepting Authority**

**Date:**

### **Instructions for filling up the Performance Appraisal Report (PAR)**

#### **1. Introduction**

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

Performance Appraisal should be used as a tool for career planning and training, rather than a mere judgmental exercise. Reporting Authorities should realize that the objective is to develop an officer so that he/she realizes his true potential. It is not meant to be a fault-finding process but a developmental tool. The Reporting Authority, the Reviewing Authority and the Accepting Authority should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon. The columns should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.

Performance appraisal is expected to be used as a tool for human resource development, career planning and training rather than a mere judgemental exercise. Thus the Reporting Authority and the officer reported upon should meet at the beginning of the year to set targets and goals of performance.

#### **2. Section I – Basic information**

This Section should be filled up in by the Human Resource Department at Corporate Office. Period of report could be either the entire reporting year, namely, from 1<sup>st</sup> of April to 31<sup>st</sup> March or a part of the year (exceeding 3 months). In case the period of report is a full year, it should be indicated accordingly; for example, 2017-2018. In case the period of report is less than the entire year, specific start and end dates should be indicated, for example, 10<sup>th</sup> September 2017 to 31<sup>st</sup> March 2018.

Item No.1: Name of the officer reported upon should be written in capital letters

Item No.8: The period of absence from duty, on leave other than casual leave, training, or for other reasons should be mentioned in this section.

Item No.12: The date of filing the annual property return in the prescribed format is to be mentioned.

#### **3. Section II – Self-appraisal of the officer reported upon**

Item No.1: The officer reported upon is first required to give a brief description of his responsibilities, which would normally not exceed about 100 words. Ideally, this should be in bullet form.

Item No.2: In this section, the officer reported upon is required to furnish the details of targets and achievements unless revised by the new Reporting officer. While the targets for the Chief Executive will be only Business targets; for others, the targets will be both Business targets as well as other assigned tasks flowing from Business targets. All officers are required to

develop a work plan for the year and agree upon the same with the Reporting officer. The work plan should incorporate the work related to the area of functioning of the concerned officer and it should emanate from the Business targets/goals. The work plan would normally consist of quantifiable targets. The exercise is to be carried out at the beginning of the year and finalized by 30<sup>th</sup> April, positively.

After the work plan is prepared, it is possible that the officer reported upon is transferred out. There need not be more than one work plan for one post each year. In case of a change of the Reporting officer during the year, the work plan agreed with the previous Reporting officer would continue to apply unless revised by the new Reporting officer. The contribution of the officer reported upon during the period spent by the officer on the post could be considered for evaluating his performance against the work plan.

Item No.3: This section provides an opportunity for the officer to reflect upon his performance during the year and indicate one item in which he/she had made significant contribution during the year. It is always possible for any officer to make significant contribution even in activities otherwise regarded as routine in nature.

Item No.5: The officer reported upon is required to indicate specific areas in which he/she feels the need to upgrade competencies and attend training programmes. He/she should also mention the specific steps that he/she has taken or proposes to take to upgrade his/her competencies in the identified area.

#### **4. Section III – Appraisal of the Reporting Authority**

Item No.1: The Reporting Authority is required to comment on the self-appraisal made by the officer reported upon in Section II, and specifically state whether he/she agrees with the responses relating to accomplishments. In case of disagreement, the Reporting Authority should highlight the specific portions with which he/she is unable to agree to and the reasons for such disagreement.

Item No.6: In this Section, the Reporting Authority is required to record a numerical grade (not more than 2 decimals) in respect of the work output of the officer reported upon against each of the key assigned tasks.

Item No.7: In this section, the Reporting Authority is also required to record a numerical grade (not more than 2 decimals) in respect of personal attributes and functional competencies of the officer reported upon. To ensure that the personal attributes and functional competencies are clearly understood by all stakeholders of the PAR process, the descriptions of each of them are given in Table No.1 below:

**Table No.1 – Description of Personal Attributes and Functional Competencies**

<b>S. No.</b>	<b>Personal Attributes and Functional Competencies</b>	<b>Description of Personal Attributes and Functional Competencies</b>
i)	Effective communication skills	Communicates articulately and assertively to influence critical stakeholders and strives to achieve a win-win solution.
ii)	Strategic orientation and Decision making ability	Demonstrates comprehensive business and environment awareness including related laws and

		rules; develops/aligns self and team to the long term business strategy and overall organizational vision. Considers multiple factors while taking decisions for long term organization impact.
iii)	Problem solving and Analytical ability	Analyzing and solving a problem by identifying the elements and relationships of a problem in a systematic way and identifying logical links.
iv)	Ability to develop and motivate team members	Provides direction and support, encourages team work, inspires and motivates team and manages conflict to accomplish group objectives while focusing on capability enhancement of the team
v)	Ability to coordinate and develop collaborative partnerships	Builds collaborative partnerships with internal and external stakeholders and leverages relations through networking to meet organizational objectives.
vi)	Innovation and change orientation	Takes initiative; manages and champions change and learning processes; encourages new and innovative approaches.
vii)	Planning and Organising	Ability to plan and organize own as well as team activities, prioritize and handle contingencies to meet set goals and objectives within defined timelines.
viii)	Result orientation	Demonstrates drive for results and ensures that operating practices and performance results adhere to high standards of efficiency and excellence
ix)	Business Acumen	Understands the tie between and revenue and expenses; utilizes financial data and information to make sound business decisions that promote cost consciousness, profitability, revenue and growth.
x)	Role based functional competency	Demonstrates knowledge of rules and laws, systems and processes, functional domain and IT applications in order to carry out the assigned role with conviction

In order to bring in more objectivity in the assessment of the attributes and competencies and minimize bias, benchmarking for assigning grades to various Personal Attributes and Functional Competencies are indicated in the Table No.2 given below:-

**Table No. 2 – Benchmarking for assigning grades to Personal Attributes and Functional Competencies**

Grade	Description of the benchmark	Details of Behaviour competencies
1	Consistently exceeds expectations (Grade 9-10)	Demonstrates exemplary behaviours, consistently in all situations far above that are required for effectiveness in the current role. Demonstrates outstanding professional attributes, which indicates strong potential for rapid future development.
2	Consistently meets expectations (Grade 7-8)	Consistently demonstrates behaviours which surpass those required for effectiveness in current role. Demonstrates professional skills that indicate strong potential for future advancement.

3	Meets expectations most of the times (Grade 5-6)	Regularly demonstrates behaviours at the level required for effectiveness in current role. Displays the required level of proficiency for this competency, exceeding expectations at times.
4	Partially meets expectations (Grade 3-4)	Inconsistently or partially demonstrates behaviours required for effectiveness in current role; however significant progress is required to achieve the expected proficiency level for this competency.
5	Consistently does not meet expectations (Grade 1-2)	Does not sufficiently demonstrate behaviours required for effectiveness in current role and immediate improvement is needed to achieve the required proficiency level for this competency.

Item No.8: In this section, the Reporting Authority is required to comment on the integrity of the officer reported upon. In recording remarks on integrity, he/she need not limit him/herself only to matters relating to financial integrity but would also take into account any violation, by the concerned officer, of the code of conduct laid down by the Board. The following procedure should be followed in filling up column relating to integrity: (i) If the Officer's integrity is beyond doubt, it may be stated; (ii) If there is any doubt or suspicion, a separate secret note should be recorded and sent to the Reviewing Authority after recording this fact in the column relating to integrity. (iii) Where it is not possible either to certify the integrity or to record secret note, the Reporting Authority should state that he/she has not received anything against the officer reported upon.

The Reviewing Authority will ensure that the follow up action on the secret note submitted by the Reporting Authority is taken expeditiously. If, as a result of the follow up action, the doubts or suspicions are cleared, the integrity of the officer reported upon should be certified and an entry made accordingly by the Reviewing Authority in the Performance Appraisal Report. If the doubts or suspicions are confirmed, this fact should also be recorded by the Reviewing Authority in the PAR. If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the officer's conduct should be watched for a further period of one year and the outcome should be recorded in the Performance Appraisal Report by the Reviewing Authority. The final decision on the integrity of the officer shall be communicated by the Reviewing/Accepting Authority to the concerned officer and also to the Reporting Authority.

Item No.9: The Reporting Authority is also required to record a descriptive pen-picture on the overall qualities of the officer reported upon and his performance and this should be consistent with the numerical grade given to the officer. This should try to cover overall qualities of the officer, including areas of strengths. The pen-picture is also meant to be a qualitative supplement to the quantitative assessments made in earlier part of this section.

Item No.10: Finally, the Reporting Authority is required to record an overall grade by adding the weighted average grade indicated in Item no. 6 & 7.

