

Performance Management Policy

Policy Title: Promotion Policy

Scope: All Regular employees of all grades from BPS-1 to 20 & above.

Policy Description: To ensure merit based promotion process in the company.

Procedure:

The Promotion Policy comprehensive criteria, based on tangible service portfolio comprising the C.R Dossiers, Training(s) evaluations and assessment of the Selection Board for Promotion /Deferment/ Supersession. The criterion is capable to produce Objective Comparison for inter-se performance amongst the officers on the panel of candidates for promotion.

1. FEATURES OF THE PROMOTION POLICY

1. CONSIDERATION BY THE SSB, SB AND PB

- (a) The Senior Selection Board (SSB) or Selection / Promotion Boards (SB/PB), as the case may be, shall consider an officer for promotion in order of seniority and in accordance with this policy or the Service Rules or the criteria specified for promotion to the particular post. Selection Boards for promotion & upgradation at **Annex-B**
- (b) While making consideration under (a) above, the SSB, SB or PB, as the case may be, shall follow the provisions of this policy and guidelines set out in **Schedule-I** to this policy.
- (c) Subject to availability of a post for the time being reserved for promotion, an officer shall be considered for promotion and after such consideration, he/she shall be recommended for:
 - (i) promotion; or
 - (ii) appointment on acting charge basis; or
 - (iii) deferment; or
 - (iv) supersession.
- (d) The consideration as well as recommendation of an officer for acting charge appointment shall be made in accordance with the manner of consideration of an officer for promotion.

2. APPROVAL OF RECOMMENDATIONS BY THE APPOINTING AUTHORITY

- (a) The recommendations made by the SSB, SB or PB shall have no effect unless approved by the appointing authority concerned.
- (b) In case an officer is recommended for promotion by the SSB, SB or PB conditionally and such recommendations have been approved by the appointing authority, the promotion of such officer shall be notified after the required conditions are fulfilled.
- (c) The appointing authority shall have the powers to approve or reject or remand back the recommendations of the SSB, SB or PB.
- (d) In case of rejection or remand back of any particular recommendations, the appointing authority shall record reasons for doing so.
- (e) Recommendations of the SSB, SB or PB duly approved by the appointing authority if not actualized shall lapse after one year reckoned from the date of such approval by the appointing authority and such cases shall require resubmission for consideration by the SSB, SB or PB concerned, provided that the delay in such actualization is attributable to the officer recommended for promotion.

3. ELIGIBILITY CRITERIA FOR CONSIDERATION FOR PROMOTION

The eligibility criteria for consideration for promotion shall be as under: -

- (a) Fulfillment of prescribed minimum length of service for promotion to various respective higher scales as mentioned in Service Rules.
Provided that the conditions as specified in Schedule-II shall apply in general, while calculating the length of service of the officer for his/her promotion.
- (b) Satisfactory completion of mandatory training(s).
- (c) Possessing qualification/experience and other conditions prescribed in the relevant Service Rules.
- (d) fulfillment of other terms and conditions for the time being in force.
- (e) An officer superseded earlier shall be considered after earning Performance Evaluation Report (PER) for one full year. For example, an officer superseded on the basis of his/her PER(s) upto 2020, will become eligible for consideration after earning PER for 2021.

4. CONDITIONS FOR DEFERMENT

- (1) On consideration of promotion in order of seniority, an officer shall be recommended for deferment, for not conforming to at-least any of the following reasons: -
 - (a) the officer does not meet the eligibility criteria as mentioned above.
 - (b) the officer has not undergone the prescribed training (where applicable).
 - (c) non-submission of PERs by the concerned officer to his Reporting Officer(s).
 - (d) where the Board considers the record as incomplete in any respect.
 - (e) where the Board wants to further watch the performance of the officer for any other reason to be recorded in writing.
Provided that the period of performance to be watched under this clause shall not exceed twelve months.
 - (f) If disciplinary or departmental proceedings are pending against officer.
Provided that this clause shall not be applicable in cases, where on the date of consideration of the officer for promotion, such proceedings are pending for more than a year and the delay has not been caused by any reason attributable to the officer.
 - (g) If the officer is for a period of not less than one year on deputation to a foreign government, private organization or international agency irrespective of whether it is located abroad or within the country.
 - (h) the officer is availing ex-Pakistan leave including extra ordinary leave or study leave as well as similar leave within Pakistan for a period of not less than one year.
 - (i) the officers who have availed ex-Pakistan leave including extra-ordinary leave or study leave as well as similar leave within Pakistan for a period of not less than one year and have not earned one full year PER on return from such leave.
 - (j) an enquiry, investigation, case or a reference is pending against any officer in Anti-Corruption Establishment, Federal Investigation

Agency, national Accountability Bureau or such other organization by whatever name called for.

Provided that this clause shall not be applicable in such cases, where on the date of consideration of the officer for promotion, such an enquiry, investigation, case or reference is pending against him/her for more than three years and the delay has not been caused by any reason attributable to the officer.

(k) the officer has not submitted his/her annual declaration of assets forms for the last five years.

(l) there is any other reason as recorded in writing by the SSB, SB or PB as the case may be.

(2) In case an officer is deferred from promotion but subsequently approved for promotion, the officer will regain his/her seniority with his/her original batch, however, date of promotion will remain the same on which officer was actually promoted.

5. CONDITIONS FOR SUPERSESSION

(1) An officer shall be recommended for supersession if

(a) the officer does not meet the requisite threshold score prescribed for promotion to the particular grade.

