

Himachal Pradesh Power Corporation Limited
(A State Government Undertaking)



ANNUAL PERFORMANCE APPRAISAL REPORT
(EXECUTIVE)

Reporting Period: From.....to.....

Name(as per service record)

Designation & Level :-

Employee No. :-

Place of Posting:-

Department:-

Period of absence/leave during the reporting period only in cases where the leave extends beyond 30 days in a year

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Reporting Officer:-

Name :-

Designation :-

Place of posting

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GUIDELINES FOR USE

A) Definition of Ratings:-

1. **Not satisfactory (1)**: Consistently falls short of performance standards.
2. **Average (2)**: performance generally as per job requirement. Sometimes meets the performance standards. Seldom exceeds and often falls short of desired results. Performance has declined significantly, or employee has not sustained adequate improvement, as required since the last performance review or performance improvement plan.
3. **Effective and Competent (3)**:- Performance higher than average. Meets all the relevant performance standards. Seldom exceeds or falls short of desired results or objectives.
4. **Very effective (4)**:- exceedingly high level of performance. Consistently meets & often exceeds all relevant performance standards. Shows initiative and versatility, works collaboratively, has strong technical & interpersonal skills or has achieved significant improvement in these areas.
5. **Exceptional (5)**:- consistently exceeds all relevant performance standards inspite of constraints and not confined to the level/discipline in which he/she is working but to the Project/unit as a whole. Provides leadership, fosters teamwork, is highly productive, innovative, responsive and generates top quality work.

PART-B

1. **Responsibility for Assessment**: Assessment for each employee will be done by the Reporting Person (to whom the employee reports) – the minimum level for which should as per the instructions in the guidelines.
2. Where the employee has worked with more than one reporting person for more than 3 months, he will be assessed by all the reporting persons.
3. The reporting person should evaluate the attributes as corroborated by periodic records and have sufficient evidence reflected during the entire period and not on isolated or recent incidents.
4. Each attribute should be assessed independently, uninfluenced by the rating of other attributes. Against attributes that are not applicable, kindly write 'NA'.

It may be pointed out that the appraiser has a freedom not to evaluate an attribute for which he does not have sufficient data or which he does not consider relevant for the position of the appraisee.

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SECTION-I

(To be filled up by the Appraisee & The Reporting Officer/Appraiser)

KEY RESULT AREAS/TARGET RATING

Column No. 1, 2,3,4,5 & 6 to be filled by Appraisee.

Column No. 7 & 9 to be filled by Reporting officer/Appraiser & Column No.8 by HR Deptt

Key Result Areas(Min. 3 KRA's to be given) KRA in consultation with the HOD	Weightage in % to each KRA	Major Tasks/Target Given	Actual Achievement	% of achievement	Self/Appraise Rating					Reporting Officer/ Appraiser rating					Weighted rating W*Rating	Comments in case of rating 1 or 5
					1	2	3	4	5	1	2	3	4	5		
1	2	3	4	5	6	7	8	9								
		Special Assignments given if any:-														

$$\text{KRA Score} = \sum \text{weighted score of each KRA} = \sum W*(.2 \text{ SAR} + .8 \text{ ROR})$$

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1. In case of shortfall of expected targets of performance please state the constraints faced and reasons. Also describe the steps taken to overcome the constraints.
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2. Please indicate your contribution in case of significantly higher achievements of the Targets.
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3. Other than the KRA's what contribution would like to give towards the organization goals?
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4. What additional responsibilities you would like to take in the next year?
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5. What motivates you?
a) Increment b) secure employment c) designation d) promotion
e) Recognition f) creative & challenging work g) Role expansion
h) training & development

CAREER PLANNING INPUTS

1. Briefly describe your career aspirations over the coming 2 to 3 years.
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2. At this time how do you feel about your job, and learning/career opportunities that you've got?
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3. What actions or steps are you planning to meet your aspirations?
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4. In what ways can the company/manager assist you in meeting your aspirations?
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5. How well does your current assignment position you in meeting your aspirations?
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6. Would you like a change in work area/ job profile? If yes please elaborate.
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SECTION- II (To be filled up by the Appraise & Reporting officer)