## **5. Section IV – Review by the Reviewing Authority**

Item No.1: This Section is to be filled up by the Reviewing Authority. He/she is required to indicate whether he/she agrees with the assessments made by the Reporting officer. In case of disagreement, he/she may record his own assessment about the work output and/or any of the

attributes in the column specifically provided for the purpose in Item No.6 and/or Item No.7 of Section III. The numerical grades should not be given in more than 2 decimals.

Item No.3: In case of disagreement with the assessment made by the Reporting Authority, the Reviewing Authority should record the details of disagreement and the reasons for the same in this section.

Item No.4: In this section, the Reviewing Authority should comment on the pen picture written by the Reporting Authority.

Item No.5: Finally, the Reviewing Authority is required to record in this section an overall grade by adding the weighted average grade indicated in Item no. 6 & 7 of Section III.

## **6. Section V – Acceptance by the Accepting Authority**

Item No.1: This Section is to be filled by the Accepting Authority. He/she is required to indicate whether he/she agrees with the assessments made by the Reporting Authority/Reviewing Authority.

Item No.2: In case of difference of opinion, the Accepting Authority is required to give details and reasons for the same in this section.

Item No.3: Finally, the Accepting Authority is required to record in this section an overall grade. In case the overall grade given to the officer reported upon by the Reporting/Reviewing Authority is not consistent with the pen picture given by them, the Accepting Authority should make suitable changes to the overall grade to make them consistent.

## **7. Section VI: Review of the overall grade by the Acceptance Authority**

In this section, the Accepting Authority will fill in the form, the final decision of the Acceptance Authority on the representation, if any, made by the officer reported upon.

## **8. Numerical Grades**

At several places, numerical grades are to be awarded by Reporting/Reviewing Authorities. It is expected that any grading of 'Fair (less than 50 to 33)' or 'Poor (Less than 33 to 0)' (against work output or personal attributes and functional competencies or overall grade) would be adequately justified in the pen-picture by way of specific failures and similarly, any grade of 'Very Good (Less than 90 to 70)' or 'Outstanding (90 to 100)' would be justified with respect to specific accomplishments. In awarding a numerical grade, the Reporting, Reviewing and Accepting Authorities should rate the officer against a larger population of his peers that may be currently working under them or would have worked under them in the past.

## **9. Weightage & Mean:**

Weights have been assigned to work output, personal attributes and functional competencies. The overall grade in not more than 2 decimals will be based on the addition of the weighted mean value of each group of indicators.

**10. Benchmarking of the Grade:**

The overall grade obtained by the officer shall be benchmarked as under:

<b>Outstanding</b>	90 to 100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

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# **BANK NOTE PAPER MILL INDIA PRIVATE LIMITED**

*(A Joint venture of SPMCIL – A Govt. of India Enterprise and  
BRBNMPL – A Subsidiary of Reserve Bank of India)*

## **FORM**

### **PERFORMANCE APPRAISAL REPORT OF THE CHIEF GENERAL MANAGER / GENERAL MANAGER**

For the year/period from ----- to -----

Each and every section of this form should be filled in by the concerned officer/authority after carefully reading the instructions attached to this form.

#### **Section I - Basic information**

**(To be filled in by the Human Resource/Personnel/Administration Department)**

#### **Personal Data of the officer reported upon**

1. Name of the Officer reported upon: \_\_\_\_\_
2. Employee Number: \_\_\_\_\_
3. Date of Birth: \_\_\_\_\_
4. Brief Academic & Professional Qualifications :  
\_\_\_\_\_
5. (a) Name of the Post held: \_\_\_\_\_
- (b) Grade of Post held: \_\_\_\_\_
- (c) Date of Continuous Appointment in this Post: \_\_\_\_\_
- (d) Present Pay and Pay Level: \_\_\_\_\_
- (e) Date of continuous Appointment in the same organization: \_\_\_\_\_
6. (a) Date of First Appointment: \_\_\_\_\_
- (b) Scale of Pay of the Post on First Appointment: \_\_\_\_\_

**7. Reporting, Reviewing and Accepting Authorities during the year**

	Name & Designation	Period worked	
		From	To
Reporting Authority			
Reviewing Authority			
Accepting Authority			

**8. Period of absence on leave, etc. during the year**

	Period	Type	Remarks
On Leave other than Casual Leave			
Others (specify)			

**9. Qualification acquired and Training programmes attended during the year:****(a) Details of Qualification acquired during the year**

S. No.	Details of Qualification	Institution from which studied	Details of subjects studied and the marks obtained

**(b) Details of Training programme attended during the year**

<b>Date from</b>	<b>Date to</b>	<b>Institute</b>	<b>Subject</b>

**10. Awards/Honours received during the year**

--

**11. Number of officers for whom PAR was not written by the officer reported upon as Reporting/Reviewing Authority for the previous year**

--

12. **Date of filing the property return in the prescribed format for the year ending 31<sup>st</sup> March, \_\_\_\_\_.**

**Signature:**

**Name & Designation of the officer of the  
Human Resource Department**

**Date:**

**Section II – Self-appraisal of the officer reported upon**

**1. Brief description of responsibilities:**

*(Objectives of the position you hold and the responsibilities you are required to discharge, in about 100 words)*

**2. Annual work plan and achievement:**

<b>Tasks to be performed</b>	<b>Weightage</b>	<b>Deliverables</b>	<b>Achievement</b>
<b>I - Performance / Business Targets</b>			
<b>II - Other key assigned tasks flowing from Business Targets</b>			
i)			
ii)			
iii)			
iv)			
v)			
vi)			
vii)			
viii)			
ix)			
x)			
<b>Total (i to x)</b>			
<b>III – Grand Total</b>			

**Note:** 1. Deliverables refer to quantitative or financial targets or verbal description of expected outputs. The deliverables and the weights for individual key assigned tasks will be decided by the Reporting Authority in consultation with the officer reported upon.

2. Actual achievements refer to the achievements against the specified deliverables in respect of each task. No explanations for divergences are to be given in this table.

3. The weightage for Performance/Business targets is 75 for MD/CEO, 40 for CGMs/GMs, and 25 for DGMs/AGMs.

4. The final achievement based on audited accounts and acceptance by the Board should be filled in Achievements column of Performance/Business Targets in case of MD/CEO.

5. The total weightage for other assigned tasks flowing from Performance/Business targets is nil for MD/CEO, 35 for CGMs/GMs, and 50 for DGMs/AGMs.

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

**4. What are the constraints that hindered your performance?**

**5. Please indicate specific areas of training that will add value to you:****For the current assignment:****For your future career:****Note:**

*CEO/MD and all other Senior Management Personnel should send their updated CV, including additional qualifications acquired, training programmes attended, publications/special assignments undertaken to the HR Department for onward submission to the respective PAR Repository authorities.*

**6. Declaration**

Have you filed your immovable property return in the prescribed format as due? If yes, please mention the date.	Yes/No	
Have you set the annual work plan for all officers for the current year, in respect of whom you are the Reporting Authority?	Yes/No	

**Signature of the officer reported upon****Date:**



**Section III - Appraisal of the Reporting Authority (Please read the relevant instructions attached to this form before filling up this section)**

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

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

- 3. Has the officer reported upon met with any significant shortfall in achieving the targets? If yes, please furnish factual details.**

- 4. Do you agree with the constraints mentioned by the officer reported upon that had hindered his performance and, if so, to what extent?**

- 5. Do you agree with the competency up-gradation needs as identified by the officer?**

- 6. Assessment of the achievements made against the targets.** *(This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. Weightage to this Section will be 75%).*

Particulars	Weightage	Reporting Authority		Reviewing Authority		Initials of Reviewing Authority
		Absolute grade	Weighted grade	Absolute grade	Weighted grade	
	(a)	(b)	(c = a x b)/10	(d)	(e = a x d)/10	
<b>I – Performance / Business Targets</b>						
	(a)	(b)	(c = a x b)/10	(d)	(e = a x d)/10	
<b>II - Other key assigned tasks</b>						
i)						
ii)						
iii)						
iv)						
v)						
vi)						
vii)						
viii)						
ix)						
x)						
<b>Total (i to x)</b>		-		-		
<b>III – Grand Total I &amp; II</b>		-		-		

*Weighted grade is to be computed by multiplying the absolute grade by the weight. Overall grading is to be computed by summing up the weighted grade rounding off to 2 decimals*

**7. Assessment of Personal Attributes and Functional Competencies** (*Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. Weightage to this Section will be 25%*)

S. No.	Particulars of Personal Attributes and Functional Competencies	Grade by Reporting Authority	Grade by Reviewing Authority	Initials of Reviewing Authority
i	Effective communication skills			
ii	Strategic orientation and Decision making ability			
iii	Problem solving and Analytical ability			
iv	Ability to develop and motivate team members			
v	Ability to coordinate and develop collaborative partnerships			
vi	Innovation and change orientation			
vii	Planning and Organising			
viii	Result orientation			
ix	Business Acumen			
x	Role based functional competency			
	<b>Total (i to x)</b>			
	<b>Overall Grading of Personal Attributes and Functional competencies (Total/4)</b>			