(b) the officer has not passed Departmental Promotion Examination(Wherever applicable) in due chances as per SOP (Training Courses& Promotion Exams) March 2005 or as amended from time to time.

(c) subject to the provisions of rule 18the officer fails thrice for any reason to attend the mandatory training. Or

(d) there is any reason, which shall be recorded in writing by the SSB, SB or PB as the case may be.

(2) The officer superseded for want of passing Departmental Promotion Examination (DPE) in due chances will be considered as a normal candidate in the next promotion board.

(3) In case of supersession, officer will lose seniority vis-à-vis his/her juniors, approved for promotion in the same board.

(4) A superseded officer will not lose eligibility for consideration; no matter how many times officer is superseded.

6. CONSIDERATION OF PROMOTION IN CASE SENIORITY IS SUB-JUDICE

(a) An officer who seniority is sub-judice may be considered for promotion subject to final outcome of the court case.

(b) The promotion if approved shall be considered a temporary promotion and the juniors so promoted on the basis of a sub-judice seniority shall be assigned seniority as per final court orders and in case no vacancy remains available in the cadre, the junior most shall be reverted to lower post or grade, as the case may be.

7. CONSIDERATION OF PROMOTION OF OFFICERS WHO WERE DEFERRED / SUPERSEDED

(a) An officer deferred, except under 1(4)(1)(e), shall be considered for promotion again after the reason on the basis of which the deferment took place ceases to exist.

(b) The officer falling in the category mentioned in 1(4)(1)(h) & (i) shall be considered for promotion only on return and earning at least one PER for full one year before consideration for promotion.

(c) The one full year PER means the report of twelve complete months inclusive of period spent on mandatory training

Provided that if an officer has not earned PER for complete one year (twelve months) and has earned only part PER in that year for reasons beyond his/her control, then his/her special report for the period of deficiency, earned subsequently shall be taken into account to complete the twelve months requirement for the purpose.

- (d) In a case where an officer has returned from deputation abroad or joined after availing leave of one year or more but no PER is due in the present grade, his/her overall PER grading for the previous grade shall be counted for the purpose of quantification in the present grade. Provided that only such cases shall be covered under this clause wherein an officer after such return from deputation abroad or leave has served for a period of one complete year reckoned from the date the officer assumes duty after such return till the date of holding the meeting of the SSB, SB or PB as the case may be.

Provided further that in such cases a satisfactory special report of the officer in present basic scale shall invariably be required but the same shall not be quantified under any circumstances.

- (e) An officer, once superseded for promotion shall be eligible for reconsideration only after he/she earns one more PER of one full year.

8. CONSIDERATION FOR PROMOTION OF EMPLOYEES WHO ARE ON DEPUTATION ABROAD

- (a) Promotion of an officer on deputation to an international agency or foreign government abroad or within the country for a period not less than one year shall only be considered after the officer resumes duty on his/her cadre post.
- (b) Before consideration for promotion all employees upon his / her return from deputation shall be required to earn PER for period mentioned in column (3) of the table below in relation to period of deputation as mentioned in column (2) of the table, namely

S.No.	Period of deputation	Minimum period of PER
(1)	(2)	(3)
1.	One year	Three complete months
2.	Between one to three years	Six complete months
3.	Above three years	Twelve complete months

- (c) In case the period of deputation is less than one year, the officer shall be considered for promotion but the officer shall actualize his/her promotion on return from such a deputation on a cadre post.
- (d) Evaluation Reports of officers for the period they remain on deputation to the foreign Govt. / International Agencies etc. will not be called and the work and performance of such employees will be quantified as 'Very Good' as long as they continue to work in these organizations.
- (e) An officer on local deputation will be considered for promotion by the respective Promotion / Selection Board in accordance with his/her position in the seniority list and also with reference to the work and conduct / PERs in the borrowing department. The PERs during local deputation will be written on the PER performa in vogue in Companies. The actual promotion will take place only when the officer rejoins.

9. CONSIDERATION FOR PROMOTION OF OFFICERS WHO ARE ON LEAVE

- (a) An officer having availed or availing ex-Pakistan leave or leave within Pakistan including extra ordinary leave or study leave shall be considered for promotion by the Board, provided such leave is less than one year. However, on approval of recommendation of promotion by the appointing authority, the promotion shall be actualized on return from leave.

- (b) An officer having availed or availing ex-Pakistan leave or leave within Pakistan including extra ordinary leave or study leave for a period not less than one year shall be required to earn a PER for one full year after the officer joins back.

Provided that the training period and the training evaluation report (TER) shall be included for the purpose of computation of twelve complete months period and evaluation.

Provided further that one full year shall start from the date the officer joins back.

Provided further that officers availing scholarships after a competitive process and through Technical Assistance Program shall only be required to produce the evidence of successful completion of the course and the provision of sub rule b of rule 9 shall not apply to such cases.

10. RESERVATION OF VACANCIES

In case of deferment of seniors, particularly in small cadres, the Board may, as it deems fit, recommend to reserve a vacancy or vacancies for future promotions in the cadre for reasons to be recorded in writing.

11. PROMOTION TO VARIOUS POSTS

- (a) The posts in BPS-19 and above shall be selection posts, while the posts in BPS-18 shall be non-Selection posts.
- (b) For selection posts, PERs and TERs shall be given due importance as prescribed under this policy. Dossier and collective judgment of the Board shall also be taken into account.
- (c) Promotion from BPS-17 to BPS-18 posts, shall be on seniority-cum-fitness, based on PERs score, passing of DPE and successful completion of training courses.