The objective of this section is to provide the employee with a clear feedback as an individual
PERFORMANCE MEASURES

For each Performance Measure below, rate the employee on the Rating that is applicable by placing a tick in the appropriate box:- Self Reporting Officer

Each Performance Measure consists Maximum rating of 5 and Minimum of 1

In case the Rating is Exceptional (5) or not satisfactory (1), substantiate with supporting facts/comments
(only to be filled up by the reporting officer/Appraiser)

Performance measure						Comments if (1) or(5)
	Not satisfactory (1)	Average(2)	Effective competent (3)	Very effective(4)	Exceptional (5)	
I. Quantity of Output(Productivity) - Extent of target fulfillment and completion of assigned tasks.	<input type="checkbox"/> Output far below. Target/tasks not fulfilled. Low effort	<input type="checkbox"/> Output below target/expectation despite lack of constraints. Moderate efforts	<input type="checkbox"/> Tasks assigned generally met with moderate effort	<input type="checkbox"/> Fulfillment of all tasks/targets, despite constraints.	<input type="checkbox"/> Output of Work exceptionally high and above expectations/tasks assigned despite high degree of difficult tasks	
II. Quality of Output: General excellence in Output, the extent of work free from errors.	<input type="checkbox"/> Works consistently below required standard. Makes no effort to improve. Does not lay any emphasis on quality of product/work	<input type="checkbox"/> Work barely upto the mark. Needs to be corrected	<input type="checkbox"/> Generally produces work of acceptable quality. Sometimes work needs correction	<input type="checkbox"/> Does a thorough and accurate job. Work needs minimum correction. High quality consciousness. Work is very well executed and effective	<input type="checkbox"/> Excellent quality of output. Accurate in work under all conditions. Unusual accuracy, though, effective	
III. Job Knowledge and Skill: Knowledge pertaining to the area of work and related areas , Technical & Professional Knowledge for present job	<input type="checkbox"/> Poor knowledge. No Motivation to learn	<input type="checkbox"/> Insufficient knowledge of some of the phases of assigned work. Satisfactory knowledge of routine phases of assigned work.	<input type="checkbox"/> Knowledge adequate in own area. Needs updating in related areas.	<input type="checkbox"/> Good Knowledge of his own job and Related areas. Up dates himself	<input type="checkbox"/> Excellent Knowledge of own job and related areas. Professionally upto date.	
IV. Planning & Organising: Ability for anticipating work needs and development of effective action plans in relation to tasks assigned	<input type="checkbox"/> Very unsystematic and unmethodical. Does no planning at all.	<input type="checkbox"/> Ability to plan and organize is marginal	<input type="checkbox"/> Generally systematic and methodical. Sometimes slow in arranging load to meet plan	<input type="checkbox"/> Normally anticipates work needs and is able to prepare a plan of action; generally good in arranging work load to meet plan	<input type="checkbox"/> Exceptional ability to anticipate future work needs ahead of time, and to work in a logical manner to meet plan	