*All the personal attributes and functional competencies (S. No. i to x) carry equal weights. Overall grading is to be computed by dividing the total grade by 4 and rounding off to 2 decimals.*

**8. Integrity** (Please comment on the integrity of the officer reported upon by choosing any one of the following options):

i)	Beyond doubt	
ii)	Integrity of the officer is doubtful. A separate secret note is attached.	
iii)	Nothing adverse has been received about the officer	

9. **Pen picture by Reporting Officer. Please comment (in about 100 words) on the overall qualities of the officer including areas of strengths and those which need improvements. The pen picture should be consistent with the overall grade furnished in Item no. 10.**

10. **Benchmarking of the Grade:**

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded =**

**Date:**

**Signature of Reporting Authority  
Name & Designation of the Reporting Authority**

**Section IV – Review by the Reviewing Authority (Please read the relevant instructions attached to this form before filling up this section)**

1. Do you agree with the assessment made by the Reporting officer with respect to discharge of responsibilities and various attributes of the officer reported upon in Section III? (In case you agree with the assessments made by the Reporting Authority, please make a note to that effect in the space provided for you in Item No. 6 and 7 of Section III and initial it. If you do not agree with any of the numerical assessments made by the Reporting Authority, please record your assessments in the space provided for you in Item No.6 and 7 of Section III and initial your entries).

Yes/No

2. Do you agree with the assessment of the Reporting officer in respect of extraordinary achievements and/or significant shortfalls of the officer reported upon?

Yes / No

3. In case of difference of opinion, details and reasons for the same may be given.

--

4. Comments, if any, on the pen picture written by the Reporting Authority.

--

5. Benchmarking of the Grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

Grade Awarded =

--

Signature of Reviewing Authority \_\_\_\_\_

Name & Designation of the Reviewing Authority

Date:

**Section V – Acceptance by the Accepting Authority (Please read the relevant instructions attached to this form before filling up this section)**

1. Is the overall grade given by the Reporting/Reviewing Authority is consistent with the pen picture given by them?

Yes/No

2. Do you agree with the remarks of the Reporting /Reviewing Authorities?

Yes/No

3. In case of difference of opinion, details thereof and reasons for the same may be given.

4. Benchmarking of the Grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded=**

**Signature of Accepting Authority \_\_\_\_\_**

**Name & Designation of the Accepting Authority**

**Date:**

**Section VI – Review by the Acceptance Authority in the light of the representation received from the officer reported upon**

1. Whether the Accepting Authority considers any merit for revising the overall grade given earlier to the officer reported upon in the light of the representation made by him/her?

Yes/No

2. If Yes, please indicate the revised overall grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded=**

Signature of the Accepting Authority \_\_\_\_\_  
Name & Designation of the Accepting Authority

**Date:**



### **Instructions for filling up the Performance Appraisal Report (PAR)**

#### **1. Introduction**

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

Performance Appraisal should be used as a tool for career planning and training, rather than a mere judgmental exercise. Reporting Authorities should realize that the objective is to develop an officer so that he/she realizes his true potential. It is not meant to be a fault-finding process but a developmental tool. The Reporting Authority, the Reviewing Authority and the Accepting Authority should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon. The columns should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.

Performance appraisal is expected to be used as a tool for human resource development, career planning and training rather than a mere judgemental exercise. Thus the Reporting Authority and the officer reported upon should meet at the beginning of the year to set targets and goals of performance.

#### **2. Section I – Basic information**

This Section should be filled up in by the Human Resource Department at Corporate Office. Period of report could be either the entire reporting year, namely, from 1<sup>st</sup> of April to 31<sup>st</sup> March or a part of the year (exceeding 3 months). In case the period of report is a full year, it should be indicated accordingly; for example, 2017-2018. In case the period of report is less than the entire year, specific start and end dates should be indicated, for example, 10<sup>th</sup> September 2017 to 31<sup>st</sup> March 2018.

Item No.1: Name of the officer reported upon should be written in capital letters

Item No.8: The period of absence from duty, on leave other than casual leave, training, or for other reasons should be mentioned in this section.

Item No.12: The date of filing the annual property return in the prescribed format is to be mentioned.

#### **3. Section II – Self-appraisal of the officer reported upon**

Item No.1: The officer reported upon is first required to give a brief description of his responsibilities, which would normally not exceed about 100 words. Ideally, this should be in bullet form.

Item No.2: In this section, the officer reported upon is required to furnish the details of targets and achievements unless revised by the new Reporting officer. While the targets for the Chief Executive will be only Business targets; for others, the targets will be both Business targets as well as other assigned tasks flowing from Business targets. All officers are required to

develop a work plan for the year and agree upon the same with the Reporting officer. The work plan should incorporate the work related to the area of functioning of the concerned officer and it should emanate from the Business targets/goals. The work plan would normally consist of quantifiable targets. The exercise is to be carried out at the beginning of the year and finalized by 30<sup>th</sup> April, positively.

After the work plan is prepared, it is possible that the officer reported upon is transferred out. There need not be more than one work plan for one post each year. In case of a change of the Reporting officer during the year, the work plan agreed with the previous Reporting officer would continue to apply unless revised by the new Reporting officer. The contribution of the officer reported upon during the period spent by the officer on the post could be considered for evaluating his performance against the work plan.

Item No.3: This section provides an opportunity for the officer to reflect upon his performance during the year and indicate one item in which he/she had made significant contribution during the year. It is always possible for any officer to make significant contribution even in activities otherwise regarded as routine in nature.

Item No.5: The officer reported upon is required to indicate specific areas in which he/she feels the need to upgrade competencies and attend training programmes. He/she should also mention the specific steps that he/she has taken or proposes to take to upgrade his/her competencies in the identified area.

#### **4. Section III – Appraisal of the Reporting Authority**

Item No.1: The Reporting Authority is required to comment on the self-appraisal made by the officer reported upon in Section II, and specifically state whether he/she agrees with the responses relating to accomplishments. In case of disagreement, the Reporting Authority should highlight the specific portions with which he/she is unable to agree to and the reasons for such disagreement.

Item No.6: In this Section, the Reporting Authority is required to record a numerical grade (not more than 2 decimals) in respect of the work output of the officer reported upon against each of the key assigned tasks.

Item No.7: In this section, the Reporting Authority is also required to record a numerical grade (not more than 2 decimals) in respect of personal attributes and functional competencies of the officer reported upon. To ensure that the personal attributes and functional competencies are clearly understood by all stakeholders of the PAR process, the descriptions of each of them are given in Table No.1 below:

**Table No.1 – Description of Personal Attributes and Functional Competencies**

<b>S. No.</b>	<b>Personal Attributes and Functional Competencies</b>	<b>Description of Personal Attributes and Functional Competencies</b>
i)	Effective communication skills	Communicates articulately and assertively to influence critical stakeholders and strives to achieve a win-win solution.
ii)	Strategic orientation and Decision making ability	Demonstrates comprehensive business and environment awareness including related laws and

		rules; develops/aligns self and team to the long term business strategy and overall organizational vision. Considers multiple factors while taking decisions for long term organization impact.
iii)	Problem solving and Analytical ability	Analyzing and solving a problem by identifying the elements and relationships of a problem in a systematic way and identifying logical links.
iv)	Ability to develop and motivate team members	Provides direction and support, encourages team work, inspires and motivates team and manages conflict to accomplish group objectives while focusing on capability enhancement of the team
v)	Ability to coordinate and develop collaborative partnerships	Builds collaborative partnerships with internal and external stakeholders and leverages relations through networking to meet organizational objectives.
vi)	Innovation and change orientation	Takes initiative; manages and champions change and learning processes; encourages new and innovative approaches.
vii)	Planning and Organising	Ability to plan and organize own as well as team activities, prioritize and handle contingencies to meet set goals and objectives within defined timelines.
viii)	Result orientation	Demonstrates drive for results and ensures that operating practices and performance results adhere to high standards of efficiency and excellence
ix)	Business Acumen	Understands the tie between and revenue and expenses; utilizes financial data and information to make sound business decisions that promote cost consciousness, profitability, revenue and growth.
x)	Role based functional competency	Demonstrates knowledge of rules and laws, systems and processes, functional domain and IT applications in order to carry out the assigned role with conviction

In order to bring in more objectivity in the assessment of the attributes and competencies and minimize bias, benchmarking for assigning grades to various Personal Attributes and Functional Competencies are indicated in the Table No.2 given below:-

**Table No. 2 – Benchmarking for assigning grades to Personal Attributes and Functional Competencies**

Grade	Description of the benchmark	Details of Behaviour competencies
1	Consistently exceeds expectations (Grade 9-10)	Demonstrates exemplary behaviours, consistently in all situations far above that are required for effectiveness in the current role. Demonstrates outstanding professional attributes, which indicates strong potential for rapid future development.
2	Consistently meets expectations (Grade 7-8)	Consistently demonstrates behaviours which surpass those required for effectiveness in current role. Demonstrates professional skills that indicate strong potential for future advancement.
3	Meets expectations most of the times (Grade 5-6)	Regularly demonstrates behaviours at the level required for effectiveness in current role. Displays the

		required level of proficiency for this competency, exceeding expectations at times.
4	Partially meets expectations (Grade 3-4)	Inconsistently or partially demonstrates behaviours required for effectiveness in current role; however significant progress is required to achieve the expected proficiency level for this competency.
5	Consistently does not meet expectations (Grade 1-2)	Does not sufficiently demonstrate behaviours required for effectiveness in current role and immediate improvement is needed to achieve the required proficiency level for this competency.