12. EFFICIENCY INDEX FOR PROMOTION, DEFERMENT AND SUPERSESSION

The minimum threshold of marks for promotion to various basic pay scales mentioned in column (2) of the table below shall be as mentioned in column (3) of that table, namely

S.No.	Basic Pay Scale	Aggregate marks of efficiency index
(1)	(2)	(3)
1.	BPS-17 to BPS-18	60
2.	BPS-18 to BPS-19	65
3.	BPS-19 to BPS-20	70
4.	CEs/DGs/Equivalent to GMs	75

13. PANEL OF OFFICERS PER VACANCY

- (a) A panel consisting of a minimum of two officers per vacancy shall be submitted for consideration of the SSB, SB or PB depending on availability of the eligible officers in the cadre.
- (b) The panel of officers shall be in addition to cases of officers superseded in previous meetings of the SSB, SB or PB.

14. **QUANTIFICATION OF PERS, TRAINING EVALUATION REPORTS AND SSB, SB AND PB EVALUATION**

- (a) For the purpose of consideration by the Board, PERs shall be quantified in accordance with the formula as set out in Schedule-III.
- (b) For the purpose of promotion to BPS-18, all PERs in BPS-17 shall be quantified. The marks as mentioned in column (3) of the table in (14)(c)(ii) below shall be allocated for quantification of PERs, Training evaluation report and Board's evaluation as mentioned in column (2) of the table. Training Evaluation Report and Board's Evaluation shall be worked out as mentioned in (14)(c)(iii), (iv) & (v) below.
- (c) For the purpose of promotion to the posts in BPS-19 and above, the following quantification method shall be followed, namely:
 - (i) PERs in respect of two preceding BPS or the last fifteen years whichever is more shall be quantified. If the service of an officer in present and previous NPS is less than fifteen years then the deficiency shall be met by taking into account the PERs of next lower BPS, which shall be bracketed with the PERs of preceding BPS. Quantification of PERs relating to present and previous BPS will have a ratio of 60%:40%.
 - (ii) the marks mentioned in column (3) of the table below shall be allocated for quantification of PERs, Training evaluation report and Board's evaluation as mentioned in column (2) of the table, namely

S.No.	Factor	Marks
(1)	(2)	(3)
1.	Quantification of PERs	40%
2.	Training Evaluation Reports (TERs)	30%
3.	Evaluation by SSB, SB and PB	30%
4.	Total	100%

- (iii) the objective assessment form as set out in Schedule-IV to this policy shall be placed before the Board along with panel proforma of every officer for objective evaluation. The Board shall assess each officer on the panel on the basis of parameters and attributes as given in the respective objective assessment form for promotion.
- (iv) the Board shall apply its collective judgment to determine the fitness for promotion to selection posts as per parameters given in the objective assessment form and shall award marks to an officer and place him in category A, B or C in accordance with the classification given in the following table, namely:

Category	Marks
(1)	(2)
A	21 to 30
B	11 to 20
C	01 to 10

- (v) in case if an officer is exempted from one or both trainings on the basis of attaining a certain age as given in clause 17

his/her training score for the respective training or trainings shall be placed at the disposal of the SSB, Sb or PB as the case may be, and

- (vi) in case, an officer has been appointed in the cadre in the present scale, his/her PERs of the present scale shall be given the total weightage assigned to the PERs in the Table under clause (ii).

15. TRAININGS

All officers shall successfully undergo the mandatory trainings mentioned in column (3) of the table below for promotion to next higher BPS as mentioned in that Table, namely

S.No.	For promotion from	Name of Course
(1)	(2)	(3)
1.	BPS-17 to BPS-18	a. Management Induction Course (MIC) (for officers directly inducted in BPS-17, to be exempted if not undergone within two years from date of induction). b. Junior Management Course (JMC) c. Sector Specific Course (SSC)/Technical course (for Engineers)
2.	BPS-18 to BPS-19	a. Middle Management Course (MMC) b. Refresher Course (for Engineers)
3.	BPS-19 to BPS-20	a. Senior Management Course (SMC) b. Refresher Course (for Engineers)
4.	CEs/DGs/Equivalent to GMs	Refresher Courses.

16. TRAINING EVALUATION REPORTS

- (a) A total thirty marks shall be allocated to the last two Management Training Evaluation Reports (18 marks @ 60% for the management training in the present scale and 12 marks @ 40% for the management training in the previous scale).
- (b) In case of promotion to BPS-18, calculation shall be made out of 30 marks for Junior Management Course.
- (c) In case of promotion as GM, calculation shall be made as in case for promotion from BPS-19 to BPS-20 as no management course is mandatory for promotion as GM.
- (d) Evaluation of Reports from the training institutions shall be worked out as set out in Schedule-V.

17. EXEMPTION FROM MANDATORY TRAINING

Subject to provision of clause (5)(1)(c), an officer who is likely to retire within two years from service on attaining the age of superannuation shall be exempted from the mandatory training.

18. DECLINING TO PROCEED ON MANDATORY TRAINING

- (a) The concerned department / Company may make a request for deferment from training of an officer only once.
- (b) Any relaxation in this regard shall require specific approval of Chairman BoD concerned.

2. COMMUNICATION OF REASONS OF DEFERMENT

The officer deferred or superseded shall, immediately after the recommendations of the SSB, SB and PB have been approved by the

respective appointing authority, invariably be informed about the reasons of their deferment and supersessions.

3. **RESPONSIBILITIES OF THE CM CELL**

While forwarding proposals for consideration of SSB, SB and PB, the CM Cell shall follow the guidelines as set out in Schedule-VI to this policy.