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<p>V. Initiative: Ability to be self – reliant and move forward on a task without outside direction</p>	<input type="checkbox"/> Always requires to be told. Unable to function independently . Cannot do simple jobs without guidance and follow up	<input type="checkbox"/> Needs guidance, instructions and follow up	<input type="checkbox"/> Generally shows good initiative. Occasionally needs follow up	<input type="checkbox"/> Good initiative. Undertakes all tasks and overcomes obstacles independentl y	<input type="checkbox"/> Totally self reliant. A self starter.	
<p>VI. Problem analysis and Decision Making: Ability to identify problems, prioritise them, analyse alternative courses of action and take decisions</p>	<input type="checkbox"/> Lacks analytical ability. Does not take decisions	<input type="checkbox"/> Lacks analytical ability. Occasionall y takes decisions. Wavering and uncertain	<input type="checkbox"/> Moderate analytical ability. Handles day to day decisions. Sometimes delays decision making	<input type="checkbox"/> Good analytical abilities. Confident and quick decision making most of the time.	<input type="checkbox"/> Excellent Analytical abilities. Good grasp of complex issues. Always takes confident and quick decisions even on complex problems	
<p>VII. Commitment and Sense of Responsibility: Dedication to work and company objectives. Reliability to complete assigned tasks</p>	<input type="checkbox"/> Fails to carry out supervisor’s suggestion for improvement Alienated. Evades/Sheds responsibility	<input type="checkbox"/> Low sense of duty. Does not identify with the job/compan y Needs to be reminded of desired improve ments in order to maintain improve ment	<input type="checkbox"/> Accepts but does not seek responsibility Improves work habits and performance when counseled	<input type="checkbox"/> High sense of duty. Accepts and seeks responsibility Willingly accepts suggestions for improvement and occasionally seeks counsel on performance and work habits	<input type="checkbox"/> Totally identifies with the job/company. Seeks and accepts responsibility with full accountability Independently puts forth efforts to improve performance and work habits. Seeks counsel on ways to improve and exceeds suggestions	
<p>VIII. Team Spirit: Co-ordination and co-operation with colleagues to achieve team objective.</p>	<input type="checkbox"/> Cannot work with others in a team. Creates conflicts and dissipates the energy of the group in dysfunctional pursuits	<input type="checkbox"/> Very passive as a team member. Does not contribute and withdraws quickly	<input type="checkbox"/> Marginal contribution. Prefers to work alone. Not comfortable in a group.	<input type="checkbox"/> Effective team member. Contributes to the team effort. Very well aware of his own role.	<input type="checkbox"/> Outstanding team member. Keeps the larger goal in view. Contributes. Is open to ideas and can influence working of the group	

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IX. Lateral Coordination: Ability to effectively coordinate with all linked departments to ensure smooth functioning	<input type="checkbox"/> Unable to coordinate. Rapport with colleagues is not good. Unable to either explain own requirements or appreciate the roles/problems of others	<input type="checkbox"/> Coordination is weak. Frequent problems with other departments or outside agencies	<input type="checkbox"/> Sometimes needs higher level intervention to solve problems	<input type="checkbox"/> Good Contribution abilities. Good relations with colleagues. Able to work well as a member of inter-disciplinary team	<input type="checkbox"/> Outstanding coordination abilities. Excellent Rapport with and knowledge of related areas and is able to obtain full cooperation of colleagues/agencies	
X. Communication Skill and desire to share available information with all concerned.	<input type="checkbox"/> Lacks both the skill and the will to communicate. Keeps things to himself. Express no desire to acquire information.	<input type="checkbox"/> Only believes in downward communication. Cannot express himself well.	<input type="checkbox"/> Has moderate skill and desire to share information. Relies heavily on formal communication channels	<input type="checkbox"/> Shares information with all concerned. Good expression. Open to feedback.	<input type="checkbox"/> Excellent clarity of thought and expression. Uses all channels of communication. Is receptive to feedback and aware of what is happening.	

Performance measure score:-

A- Performance Measure at Sr. No. I to III Avg. score= Total Score/3

B- Performance Measure at Sr. No. IV to VI Avg. score = Total Score/3

C- Performance Measure at Sr. No. VII to X Avg. score =Total Score/4

For E1 to E4: PM Score=A*0.6+B*0.2+C*0.2

For E5 to E6: PM Score=A*0.4+B*0.4+C*0.2

For E7 to E9: PM Score=A*0.3+B*0.5+C*0.2

OVERALL :