Item No.8: In this section, the Reporting Authority is required to comment on the integrity of the officer reported upon. In recording remarks on integrity, he/she need not limit him/herself only to matters relating to financial integrity but would also take into account any violation, by the concerned officer, of the code of conduct laid down by the Board. The following procedure should be followed in filling up column relating to integrity: (i) If the Officer's integrity is beyond doubt, it may be stated; (ii) If there is any doubt or suspicion, a separate secret note should be recorded and sent to the Reviewing Authority after recording this fact in the column relating to integrity. (iii) Where it is not possible either to certify the integrity or to record secret note, the Reporting Authority should state that he/she has not received anything against the officer reported upon.

The Reviewing Authority will ensure that the follow up action on the secret note submitted by the Reporting Authority is taken expeditiously. If, as a result of the follow up action, the doubts or suspicions are cleared, the integrity of the officer reported upon should be certified and an entry made accordingly by the Reviewing Authority in the Performance Appraisal Report. If the doubts or suspicions are confirmed, this fact should also be recorded by the Reviewing Authority in the PAR. If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the officer's conduct should be watched for a further period of one year and the outcome should be recorded in the Performance Appraisal Report by the Reviewing Authority. The final decision on the integrity of the officer shall be communicated by the Reviewing/Accepting Authority to the concerned officer and also to the Reporting Authority.

Item No.9: The Reporting Authority is also required to record a descriptive pen-picture on the overall qualities of the officer reported upon and his performance and this should be consistent with the numerical grade given to the officer. This should try to cover overall qualities of the officer, including areas of strengths. The pen-picture is also meant to be a qualitative supplement to the quantitative assessments made in earlier part of this section.

Item No.10: Finally, the Reporting Authority is required to record an overall grade by adding the weighted average grade indicated in Item no. 6 & 7.

## **5. Section IV – Review by the Reviewing Authority**

Item No.1: This Section is to be filled up by the Reviewing Authority. He/she is required to indicate whether he/she agrees with the assessments made by the Reporting officer. In case of disagreement, he/she may record his own assessment about the work output and/or any of the attributes in the column specifically provided for the purpose in Item No.6 and/or Item No.7 of Section III. The numerical grades should not be given in more than 2 decimals.

Item No.3: In case of disagreement with the assessment made by the Reporting Authority, the Reviewing Authority should record the details of disagreement and the reasons for the same in this section.

Item No.4: In this section, the Reviewing Authority should comment on the pen picture written by the Reporting Authority.

Item No.5: Finally, the Reviewing Authority is required to record in this section an overall grade by adding the weighted average grade indicated in Item no. 6 & 7 of Section III.

## **6. Section V – Acceptance by the Accepting Authority**

Item No.1: This Section is to be filled by the Accepting Authority. He/she is required to indicate whether he/she agrees with the assessments made by the Reporting Authority/Reviewing Authority.

Item No.2: In case of difference of opinion, the Accepting Authority is required to give details and reasons for the same in this section.

Item No.3: Finally, the Accepting Authority is required to record in this section an overall grade. In case the overall grade given to the officer reported upon by the Reporting/Reviewing Authority is not consistent with the pen picture given by them, the Accepting Authority should make suitable changes to the overall grade to make them consistent.

## **7. Section VI: Review of the overall grade by the Acceptance Authority**

In this section, the Accepting Authority will fill in the form, the final decision of the Acceptance Authority on the representation, if any, made by the officer reported upon.

## **8. Numerical Grades**

At several places, numerical grades are to be awarded by Reporting/Reviewing Authorities. It is expected that any grading of 'Fair (less than 50 to 33)' or 'Poor (Less than 33 to 0)' (against work output or personal attributes and functional competencies or overall grade) would be adequately justified in the pen-picture by way of specific failures and similarly, any grade of 'Very Good (Less than 90 to 70)' or 'Outstanding (90 to 100)' would be justified with respect to specific accomplishments. In awarding a numerical grade, the Reporting, Reviewing and Accepting Authorities should rate the officer against a larger population of his peers that may be currently working under them or would have worked under them in the past.

## **9. Weightage & Mean:**

Weights have been assigned to work output, personal attributes and functional competencies. The overall grade in not more than 2 decimals will be based on the addition of the weighted mean value of each group of indicators.

**10. Benchmarking of the Grade:**

The overall grade obtained by the officer shall be benchmarked as under:

<b>Outstanding</b>	90 to 100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

\*\*\*\*\*

# **BANK NOTE PAPER MILL INDIA PRIVATE LIMITED**

*(A Joint venture of SPMCIL – A Govt. of India Enterprise and  
BRBNMPL – A Subsidiary of Reserve Bank of India)*

## **FORM**

### **PERFORMANCE APPRAISAL REPORT OF THE DEPUTY GENERAL MANAGER / ASSISTANT GENERAL MANAGER**

For the year/period from ----- to -----

Each and every section of this form should be filled in by the concerned officer/authority after carefully reading the instructions attached to this form.

#### **Section I - Basic information**

**(To be filled in by the Human Resource/Personnel/Administration Department)**

#### **Personal Data of the officer reported upon**

1. Name of the Officer reported upon: \_\_\_\_\_
2. Employee Number: \_\_\_\_\_
3. Date of Birth: \_\_\_\_\_
4. Brief Academic & Professional Qualifications :  
\_\_\_\_\_
5. (a) Name of the Post held: \_\_\_\_\_
- (b) Grade of Post held: \_\_\_\_\_
- (c) Date of Continuous Appointment in this Post: \_\_\_\_\_
- (d) Present Pay and Pay Level: \_\_\_\_\_
- (e) Date of continuous Appointment in the same organization: \_\_\_\_\_
6. (a) Date of First Appointment: \_\_\_\_\_
- (b) Scale of Pay of the Post on First Appointment: \_\_\_\_\_

**7. Reporting, Reviewing and Accepting Authorities during the year**

	Name & Designation	Period worked	
		From	To
Reporting Authority			
Reviewing Authority			
Accepting Authority			

**8. Period of absence on leave, etc. during the year**

	Period	Type	Remarks
On Leave other than Casual Leave			
Others (specify)			

**9. Qualification acquired and Training programmes attended during the year:****(a) Details of Qualification acquired during the year**

S. No.	Details of Qualification	Institution from which studied	Details of subjects studied and the marks obtained



**(b) Details of Training programme attended during the year**

<b>Date from</b>	<b>Date to</b>	<b>Institute</b>	<b>Subject</b>

**10. Awards/Honours received during the year**

--

**11. Number of officers for whom PAR was not written by the officer reported upon as Reporting/Reviewing Authority for the previous year**

--

12. **Date of filing the property return in the prescribed format for the year ending 31<sup>st</sup> March, \_\_\_\_\_.**

**Signature:**

**Name & Designation of the officer of the  
Human Resource Department**

**Date:**

**Section II – Self-appraisal of the officer reported upon**

**1. Brief description of responsibilities:**

*(Objectives of the position you hold and the responsibilities you are required to discharge, in about 100 words)*

**2. Annual work plan and achievement:**

Tasks to be performed	Weightage	Deliverables	Achievement
<b>I - Performance / Business Targets</b>			
<b>II - Other key assigned tasks flowing from Business Targets</b>			
i)			
ii)			
iii)			
iv)			
v)			
vi)			
vii)			
viii)			
ix)			
x)			
<b>Total (i to x)</b>			
<b>III – Grand Total</b>			

**Note:** 1. Deliverables refer to quantitative or financial targets or verbal description of expected outputs. The deliverables and the weights for individual key assigned tasks will be decided by the Reporting Authority in consultation with the officer reported upon.