Performance Evaluation Reports Policy

Scope: All regular, Contract, Consultants, deputationists of the company.

Description: To evaluate the strengths and weakness of employee and improve their performance through honest feedback.

Procedure:-

1. All the managers / supervisors / Team Leaders supervise their department/team during 6 months and provide online feedback to relevant "HR section/Department" on semiannual basis. On prescribed PER form.
2. IO shall write PER as per format annexed, each employee under him/her in which Job descriptions and KPI's are reviewed. KPIs attached at **annex- P1**
3. Every Initiating Officer shall call a meeting with individual employee working his/her administrative control at the end of each 6 months to review and discuss /appraise employee's performance. Meeting may be arranged by sending an email or by using another channel in a common thread.
4. Line managers/assistant managers/team leaders will rate their team members by using "Performance Evaluation Report" (Annex-P2) semi annually and yearly performance is measured by accumulating bi annual evaluation. Annual Final Accumulation Rating Form (Annex-P3) is used to measure annual performance of employees.
5. PER formats are attached at **P-2, P-3** Line manager should fill Annual PER online and send to countersigning officer he/she should fill next part and submit to next higher authority for filling up or HR department as per competency. Competency is attached at annex-**P4**.
6. Meeting with concerned employee should be arranged by IO to discuss his/her strength and weaknesses, training and career development goals as well as departmental goals.
7. If line managers / team leaders found any kind of "trigger" in employee's performance then he/she will send request to "Manager HR" to conduct training need analysis (TNA). After analyzing the trigger Manager HR will arrange a session to overcome the problem.
8. HR department shall compile the annual reports to announce "Employee of the year" in each designation/position accompanying the commendation on performance letter/ award as well as financial benefit titled as "performance bonus" based on criteria delineated at table below.

Attributes/Indicator	Percentage	Remarks
Performance rating	60%	
Any other Contribution/Value addition to department other than official assignments	20%	
Behavior	10%	
Integrity	10%	
	To qualify	=90% and above

Title: Online Seniority Policy

Scope: All regular employees.

Description: To evaluate the strengths and weakness of employee and improve their performance through honest feedback.

Procedure:-

This procedure should be adopted to maintain seniority of employees and should be incorporated in online HRMS Module whichever is applicable in the company for integrated processes.

1. Seniority on initial appointment:

a. Employees initially appointed on the recommendations of the selection authority through an earlier open advertisement shall rank senior to those appointed through a subsequent open advertisement.

b. If two or more employees are recommended in open advertisement by the selection authority, their inter-se-seniority shall be determined in order of merit assigned by the selection authority.

c. If only one candidate is recommended in open advertisement by the selection authority, he shall count his seniority from:—(a) the date of recommendation by the selection authority.

d. In the case of employee appointed by initial recruitment, in accordance with the order of merit assigned to them by the appointing authority at the time to making selection.

e. Where two or more employees are placed equal in the order of merit, the employee older in age shall rank senior to the employee younger in age

f. A employee selected for appointment to a post in the Service in an earlier selection shall rank senior to an employee selected for the post in a later selection.

2. Seniority on Promotion

(a) Employees selected for promotion to higher posts on an earlier date shall be senior to those selected for such promotion on a later date;

(b) Employees selected for promotion to higher posts in one batch shall on their promotion to the higher post, retain their inter-se-seniority as in the lower post; and

(c) Employees eligible for promotion who could not be considered for promotion in the original reference in circumstances beyond their control or whose case was deferred while their juniors were promoted to the higher post, shall, on promotion, without supersession, take their seniority with the original batch.

3. Seniority on transfer:

(a) If employee is transferred from one formation to other another formation on administrative grounds then their inter- se -seniority would be in contact.

(b) if an employee is transferred on his/her own request then the seniority will be fixed on the bottom of concerned cadre the Company.

Schedule-I

Guidelines for SSB / SB / PB

While considering cases of officers on the panel, the SSB, SB and PB concerned shall adhere to the following guidelines, namely:

- (a) performance evaluation reports shall be given due importance but shall not be sole criterion for promotion to selection posts;
- (b) An officer shall only be promoted within his/her cadre against the vacancies allocated thereof. Those posted out of their cadre shall be considered for promotion on their turn but if selected, the actual promotion shall take place only when they rejoin their cadre.
- (c) An officer superseded will not be considered for promotion unless he/she has earned PERs for one full year. The following illustration/ elaboration further clarifies the position:

PERs for one full year shall imply, one full year PER(s) earned after consideration/supersession by the Selection Board and will include the PER which was neither due nor placed before the Selection Board even if it relates to the previous year.

Illustration-I

If an officer 'A' is considered by the Board in Jan, 2021 when his/her PER for 2020 is neither due nor placed before the Board and superseded. He/she will be considered after earning one full year PER for 2020.

Illustration-II

If an officer 'B' is considered by the Board in Jan, 2021 when his/her PER for 2020 is not due but placed before the Board and superseded. He/she will be considered after earning one full year PER for 2021.

Illustration-III

If an officer 'C' is considered by the Selection Board in May, 2021 when his/her PER for 2020 is due and placed before the Board and superseded. He/she will be considered after earning the PER of 2021.

(d) Posts carrying Basic Pay Scale 19 are generally supervisory posts. Supervision can be effective only if the supervisor has the relevant experience. These officers are also required to make contribution to policy-making at the lowest rung of the policy making hierarchy. For promotion to these posts, therefore, an officer must fulfill qualifying service, eligibility threshold, qualifications, trainings, relevance of experience, quality and output of work and integrity.