1. 60% weightage KRA Score i.e .6* KRA Score = .6{ $\sum W*(.2 SAR +.8 ROR)$ }
2. 40% weightage to Performance Measure Score i.e. .4* Performance Measure Score
3. 20% weightage to be given to Self score.
4. 80% weightage to Score of Reporting Officer Score.
5. **Overall score= .6 * KRA Score+ .4 Performance Measure Score (Assume level to be E1)**
 $.6\{ \sum W*(.2 SAR +.8 ROR)\} + .4\{ .6\{.2 [Sr. No.(I+ II + III)] +.8[Sr. No.(I+ II + III)]/3\} + .2\{.2[Sr. No.(IV+ V + VI)]+.8[Sr. No.(IV+ V + VI)]/3\}+.2\{.2[Sr. No.(VII+VIII+ IX + X)]+.8 [Sr. No.(VII+VIII+ IX + X)]/4 \}$.
6. Overall score then be multiplied by 20

Score(0-20):- Not satisfactory
Score(21-40):- Average
Score(41-60):- Effective &Competent
Score(61-80):- Very effective:
Score(81-100):- Exceptional

Signature:-

Appraisee

Appraiser/Reporting Officer

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SECTION-III(to be filled up by the Reporting Officer)

POTENTIAL APPRAISAL

a) Is his/her potential fully utilized on present job? If not, what needs to be done in this regard.

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b) Assess his/ her potential for holding next higher position in same functional area or any other area, should opportunity arise by indicating the option below:-

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not enough Data to Assess	Ready Now	Needs training
<input type="checkbox"/>		
Needs more experience		

c) If he/she has potential for undertaking jobs in other functions, please state areas where he/she can move in the same grade.

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d) Comment on any other aspect(s) not covered in 2(A B) including integrity.

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e) Discussion with Appraise:

Brief record of the discussion, with comments, please.

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Indicate Strengths, Areas of Development and Plans / Trainings for developing the employee(preferably from the training calendar).

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f) On his job profile- please indicate if he is happy with current work assigned to him. If he is overloaded or not having work.

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g) On his future development, please indicate his weak areas, areas in which he can gain expertise, training required.

Areas of Strength	Areas of Development	Action Plan	Trainings Suggested (preferably from the training calendar)

h) Attitude towards Scheduled Castes & scheduled Tribes:-

- i. Very Prompt
- ii. Reasonable Prompt
- iii. Is slow and tends to delay

Reporting Officer:-

Signature _____

Name _____

Designation _____

Date _____

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SECTION-IV

(To be filled by the Reviewing officer)

OVERALL EVALUATION:

Not satisfactory

Average

Effective &
Competent

Very Effective

Exceptional

In case the Assessment by the reviewing officer is different from that of the reporting officer; reason should be recorded in writing.

Name:- _____ Designation:- _____ Signature:- _____ Date:- _____

(To be filled by the HOP/HOD)

OVERALL EVALUATION:

Not satisfactory

Average

Effective & Competent

Very Effective

Exceptional

In case the Assessment is different than that of the reviewing officer/reporting officer; reason should be recorded in writing.

Name:- _____ Designation:- _____ Signature:- _____ Date:- _____

(To be filled by the Functional Head)

OVERALL EVALUATION:

Not satisfactory

Average

Effective & Competent

Very Effective

Exceptional

In case the Assessment is different than that of the reviewing officer/reporting officer; reason should be recorded in writing.

Name:- _____ Designation:- _____ Signature:- _____ Date:- _____

(To be filled by the Next Higher Authority)

OVERALL EVALUATION:

Not satisfactory

Average

Effective & Competent

Very Effective

Exceptional

In case the Assessment is different than that of the reviewing officer/reporting officer; reason should be recorded in writing.

Name:- _____ Designation:- _____ Signature:- _____ Date:- _____

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Section –V

Written brief of the Pre- Acceptance disclosure by the Reviewing Officer /Accepting Authority to the concerned appraisee be recorded below:-

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Signature:-

Appraisee

Accepting Authority