2. Actual achievements refer to the achievements against the specified deliverables in respect of each task. No explanations for divergences are to be given in this table.

3. The weightage for Performance/Business targets is 75 for MD/CEO, 40 for CGMs/GMs, and 25 for DGMs/AGMs.

4. The final achievement based on audited accounts and acceptance by the Board should be filled in Achievements column of Performance/Business Targets in case of MD/CEO.

5. The total weightage for other assigned tasks flowing from Performance/Business targets is nil for MD/CEO, 35 for CGMs/GMs, and 50 for DGMs/AGMs.

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

**4. What are the constraints that hindered your performance?**

**5. Please indicate specific areas of training that will add value to you:****For the current assignment:****For your future career:****Note:**

*CEO/MD and all other Senior Management Personnel should send their updated CV, including additional qualifications acquired, training programmes attended, publications/special assignments undertaken to the HR Department for onward submission to the respective PAR Repository authorities.*

**6. Declaration**

Have you filed your immovable property return in the prescribed format as due? If yes, please mention the date.	Yes/No	
Have you set the annual work plan for all officers for the current year, in respect of whom you are the Reporting Authority?	Yes/No	

**Signature of the officer reported upon****Date:**

**Section III - Appraisal of the Reporting Authority (Please read the relevant instructions attached to this form before filling up this section)**

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

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

- 3. Has the officer reported upon met with any significant shortfall in achieving the targets? If yes, please furnish factual details.**

- 4. Do you agree with the constraints mentioned by the officer reported upon that had hindered his performance and, if so, to what extent?**

- 5. Do you agree with the competency up-gradation needs as identified by the officer?**



- 6. Assessment of the achievements made against the targets.** *(This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. Weightage to this Section will be 75%).*

Particulars	Weightage	Reporting Authority		Reviewing Authority		Initials of Reviewing Authority
		Absolute grade	Weighted grade	Absolute grade	Weighted grade	
	(a)	(b)	$(c = a \times b)/10$	(d)	$(e = a \times d)/10$	
<b>I – Performance / Business Targets</b>						
	(a)	(b)	$(c = a \times b)/10$	(d)	$(e = a \times d)/10$	
<b>II - Other key assigned tasks</b>						
i)						
ii)						
iii)						
iv)						
v)						
vi)						
vii)						
viii)						
ix)						
x)						
<b>Total (i to x)</b>		-		-		
<b>III – Grand Total I &amp; II</b>		-		-		

*Weighted grade is to be computed by multiplying the absolute grade by the weight. Overall grading is to be computed by summing up the weighted grade rounding off to 2 decimals*

**7. Assessment of Personal Attributes and Functional Competencies** (*Grades should be assigned on a scale of 1-10, in maximum of 2 decimal numbers, with 10 referring to the best grade and 1 to the lowest grade. Weightage to this Section will be 25%*)

S. No.	Particulars of Personal Attributes and Functional Competencies	Grade by Reporting Authority	Grade by Reviewing Authority	Initials of Reviewing Authority
i	Effective communication skills			
ii	Strategic orientation and Decision making ability			
iii	Problem solving and Analytical ability			
iv	Ability to develop and motivate team members			
v	Ability to coordinate and develop collaborative partnerships			
vi	Innovation and change orientation			
vii	Planning and Organising			
viii	Result orientation			
ix	Business Acumen			
x	Role based functional competency			
	<b>Total (i to x)</b>			
	<b>Overall Grading of Personal Attributes and Functional competencies (Total/4)</b>			

*All the personal attributes and functional competencies (S. No. i to x) carry equal weights. Overall grading is to be computed by dividing the total grade by 4 and rounding off to 2 decimals.*

**8. Integrity** (Please comment on the integrity of the officer reported upon by choosing any one of the following options):

i)	Beyond doubt	
ii)	Integrity of the officer is doubtful. A separate secret note is attached.	
iii)	Nothing adverse has been received about the officer	

9. **Pen picture by Reporting Officer. Please comment (in about 100 words) on the overall qualities of the officer including areas of strengths and those which need improvements. The pen picture should be consistent with the overall grade furnished in Item no. 10.**

10. **Benchmarking of the Grade:**

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded =**

**Date:**

**Signature of Reporting Authority  
Name & Designation of the Reporting Authority**

**Section IV – Review by the Reviewing Authority (Please read the relevant instructions attached to this form before filling up this section)**

1. Do you agree with the assessment made by the Reporting officer with respect to discharge of responsibilities and various attributes of the officer reported upon in Section III? (In case you agree with the assessments made by the Reporting Authority, please make a note to that effect in the space provided for you in Item No. 6 and 7 of Section III and initial it. If you do not agree with any of the numerical assessments made by the Reporting Authority, please record your assessments in the space provided for you in Item No.6 and 7 of Section III and initial your entries).

Yes/No

2. Do you agree with the assessment of the Reporting officer in respect of extraordinary achievements and/or significant shortfalls of the officer reported upon?

Yes / No

3. In case of difference of opinion, details and reasons for the same may be given.

4. Comments, if any, on the pen picture written by the Reporting Authority.

5. Benchmarking of the Grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded =**

Signature of Reviewing Authority \_\_\_\_\_

Name & Designation of the Reviewing Authority

Date:

**Section V – Acceptance by the Accepting Authority (Please read the relevant instructions attached to this form before filling up this section)**

1. Is the overall grade given by the Reporting/Reviewing Authority is consistent with the pen picture given by them?

Yes/No

2. Do you agree with the remarks of the Reporting /Reviewing Authorities?

Yes/No

3. In case of difference of opinion, details thereof and reasons for the same may be given.

4. Benchmarking of the Grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded=**

**Signature of Accepting Authority \_\_\_\_\_**

**Name & Designation of the Accepting Authority**

**Date:**

**Section VI – Review by the Acceptance Authority in the light of the representation received from the officer reported upon**

1. Whether the Accepting Authority considers any merit for revising the overall grade given earlier to the officer reported upon in the light of the representation made by him/her?

Yes/No

2. If Yes, please indicate the revised overall grade:

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Grade Awarded=**

**Signature of the Accepting Authority \_\_\_\_\_**  
**Name & Designation of the Accepting Authority**

**Date:**

### **Instructions for filling up the Performance Appraisal Report (PAR)**

#### **1. Introduction**

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

Performance Appraisal should be used as a tool for career planning and training, rather than a mere judgmental exercise. Reporting Authorities should realize that the objective is to develop an officer so that he/she realizes his true potential. It is not meant to be a fault-finding process but a developmental tool. The Reporting Authority, the Reviewing Authority and the Accepting Authority should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon. The columns should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.

Performance appraisal is expected to be used as a tool for human resource development, career planning and training rather than a mere judgemental exercise. Thus the Reporting Authority and the officer reported upon should meet at the beginning of the year to set targets and goals of performance.

#### **2. Section I – Basic information**

This Section should be filled up in by the Human Resource Department at Corporate Office. Period of report could be either the entire reporting year, namely, from 1<sup>st</sup> of April to 31<sup>st</sup> March or a part of the year (exceeding 3 months). In case the period of report is a full year, it should be indicated accordingly; for example, 2017-2018. In case the period of report is less than the entire year, specific start and end dates should be indicated, for example, 10<sup>th</sup> September 2017 to 31<sup>st</sup> March 2018.

Item No.1: Name of the officer reported upon should be written in capital letters

Item No.8: The period of absence from duty, on leave other than casual leave, training, or for other reasons should be mentioned in this section.

Item No.12: The date of filing the annual property return in the prescribed format is to be mentioned.

#### **3. Section II – Self-appraisal of the officer reported upon**

Item No.1: The officer reported upon is first required to give a brief description of his responsibilities, which would normally not exceed about 100 words. Ideally, this should be in bullet form.

Item No.2: In this section, the officer reported upon is required to furnish the details of targets and achievements unless revised by the new Reporting officer. While the targets for the Chief Executive will be only Business targets; for others, the targets will be both Business targets as well as other assigned tasks flowing from Business targets. All officers are required to

develop a work plan for the year and agree upon the same with the Reporting officer. The work plan should incorporate the work related to the area of functioning of the concerned officer and it should emanate from the Business targets/goals. The work plan would normally consist of quantifiable targets. The exercise is to be carried out at the beginning of the year and finalized by 30<sup>th</sup> April, positively.

After the work plan is prepared, it is possible that the officer reported upon is transferred out. There need not be more than one work plan for one post each year. In case of a change of the Reporting officer during the year, the work plan agreed with the previous Reporting officer would continue to apply unless revised by the new Reporting officer. The contribution of the officer reported upon during the period spent by the officer on the post could be considered for evaluating his performance against the work plan.