(e) Posts carrying Basic Pay Scale 20 are middle management posts. Field offices are generally handed by the officers in this scale. It is, therefore, essential that in addition to the relevance of experience these officers must also have a sufficient variety and width of experience so that:

- (i) they acquire an overview of the functions performed by these organizations within the broader framework of government's / Company's overall objectives / activities to ensure smooth and effective management at the field level; and
- (ii) they can lend pragmatism to policy formulation in assignments.

For promotion to middle management posts, an officer must fulfill qualifying service, eligibility threshold, qualifications, relevance of experience, quality and output of work and integrity, variety of experience and training.

Senior Selection Board should give due consideration to the nature of duties, duration and location of posts previously held by the officer. Depending on the post to be filled, an officer possessing well rounded experience should normally be preferred particularly if he/she has served with distinction in unattractive areas. While some exposure to a corporation, autonomous body or an ex-cadre assignment may be considered a positive feature, this would not be so where an officer has stayed away from his/her parent cadre for too long.

(f) Posts of General Managers fall in Senior Management involving important policy making or extensive administrative jurisdictions. In addition to the circulation value and variety of experience the incumbents must possess proven analytical competence, breadth of vision, emotional maturity and such other qualities as determine the potential for successfully holding posts in top management. The potential for successfully holding posts in top management. This potential cannot be judged by mathematical formula. The Senior Selection Board will have to apply its collective judgment to determine the same.

For promotion to senior management posts, an officer must fulfill qualifying service, eligibility threshold, qualifications, relevance of experience, quality and output of work and integrity, variety of experience, training and Top Management Potential.

(g) Since officers promoted in BPS-20 may be called upon to hold independent charge of Companies or major departments, the Board should satisfy itself about the officer's maturity, balance and ability to assume such top management positions even at short notice.

Schedule -II

MINIMUM LENGTH OF SERVICE FOR ELIGIBILITY FOR PROMOTION TO POSTS IN VARIOUS BPS

The minimum length of service for promotion to various basic pay scales shall be as follows:-

- For BPS 18 5 years in BPS-17
- For BPS 19 12 years in BPS-17 and above
- For BPS 20 17 years in BPS-17 & above and at least 01 year in BPS-19
- For GMs 17 years in BPS-17 & above and at least 01 year in BPS-20

Provided that:—

(a) Where initial appointment of a person not being a person in government service, takes place in a post in BPS 18, 19 or 20, the length of service specified above shall be reduced by the following periods;

First appointment in	Reduced by
BPS-18	5 years
BPS-19	12 years
BPS-20	17 years

(b) Where initial appointment of a person already in government service takes place, through proper channel and on recommendations of the competent authority, in a post in BPS 18, 19 or 20, the length of service specified above shall be reduced by the periods specified in proviso (a) above;

(c) Where first appointment of a person other than a person covered by proviso (b) was made to government service in BPS 16 or below, one-half of the service in BPS 16 and one fourth in BPS 15 and below may be counted as service in BPS 17 for computing length of service for the purpose of promotion only.

Schedule-III

QUANTIFYING THE PERFORMANCE EVALUATION REPORTS

1. In accordance with clause (14)(c)(i) of this policy, Performance Evaluation Reports (PERs) of an officer will be considered for promotion to posts carrying basic pay scales 18 and above.

2. (a) The overall grading in the PERs are allocated the following marks:

<u>Overall Grading</u>	<u>Marks</u>
(i) Outstanding	10
(ii) Very Good	8
(iii) Good	7
(iv) Average	5
(v) Below Average	1

(b) If the overall grading in a PER is ambiguous e.g. placed between 'Good' and 'Average', the PER will be returned to R.O/C.O for clarification

(c) In case the assessment of the countersigning officer differs from that of the reporting officer in any PER, the quantification will be based on the overall grading recorded by the countersigning officer.

(d) In case where there is a second countersigning officer, the quantification will be based on the overall grading recorded by the second countersigning officer.

(e) Where two or more, performance evaluation reports were initiated in a calendar year, the marks for that year shall be quantified as the sum of the weighted averages of these PERs.

(f) Where an officer, appointed to a higher post on acting charge basis, is considered for regular promotion to that post, the PERs earned during his acting charge appointment will be added to the PERs earned in the lower post for calculating average marks.

3. The marks for PERs shall be computed separately for each grade/level of posts carrying the same basic pay scale and a weighted aggregate score will be worked out as follows:

(a) For each calendar year earning 02 or more PERs, part reports in a calendar year will be quantified on the basis of weightage average proportionately, instead of their arithmetic mean/average, to determine the yearly score of PERs.

(b) To calculate the PER scores in a Basic Pay Scale/Grade, the average of all the yearly scores will be taken.

(c) Weightage will be applied to the PER score and training score for computing the aggregate score, as per clauses (14)(c)(i), (ii) & (iv).

(d) The following addition/deductions shall be made in the total marks worked out:

A. Additions

Officers who serve as members of the faculty in the government training institutions for a minimum of one year in continuity, shall be awarded extra points (maximum upto five

points) towards their "blood count" for the purpose of promotion as per the following criteria:

(a) Any institute where Senior Course is conducted	2 marks
(b) Any Training Institutions including those meant for Specialized training.	1 mark

(i) The officers who had served in a government training institution, including those meant for specialized training in any particular cadre for a period of 2 years or more before 02.01.2006, would continue to get 2 additional marks as per policy in force at that time.

(ii) The officers, who are posted on or after 02.01.2006 in the institutions, would get additional marks on the completion of one year in terms of modified policy. Similarly, the officers who were serving in training institutions but had not completed 2 years on 02.01.2006 would not get 2 additional marks, but get 2 or 1 mark, as the case may be, in accordance with the modified policy.

B. Deductions:

(i)	For each major penalty imposed	5 marks
(ii)	For each minor penalty imposed	3 marks
(iii)	For adverse remarks deductions be made for such remarks only as were duly conveyed to the officer concerned and were not expunged on his representation, or the officer did not represent	1 mark per PER containing adverse remarks
(iv)	For securing less than 45% marks i.e. minimum passing score in any mandatory training.	3 marks

The deduction of marks due to penalty or adverse remarks shall be done only once i.e. when an officer's case comes up for consideration for promotion to the next higher grade. Once the officer has been promoted to the higher grade no deduction shall be made subsequently.

Example No. 1

An officer is being considered for promotion to BPS 19. He was awarded a minor penalty in BPS 18. Deduction of 3 marks shall be made from his total quantification whenever his case comes for promotion to BPS 19. Till such time that he is promoted to the next grade (*i.e.* BPS 19 in this case) his overall quantification shall be worked out with deduction of 3 marks.

Example No. 2

The same officer is now being considered for promotion to BPS-20. He was awarded minor penalty in BPS-18 and was subsequently promoted to BPS-19. While calculating his quantification for promotion to BPS-19, deduction of 3 marks was made from his total quantification. However, now that the officer has been promoted to BPS 19 and is being considered for promotion to BPS-20, no deduction shall be made from his total quantification.

Exemption from Training

Subject to clause 3(13)(c)(v), if an officer is exempted from one or both trainings on the basis of attaining a certain age as given in clause 3(16), his/her training score for the respective training or trainings shall be placed at the disposal of the SSB, Sb or PB as the case may be.

Endorsement of Quantification Score

To maintaining 100% accuracy in the process of quantification of the PERs, following process shall be adopted:

- (a) the quantification sheets shall be signed by the official designated to do so, besides its countersignature by a responsible supervising officer; and
- (b) that any incorrect quantification identified during the course of inspection or re-verification shall be treated as an act of inefficiency and misconduct punishable under the Efficiency and Discipline Rules, besides liability under the criminal law.

Schedule-IV

CONFIDENTIAL

Company

**OBJECTIVE ASSESSMENT BY SENIOR SELECTION / SELECTION /
PROMOTION BOARD**

Officer's Name: _____

Seniority

No:

Cadre: _____

Present

Scale:

Sr. No.	Parameters/Attributes	Total Marks 30	Marks Assigned
1.	Output and quality of work Proficiency/productivity/objectivity/effectiveness Dossier and documentary evidence	3	
2.	Variety and Relevance of Experience postings: Federal/Provincial Government Postings; Leadership/Routine Postings; Deputation/Foreign Postings	3	
3.	Professional Expertise Organization/methodical/reliability under pressure/ Knowledgeable / level headedness. Based on dossier and career profile, TERs	3	
4.	Personality Profile (As known to the Board Members primarily on the basis of dossier/documentary evidence)	3	
5.	Conduct, Discipline, Behavior Observation by RO/CO during the last 05 years OR as known to the Board Members primarily on the basis of dossier/documentary evidence	3	
6.	Leadership Functional ability/confidence/decision-making; based on dossier, TERS, PERs	3	
7.	Estimated Potential for Middle/ Higher Management Based on PERs and TERs; Management Skills, Ability to take decisions, Strategic Thinking, Leadership Qualities, Drive for Results and Accomplishments in BPS-19 and 20 in policy formulation and implementation.	3	
8.	Integrity/ General Reputation/Perception Professional Ethics/Conduct; On the basis of PERs/TERs/Opinion of the Board primarily based on the dossier/documentary evidence.	3	
9.	Commitment to Public Service Devotion to duty/drive/motivation based on PERs, Career Profile, Dossier	3	
10.	Teamwork; Communication/motivation/interpersonal relations based on Career profile, PERs, TERs	3	
TOTAL MARKS			

Overall Category _____

Schedule-V

Evaluation of Reports from the training institutions shall be worked as under:

(a) It shall be on the basis of grade percentage already awarded by the WAPDA Administrative Staff College / WAPDA Engineering Academy / National School of Public Policy (National Management College and Senior Management Wing) and its allied training institutions and NS&W Course at NDU as provided in their reports.

(b) in respect of reports of former Pakistan Administrative Staff College and former NIPAs where no such percentage has been awarded, points shall be worked out on the basis of weighted average of the percentage range of grades followed by these institutions as reflected in Table below:

S.No.	Category	Range	Weighted Average	Points of PASC @ 60% = 18	Points of NIPAs @ 40% = 12
(1)	(2)	(3)	(4)	(5)	(6)
1.	A Outstanding	91 to 100%	95.50%	17.19	11.46
2.	B Very Good	80 to 90%	85.00%	15.3	10.20
3.	C Good	66 to 79%	72.50%	13.05	8.70
4.	D Average	50 to 65%	57.50%	10.26	6.84
5.	E Below Average	35 to 49%	42.00%	7.56	5.04

Schedule-VI

Guidelines for CM Cell

(1) The CM Cell shall submit their cases of promotion for placing before SSB, SB or PB on following prescribed forms specimen of which are given at Annexures:

(i)	Proposal form (CP-I)	Annex-I
(ii)	Panel form (CP-II)	Annex-II
(iii)	Synopsis form (CP-III)	Annex-III
(iv)	Seniority form (CP-IV)	Annex-IV
(v)	Quantification form (CP-V)	Annex-V

(2) The CM Cell shall ensure that documents related to the proposals for promotion are prepared with utmost care so that the information submitted to the SSB, SB and PB etc and accurate in all respects and shall also ensure that:

- (i) Proposal form is signed by the Secretary of the Board.
- (ii) Complete Service rules are furnished.
- (iii) ICP Charts/PER dossiers are complete. Explanation about the missing reports is available in the dossier and all columns have been accurately filled in the synopsis form.
- (iv) Full particulars of officers are furnished in the seniority list which is final after circulation, un-disputed, complete and duly authenticated.
- (v) Quantification of PER gradings is correct and quantification form is enclosed in respect of each officer on the panel.
- (vi) Number of clear vacancies is indicated.
- (vii) Training status of the officers on the panel is indicated and training reports are enclosed in respect of each officer on the panel.