Item No.3: This section provides an opportunity for the officer to reflect upon his performance during the year and indicate one item in which he/she had made significant contribution during the year. It is always possible for any officer to make significant contribution even in activities otherwise regarded as routine in nature.

Item No.5: The officer reported upon is required to indicate specific areas in which he/she feels the need to upgrade competencies and attend training programmes. He/she should also mention the specific steps that he/she has taken or proposes to take to upgrade his/her competencies in the identified area.

#### **4. Section III – Appraisal of the Reporting Authority**

Item No.1: The Reporting Authority is required to comment on the self-appraisal made by the officer reported upon in Section II, and specifically state whether he/she agrees with the responses relating to accomplishments. In case of disagreement, the Reporting Authority should highlight the specific portions with which he/she is unable to agree to and the reasons for such disagreement.

Item No.6: In this Section, the Reporting Authority is required to record a numerical grade (not more than 2 decimals) in respect of the work output of the officer reported upon against each of the key assigned tasks.

Item No.7: In this section, the Reporting Authority is also required to record a numerical grade (not more than 2 decimals) in respect of personal attributes and functional competencies of the officer reported upon. To ensure that the personal attributes and functional competencies are clearly understood by all stakeholders of the PAR process, the descriptions of each of them are given in Table No.1 below:

**Table No.1 – Description of Personal Attributes and Functional Competencies**

<b>S. No.</b>	<b>Personal Attributes and Functional Competencies</b>	<b>Description of Personal Attributes and Functional Competencies</b>
i)	Effective communication skills	Communicates articulately and assertively to influence critical stakeholders and strives to achieve a win-win solution.
ii)	Strategic orientation and Decision making ability	Demonstrates comprehensive business and environment awareness including related laws and



		rules; develops/aligns self and team to the long term business strategy and overall organizational vision. Considers multiple factors while taking decisions for long term organization impact.
iii)	Problem solving and Analytical ability	Analyzing and solving a problem by identifying the elements and relationships of a problem in a systematic way and identifying logical links.
iv)	Ability to develop and motivate team members	Provides direction and support, encourages team work, inspires and motivates team and manages conflict to accomplish group objectives while focusing on capability enhancement of the team
v)	Ability to coordinate and develop collaborative partnerships	Builds collaborative partnerships with internal and external stakeholders and leverages relations through networking to meet organizational objectives.
vi)	Innovation and change orientation	Takes initiative; manages and champions change and learning processes; encourages new and innovative approaches.
vii)	Planning and Organising	Ability to plan and organize own as well as team activities, prioritize and handle contingencies to meet set goals and objectives within defined timelines.
viii)	Result orientation	Demonstrates drive for results and ensures that operating practices and performance results adhere to high standards of efficiency and excellence
ix)	Business Acumen	Understands the tie between and revenue and expenses; utilizes financial data and information to make sound business decisions that promote cost consciousness, profitability, revenue and growth.
x)	Role based functional competency	Demonstrates knowledge of rules and laws, systems and processes, functional domain and IT applications in order to carry out the assigned role with conviction

In order to bring in more objectivity in the assessment of the attributes and competencies and minimize bias, benchmarking for assigning grades to various Personal Attributes and Functional Competencies are indicated in the Table No.2 given below:-

**Table No. 2 – Benchmarking for assigning grades to Personal Attributes and Functional Competencies**

Grade	Description of the benchmark	Details of Behaviour competencies
1	Consistently exceeds expectations (Grade 9-10)	Demonstrates exemplary behaviours, consistently in all situations far above that are required for effectiveness in the current role. Demonstrates outstanding professional attributes, which indicates strong potential for rapid future development.
2	Consistently meets expectations (Grade 7-8)	Consistently demonstrates behaviours which surpass those required for effectiveness in current role. Demonstrates professional skills that indicate strong potential for future advancement.
3	Meets expectations most of the times (Grade 5-6)	Regularly demonstrates behaviours at the level required for effectiveness in current role. Displays the

		required level of proficiency for this competency, exceeding expectations at times.
4	Partially meets expectations (Grade 3-4)	Inconsistently or partially demonstrates behaviours required for effectiveness in current role; however significant progress is required to achieve the expected proficiency level for this competency.
5	Consistently does not meet expectations (Grade 1-2)	Does not sufficiently demonstrate behaviours required for effectiveness in current role and immediate improvement is needed to achieve the required proficiency level for this competency.

Item No.8: In this section, the Reporting Authority is required to comment on the integrity of the officer reported upon. In recording remarks on integrity, he/she need not limit him/herself only to matters relating to financial integrity but would also take into account any violation, by the concerned officer, of the code of conduct laid down by the Board. The following procedure should be followed in filling up column relating to integrity: (i) If the Officer's integrity is beyond doubt, it may be stated; (ii) If there is any doubt or suspicion, a separate secret note should be recorded and sent to the Reviewing Authority after recording this fact in the column relating to integrity. (iii) Where it is not possible either to certify the integrity or to record secret note, the Reporting Authority should state that he/she has not received anything against the officer reported upon.

The Reviewing Authority will ensure that the follow up action on the secret note submitted by the Reporting Authority is taken expeditiously. If, as a result of the follow up action, the doubts or suspicions are cleared, the integrity of the officer reported upon should be certified and an entry made accordingly by the Reviewing Authority in the Performance Appraisal Report. If the doubts or suspicions are confirmed, this fact should also be recorded by the Reviewing Authority in the PAR. If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the officer's conduct should be watched for a further period of one year and the outcome should be recorded in the Performance Appraisal Report by the Reviewing Authority. The final decision on the integrity of the officer shall be communicated by the Reviewing/Accepting Authority to the concerned officer and also to the Reporting Authority.

Item No.9: The Reporting Authority is also required to record a descriptive pen-picture on the overall qualities of the officer reported upon and his performance and this should be consistent with the numerical grade given to the officer. This should try to cover overall qualities of the officer, including areas of strengths. The pen-picture is also meant to be a qualitative supplement to the quantitative assessments made in earlier part of this section.

Item No.10: Finally, the Reporting Authority is required to record an overall grade by adding the weighted average grade indicated in Item no. 6 & 7.

## **5. Section IV – Review by the Reviewing Authority**

Item No.1: This Section is to be filled up by the Reviewing Authority. He/she is required to indicate whether he/she agrees with the assessments made by the Reporting officer. In case of disagreement, he/she may record his own assessment about the work output and/or any of the attributes in the column specifically provided for the purpose in Item No.6 and/or Item No.7 of Section III. The numerical grades should not be given in more than 2 decimals.

Item No.3: In case of disagreement with the assessment made by the Reporting Authority, the Reviewing Authority should record the details of disagreement and the reasons for the same in this section.

Item No.4: In this section, the Reviewing Authority should comment on the pen picture written by the Reporting Authority.

Item No.5: Finally, the Reviewing Authority is required to record in this section an overall grade by adding the weighted average grade indicated in Item no. 6 & 7 of Section III.

## **6. Section V – Acceptance by the Accepting Authority**

Item No.1: This Section is to be filled by the Accepting Authority. He/she is required to indicate whether he/she agrees with the assessments made by the Reporting Authority/Reviewing Authority.

Item No.2: In case of difference of opinion, the Accepting Authority is required to give details and reasons for the same in this section.

Item No.3: Finally, the Accepting Authority is required to record in this section an overall grade. In case the overall grade given to the officer reported upon by the Reporting/Reviewing Authority is not consistent with the pen picture given by them, the Accepting Authority should make suitable changes to the overall grade to make them consistent.

## **7. Section VI: Review of the overall grade by the Acceptance Authority**

In this section, the Accepting Authority will fill in the form, the final decision of the Acceptance Authority on the representation, if any, made by the officer reported upon.

## **8. Numerical Grades**

At several places, numerical grades are to be awarded by Reporting/Reviewing Authorities. It is expected that any grading of 'Fair (less than 50 to 33)' or 'Poor (Less than 33 to 0)' (against work output or personal attributes and functional competencies or overall grade) would be adequately justified in the pen-picture by way of specific failures and similarly, any grade of 'Very Good (Less than 90 to 70)' or 'Outstanding (90 to 100)' would be justified with respect to specific accomplishments. In awarding a numerical grade, the Reporting, Reviewing and Accepting Authorities should rate the officer against a larger population of his peers that may be currently working under them or would have worked under them in the past.

## **9. Weightage & Mean:**

Weights have been assigned to work output, personal attributes and functional competencies. The overall grade in not more than 2 decimals will be based on the addition of the weighted mean value of each group of indicators.