(3) The Secretary Board shall apprise the SSB, SB and PB whether or not any departmental proceedings or investigations/trial by NAB, FIA, ACE etc. are pending against the officers whose cases are being considered by the Board.

(4) Any benefit derived by any person in pursuance of a judgment, conviction or sentence passed under section 31A of the National Accountability Ordinance, 1999 declared by the Supreme Court as void ab-initio, shall not hold the field.

(5) While forwarding proposals for consideration of Boards, the CM Cell shall provide the following additional details and certificates, namely:-

- (a) details of penalties, if any, awarded to the officers on the panel during the entire career (BPS-17 and above);
- (b) details of punishments under any criminal laws including National Accountability Ordinance, 1999, if any, awarded to the officers on the panel during the entire career (BPS-17 and above);

- (c) certificate to the effect that none of the officers on the panel derived any benefit in pursuance of National Reconciliation Ordinance, 2007 (NRO) in the entire career (BPS-17 and above) within the meaning of the Supreme Court of Pakistan judgment dated 16-12-2009 ,on NRO; and
- (d) certificate to the effect that no punishment has been awarded to any of the officers on the panel under any criminal law including National Accountability Ordinance, 1999 in the entire career (BPS-17 and above).

PROPOSAL FORM

Company		
1.	Name of the post(s) to be filled in by Promotion	
	Basic Pay Scale and the Occupational Group/ Ex-cadre	
2.	Total sanctioned' strength of the cadre	Direct Promotion Transfer
(a)	Percentage of share	
(b)	Number of posts allocated to each category	
(c)	Present occupancy position List of officers to be attached	
(d)	Number of vacant post(s) in each category	
(e)	Whether any roster is being maintained for allocation to each category? If so, copy to be enclosed	
(f)	How the post(s) under promotion quota fell vacant and since when? In case of more details separate papers be enclosed	
(g)	Whether to be promoted on regular basis or for a limited period due to deputation/long leave etc.	
3.	(a) Service / Recruitment Rules framed or not. If so, copy to be attached	
	(b) In the absence of Service / Recruitment Rules whether the method of recruitment got approved by the Establishment Division. If so, copy to be attached	
	(c) Person(s) eligible for promotion against vacant post(s)	
	(d) Prescribed length of service/experience for Promotion	
	(e) Prescribed Qualification, if any	
	(f) Mandatory Training/ Course, if any	
	(g) Minimum required qualification	
4.	Seniority list(s) duly verified to be attached.	
5.	Panel of eligible officer(s)'duly signed by a responsible officer to be prepared on the prescribed form	
6.	Number of PERs/ICP Charts	
7.	Certificate that the officers included in the panel are eligible in all respect and possess the required length of service required for promotion	
8.	Certificate that no disciplinary action under E&D Rules, proceeding on criminal charges in the court of law is pending against any officer including in the panel.	

CompanyCONFIDENTIAL**PANEL PROFORMA FOR SENIOR SELECTION BOARD**
FOR PROMOTION AS GENERAL MANAGER
AS ON _____.

Photo

In respect of _____ Personnel No. _____

Domicile:		Cadre:		Sen. No.		
Educational Qualification			Date of Birth		Date of superannuation	
SERVICE PARTICULARS						
Date of joining service	Date of Promotion in			Length of Service		Eligibility for consideration
	Present Scale BPS-20	Lower ranks		Total	In Present Scale	
		BPS-19	BPS-18			
Important Appointments held in the present Rank / Post:						
1.				2.		
3.				4.		
5.						
<u>Penalties / Adverse Remarks in BPS-20 (if any)</u> <u>Training Courses (other than mandatory Training)</u> Grading of mandatory trainings:						
SMC: MMC: Number of PERs in BPS-18, BPS-19 & BPS-20						
Basic Scale	Out-standing	Very Good	Good	Average	Below Average	Cumulative Period of PERs (in months)
BPS-18						
BPS-19/20						
Total						
<u>Awaited Reports (PERs)</u>		<u>Additional Information (if any)</u>				
EFFICIENCY INDEX						
Required Threshold	Score of PERs + Training Reports		Marks awarded by CSB		Total	
75						
<u>Recommendations of SSB</u>						
Promoted		Deferred			Superseded	

Prepared by: _____

Checked by: _____

Company

CONFIDENTIAL

PANEL PROFORMA FOR SENIOR SELECTION BOARD FOR PROMOTION TO BPS-20 POSTS AS ON _____.