**10. Benchmarking of the Grade:**

The overall grade obtained by the officer shall be benchmarked as under:

<b>Outstanding</b>	90 to 100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

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# BANK NOTE PAPER MILL INDIA PRIVATE LIMITED

(A Joint venture of SPMCIL – A Govt. of India Enterprise and  
BRBNMPL – A Subsidiary of Reserve Bank of India)

## FOR EXECUTIVES (OFFICER/AM/DM/MGR)

### PERFORMANCE ASSESSMENT REPORT

For the Period: From:	To:
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#### PERSONAL DATA

(To be filled by the HR Department)

Name of the Unit/Office:			
Name of the Employee:			
Designation:			
Employee Code:			
Department:			
Pay Level:			
Qualifications: (Academic & Professional)			
Date of Birth:			
Date of Joining in BNPM:			
Date of Confirmation:			
Date of Joining in Present Pay Level/Post:			
Positions Held (To be filled by the Appraisee)			
From	To	Unit/Location	Position Held

Leave Record		
Nature of Leave	No. of Days	No. of Spells
Earned Leave		
Sick Leave		
EOL		
Others/Specify		

**PART – I: PERFORMANCE****A. ANNUAL PERFORMANCE PLAN**

Key Performance Areas (KPAs) together with measures/indicators and maximum marks are to be jointly agreed upon between the Appraisee at the beginning of the review period and then fill in format given below:

<b>INDIVIDUAL PERFORMANCE PLAN</b>		
<b>Key Performance Areas</b>	<b>Measures/Indicators</b>	<b>*Maximum Marks</b>
<i>Example 1: Recruitment – Average lead time to roll out Offer Letter to new recruits</i>	<i>90 days</i>	<i>10</i>
<i>Example 2: Training &amp; Development – Training hours per employee per year</i>	<i>10 hours/year</i>	<i>10</i>

(NOTE: Normally, the Annual Performance Plan is finalized for the entire year from April to March of subsequent year; however, in case of business exigencies, the Reporting Authority in consultation with the Appraisee may edit/ modify the KPAs, measures/indicators and marks after obtaining approval from the Accepting/Reviewing Authority)

**Signature of the Appraisee**

**Signature of the Appraiser/  
Reporting Authority**

**\*Total Maximum Marks = 100**

**B. HALF-YEARLY / YEAR-END PERFORMANCE REVIEW:**

The KPAs and measures after incorporating changes, if required, will be recast from the previous page, year-end review will be carried out by the Appraiser/Reporting Authority in consultation with the Reviewing Authority.

YEAR-END REVIEW					
Key Performance Areas	Measures/ Indicators	Maximum Marks	Actual Achievement (given by Appraisee)	Review (By Rep. Authority)	Marks Awarded* (to be filled by the Rep. Authority)
1. Example 1: Recruitment – Average lead time to roll out Offer Letter to new recruits	<=90 days	10	82 days	85 days	10
2. Example 2: Training & Development – Training hours per employee per year	10 hours/year	10	8 hours/year	7 hours/year	7
3.					
4.					
5.					

Total Performance Marks =  $\frac{\text{Total marks obtained} \times 50^*}{\text{Total maximum marks}}$  = \_\_\_\_\_

for the year

(Prorated to total marks of 50\*)

(Note: \* indicates weightage of 50% for 'Officers & Asst. Managers' and 55% for 'Dy. Managers & Managers')

Signature of the Appraisee	Signature of the Reporting Authority	Signature of the Reviewing Authority

**PART C – SELF APPRAISAL SHEET**

APPRAISEE TO FILL UP THIS PART AND SUBMIT TO REPORTING AUTHORITY  
AT THE END OF THE YEAR

**Signature of the Appraiser**



**PART D – PERFORMANCE REVIEW SHEET**

COMMENTS ON PERFORMANCE BY THE APPRAISER AFTER REVIEW DISCUSSION INCLUDING  
TRAINING NEEDS AND DEVELOPMENT

**Signature of the Appraiser/Reporting Authority**

**PART E – REVIEWING AUTHORITY COMMENTS**

**Signature of the Reviewing Authority**

**PART F – ‘INTEGRITY’ of the Appraiser**

	<b>Beyond Doubt</b>	<b>Doubtful (A separate secret note may be attached)</b>
<b>Reporting Authority (Pl. tick)</b>		
<b>Reviewing Authority (Pl. tick)</b>		
<b>Appraiser has submitted the property returns for the year ending 31<sup>st</sup> March, _____ on or before the due date</b>	<b>(YES / NO)</b>	
<b>Whether any disciplinary proceedings pending against the appraiser?</b>	<b>(YES / NO)</b>	

**PART – II****ASSESSMENT OF COMPETENCIES/TRAITs****PART G – FOR ‘OFFICERS/ENGINEERS’ & ‘ASST. MANAGERS’**

<b>Sl. No.</b>	<b>Attributes &amp; their Description</b>	<b>Max. Marks</b>	<b>Reporting Authority</b>	<b>Reviewing Authority</b>	<b>Accepting Authority*</b>
1	<b>Job Knowledge:</b> Extent of theoretical knowledge & practical know-how as related to assigned tasks; related/allied jobs & knowledge of current developments in his own field	5			
2	<b>Planning &amp; Coordination:</b> Ability to meticulously plan his job & effectively coordinate with his team members in achievements of common organizational goals	5			
3	<b>Quality of Work:</b> General excellence of output, methods and systems	5			
4	<b>Developing Subordinates:</b> Ability to interact, guide, counsel and nurture subordinates with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility/challenge	5			
5	<b>Potential to shoulder higher responsibilities:</b> Ability & attitude to take up higher level responsibility and set pace for the team members towards goal achievement	5			

	<b>TOTAL MARKS</b>	<b>25</b>			
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(\* To be filled by the Accepting Authority ONLY if there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority. **The assessment Marks & Grade awarded by the Accepting Authority is Final.**)

**PART H – FOR ‘DEPUTY MANAGERS’ & ‘MANAGERS’**

Sl. No.	Attributes & their Description	Max. Marks	Reporting Authority	Reviewing Authority	Accepting Authority*
1	<b>Professional Competence:</b> Functional, managerial ability/attitude in application of job knowledge to set perspective plan and fulfilment of the same with optimum use of resources	5			
2	<b>Quality Consciousness:</b> General excellence of the work/job executed. Efforts to achieve quality improvement plan strive for higher standards.	5			
3	<b>Developing Subordinates:</b> Ability to interact, guide, counsel and nurture subordinates with a view not only to help them to perform their present job effectively but also to groom them for meeting greater responsibility/challenge	5			
4	<b>Team Building:</b> Ability to interact, command & influence people with a view to have cohesiveness amongst them to ensure thrust in the direction of achievement of targets	5			
5	<b>Optimum Utilisation of Resources –</b> Make effective and efficient use of time, resources both internal and external to achieve work related goals & strategic objectives. They devise, develop and coordinate plans, make use networks, people strengths such that they can leverage the existing resources to achieve work related goals.	5			

6	<b>Potential to shoulder higher responsibilities:</b> Ability to take up higher level responsibility and set pace for the team members towards goal achievement	5			
	<b>TOTAL MARKS</b>	<b>30</b>			

(\* To be filled by the Accepting Authority ONLY if there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority. **The assessment Marks & Grade awarded by the Accepting Authority is Final.**)

### **PART – III**

#### **PERFORMANCE & COMPETENCIES PROFILE**

##### **Final Marks Scored**

PARTS	COMPONENTS	Total Marks	Reporting Authority	Reviewing Authority
<b>PART I</b>	<b>PERFORMANCE</b>	<b>75/70</b>		
	A. SECTIONAL PERFORMANCE	05		
	B. GROUP/TEAM PERFORMANCE	15		
	C. INDIVIDUAL PERFORMANCE	<b>55/50</b>		
<b>PART II</b>	<b>COMPETENCIES/TRAITS</b>	<b>25/30</b>		
	<b>TOTAL</b>	<b>100</b>		
	<b>GRADE AWARDED</b>			
	<b>TOTAL MARKS (AVERAGED)</b>			
	<b>GRADE AWARDED (AVERAGED)</b>			

#### **Benchmarking of the Grade:**

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

#### **Note:**

1. The weightages of Performance & Competencies/Traits are 75/70 & 25/30 for 'Officers and AMs' & 'DMs and MGRs'
2. The Marks/Grade allotted by the Reporting and Reviewing Authority needs to be averaged and the same has to be entered in the 'Marks Scored' column by the Reviewing Authority.

**Comments of the Reporting Authority**

**Signature:**

**Name:**

**Designation:**

**Date:**

**Comments of the Reviewing Authority**

**Signature:**

**Name:**

**Designation:**

**Date:**

**PART – IV****ASSESSMENT BY THE ACCEPTING AUTHORITY**

I have perused the assessment and agree with the Final Marks of \_\_\_\_\_ & Final Grade of \_\_\_\_\_ as awarded by the Reviewing Authority.

**Comments:**

Signature:

Name:

Date:

Designation:

**ASSESSMENT** *(The below assessment may be filled by the Accepting Authority ONLY if there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority. The assessment Marks & Grade awarded by the Accepting Authority is Final.)*

YEAR-END REVIEW					
Key Performance Areas	Measures/ Indicators	Maximum Marks	Actual Achievement (given by Appraiser)	Review (By Accepting Authority)	Marks Awarded* (to be filled by Accepting Authority)
1. Example 1: Recruitment – Average lead time to roll out Offer Letter to new recruits	<=90 days	10	82 days	100 days	9
2. Example 2: Training & Development – Training hours per employee per year	10 hours/year	10	8 hours/year	6 hours/year	6
3.					
4.					

## **PERFORMANCE & COMPETENCIES PROFILE**

### **Final Marks Scored**

<b>PARTS</b>	<b>COMPONENTS</b>	<b>Total Marks</b>	<b>Accepting Authority</b>
<b>PART I</b>	<b>PERFORMANCE</b>	<b>75/70</b>	
	A. SECTIONAL PERFORMANCE	05	
	B. GROUP/TEAM PERFORMANCE	15	
	C. INDIVIDUAL PERFORMANCE	<b>55/50</b>	
<b>PART II</b>	<b>COMPETENCIES/TRAITS</b>	<b>25/30</b>	
	<b>TOTAL</b>	<b>100</b>	
	<b>GRADE AWARDED</b>		

### **Benchmarking of the Grade:**

<b>Outstanding</b>	90-100
<b>Very Good</b>	Less than 90 to 70
<b>Good</b>	Less than 70 to 50
<b>Fair</b>	Less than 50 to 33
<b>Poor</b>	Less than 33 to 0

**Assessment of Training and Competence Development Needs**

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

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

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

**By the Reporting Authority**

Date:

Signature:  
Designation:**By the Reviewing Authority**

Date:

Signature:  
Name:  
Designation:**By the Accepting Authority**

Date:

Signature:  
Name:  
Designation:



**BANK NOTE PAPER MILL INDIA PRIVATE LIMITED***(A Joint venture of SPMCIL – A Govt. of India Enterprise and**BRBNMPL – A Subsidiary of Reserve Bank of India)***Note Mudran Nagar, Mysuru – 570 003****FOR INDUSTRIAL WORKMEN****(GRADE I/II/III/IV)****PERFORMANCE ASSESSMENT REPORT**

For the Period: From:	To:
-----------------------	-----

**PERSONAL DATA***(To be filled by the HR Department)*

Name of the Employee (Mr./Ms.):			
Designation:			
Employee Code:			
Department/Section:			
Pay Level:			
Qualifications:			
a) On Joining BNPM			
b) Acquired during service			
Date of Birth:			
Date of Joining in BNPM:			
Date of Confirmation:			
Date of Joining in Present Pay Level/Post:			
<b>Positions Held</b>			
<u>From</u>	<u>To</u>	<u>Unit/Location</u>	<u>Position Held</u>

Leave Record		
Nature of Leave	No. of Days	No. of Spells
Earned Leave		
Sick Leave		
EOL		
Others/Specify		

**ASSESSMENT:**

*(The Reporting/Reviewing Authority may please read and understand the description of the Traits given at the end of this sheet before filling up the PAR Sheet)*

Sl. No.	Components	Max. Marks	Reporting Authority	Reviewing Authority	Accepting Authority*
1	Performance with Quality & Reliability	50			
2	Attendance & Punctuality (including leave record)	30			
3	Conduct & Discipline	10			
4	Housekeeping	05			
5	Any outstanding work done during the period (Suggestions/innovations/Initiatives/etc.)	05			
<b>TOTAL</b>		<b>100</b>			
<b>Signature</b>					
<b>Name</b>					
<b>Designation</b>					
<b>Department</b>					

(\* - Entire column to be filled by the Accepting Authority only if there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority. In that case, the assessment Marks & Grade awarded by the Accepting Authority is Final. )

**Benchmarking of the Grade:**

Outstanding	Very Good	Good	Fair	Poor
90-100	Less than 90 to 70	Less than 70 to 50	Less than 50 to 33	Less than 33 to 0

<b>Grade assigned by Reporting Authority</b>	
<b>Grade assigned by Reviewing Authority</b>	

**To be entered by the Reviewing Authority:**

**Final Marks Awarded =**

*(Marks assigned by the Reporting & Reviewing Authority to be averaged)*

**Final Grade Awarded =**

*(Based on averaged marks assigned)*

**ASSESSMENT BY THE ACCEPTING AUTHORITY:**

I have perused the assessment and agree with the Final Marks of \_\_\_\_\_ & Final Grade of \_\_\_\_\_ as awarded by the Reviewing Authority.

<b>Grade Assigned~</b>	
------------------------	--

*(~ - To be filled by the Accepting Authority ONLY if there is a variation of 15% or more w.r.t. the lowest marks assigned, either by the Reporting or Reviewing Authority. The assessment Marks & Grade awarded by the Accepting Authority is Final.)*

**Comments/Observations, if any:**

**Signature :**

**Name :**

**Designation/Grade :**

**Department :**

**Date :**

**General Assessment (Inputs to be provided for Training & Development):**

	Reporting Authority	Reviewing Authority	Accepting Authority
<b>Strengths</b>			
<b>Areas requiring improvements</b>			
<b>Training &amp; Development Needs</b> <i>(needs indicated by the employee to be kept in view)</i>			
<b>Signature:</b>  <b>Name:</b>  <b>Designation:</b>  <b>Department:</b>  <b>Date:</b>			

Sl. No.	<u>Brief Description of Components Evaluated</u> <i>(The Reporting/Reviewing Manager may consider these as broad guidelines/descriptions before assessing filling the PAR Sheet)</i>															
1	<p><b>Performance with Quality &amp; Reliability:</b> Level of accomplishment of assigned tasks. Reporting Authority to monitor tasks assigned during the Appraisal Year so as to ascertain achievements. Also to be noted is the general excellence of the work executed, efforts put in to achieve quality improvement, plans executed to strive for higher standards, etc. Performance to be assessed keeping in mind the extent of theoretical knowledge and practical know-how related to assigned tasks, related/allied jobs of the appraisee. The following points also to be considered before assessing the performance:</p> <p><i>a. Assesse Performs without any instruction/supervision</i> <i>b. Assesse Performs with minimal instructions/supervision</i> <i>c. Assesse Requires several instructions/regular supervision</i></p> <p>Performance is to adjudged based on the following 03 components and their weightages have been assigned as under:</p> <table><tr><th></th><th>Category/Components</th><th>Max. Marks</th></tr><tr><td>a.</td><td>Sectional Performance</td><td>10</td></tr><tr><td>b.</td><td>Group/Team Performance</td><td>15</td></tr><tr><td>c.</td><td>Individual Performance</td><td>25</td></tr><tr><td></td><td><b>TOTAL</b></td><td><b>50</b></td></tr></table> <p>The total marks thus obtained may be entered in the PAR Sheet under the heading 'Assessment → Performance with Quality &amp; Reliability'</p>		Category/Components	Max. Marks	a.	Sectional Performance	10	b.	Group/Team Performance	15	c.	Individual Performance	25		<b>TOTAL</b>	<b>50</b>
	Category/Components	Max. Marks														
a.	Sectional Performance	10														
b.	Group/Team Performance	15														
c.	Individual Performance	25														
	<b>TOTAL</b>	<b>50</b>														
2	<p><b>Attendance and Punctuality</b> General discipline in adhering to work timings and attendance. Reporting/Reviewing Authority should also take into consideration the number of days on which the Workman has been on EOL visà-a-vis total working days of the Division / Office during the Appraisal Year. The following points may be considered before assigning the marks:</p> <p><i>i) Late coming – Regular/rare/No</i> <i>ii) Early going – Regular/rare/No</i> <i>iii) Leave record – No. of leaves availed and no. of spells w.r.t. EOLs.</i> <i>iv) Leave availed without information/approval</i> <i>v) Frequently going out of office on personal reasons</i></p>															
3	<p><b>Conduct and Discipline</b> General Behaviour, Conduct and Discipline at the workplace. Reporting/Reviewing Authority while awarding marks to consider issuance of charge sheet(s) / initiation of disciplinary action(s), punishments imposed etc., if any, against the assessee.</p>															
4	<p><b>Housekeeping</b> Level of standards of housekeeping at work place.</p>															
5	<p><b>Any outstanding Work done during the period (Suggestions / Innovations / Initiative etc.)</b> Marks to be awarded based on the number of suggestions made etc.</p>															