Photo

In respect of _____ Personnel No. _____

Domicile:		Cadre:		Sen. No.			
Educational Qualification				Date of Birth		Date of superannuation	
SERVICE PARTICULARS							
Date of joining service	Date of Promotion in				Length of Service		Eligibility for consideration
	Present Scale BPS-19	Lower ranks		Total	In Present Scale		
		BPS-18	BPS-17				
Important Appointments held in the present Rank / Post:							
1.				2.			
3.				4.			
5.				6.			
7.				8.			
9.				10.			
<u>Extra Ordinary Leave (EOL) (if any)</u> <u>Deputation with International Organization (if any)</u> <u>Penalties / Adverse Remarks in BPS-20 (if any)</u> <u>Training Courses (other than mandatory Training)</u> Grading of mandatory trainings:							
				SMC: MMC:			
Number of PERs in BPS-17/18 & BPS-19							
Basic Scale	Out-standing	Very Good	Good	Average	Below Average	Cumulative Period of PERs (in months)	Adverse Report / Remarks
BPS-17/18							
BPS-19							
Total							
<u>Awaited Reports (PERs)</u>		<u>Additional Information (if any)</u>					
EFFICIENCY INDEX							
Required Threshold	Score of PERs + Training Reports			Marks awarded by CSB		Total	
70							
Recommendations of SSB							
Promoted		Deferred			Superseded		

Prepared by: _____

Checked by: _____

CONFIDENTIAL

Company

PANEL PROFORMA
FOR PROMOTION TO BPS-19
AS ON _____.

Photo

SENIORITY No. _____

NAME	CADRE	DOMICILE	PRESENT SCALE	DATE OF BIRTH		
			BPS-18			
<u>Educational Qualification:-</u>						
DATE OF JOINING SERVICE		LENGTH OF SERVICE IN PRESENT CADRE				
i). In other Group / Service / Cadre:		In BPS-17: _____ Years _____ Months				
ii). In present Cadre in BPS-17:		In BPS-18: _____ Years _____ Months				
		Total Service: _____ Years _____ Months				
iii). Date of Promotion in BPS-18:		EOL in BPS-_____ Years _____ Months				
		Net Service: _____ Years _____ Months				
<u>Important Appointments held in the BPS-17 / 18 Rank / Post:</u>						
<u>Penalties imposed under E&D Rules (if any):</u>						
<u>STATUS OF DPE:</u>						
<u>GRADING of MMC:</u>						
<u>GRADING OF JMC:</u>						
<u>GRADING / QUANTIFICATION OF PERS IN BPS-17 & BPS-18</u>						
Basic Scale	Outstanding	Very Good	Good	Average	Below Average	Adverse Report / Remarks
BPS-17						
BPS-18						
<u>Awaited Reports (PERs):</u>		Additional Information (if any)				
<u>EFFICIENCY INDEX</u>						
Required Threshold	Score of PERs + Training Reports		Marks to be awarded by SB out of		Marks awarded by SB	Total
65	PER + Training =		30			
<u>Recommendations of SB</u>						
Promoted		Deferred			Superseded	

Prepared by _____

Checked by _____

CONFIDENTIAL

COMPANY

PANEL PROFORMA
FOR PROMOTION TO BPS-18
AS ON _____.

Photo

SENIORITY No. _____

<u>NAME</u>	<u>CADRE</u>	<u>DOMICILE</u>	<u>DATE OF JOINING SERVICE</u>

Date of Birth:	Date of Superannuation:
Educational Qualification:	
Status of DPE:	
Grading of JMC:	
Adverse Remarks:	
Awaited Reports:	

QUANTIFIED SCORE OF PERs

Prescribed Threshold	Score of PERs + Training Reports	Marks to be awarded by PB out of	Marks awarded by PB	Total
60				

Conditions of Eligibility

Length of Service (5 years):
Clearance of DPE:

Required (5 years)
Required to be cleared

Probationary Period:
Minimum Threshold:

need to be terminated
60 Marks

EOL availed during service:
If on deputation/training abroad, period thereof
Penalties imposed under E&D Rules, if any:

Postings held:

Note:

SYNOPSIS OF PERs**Seniority No.** _____

Name of the officer : _____ (Cadre)

Educational Qualification : _____

Year	Posting	Overall Grading	Fitness of Promotion	Pen Picture	
				Reporting Officer (with Name and Designation)	Countersigning Officer (With Name and Designation)
1.	2.	3.	4.	5.	6.
				<u>PERFORMANCE</u> <u>INTEGRITY</u> <u>PEN PICTURE</u> <u>SPECIAL APTITUDE / AREA OF PROFESSIONAL EXPERTISE</u> <u>TRAINING AND DEVELOPMENT NEEDS:</u> <div style="text-align: right;">Sd/- Reporting Officer</div>	<div style="text-align: right;">Sd/- Countersigning Officer</div>

SENIORITY LIST

Sl. No.	Name of Officer	Domicile	Promotee / Direct	Date of Birth	Date of first appointment in Govt. Service	Date of regular appointment in BPS-17	Date of regular appointment in present pay scale	Present Posting
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)

Signature: _____

Designation: _____

Date: _____

PER GRADING & QUANTIFICATION FORM

Name:-_____ (Cadre _____ / BPS _____) Seniority No.

Date of Birth: 00-00-0000

Year	Post held	Min / Div / Deptt	Period of PER		PER's Assessment		Fitness for promotion	Score
			From	To	By RO	By CO		
Previous Scale (BPS-18)								
			Aggregate Score =					
Present Scale (BPS-19/20)								
			Aggregate Score =					

CALCULATION OF SCORE

A: PERs Quantified Score 60 : 40 @ 40 %	Basic Scale	Aggregate Score	Weightage Factor	Points Obtained
	Present Scale		0.24	
	Previous Scale		0.16	
	<i>Additions (if any)</i>			
	<i>Deletions (If any)</i>			
	Total :-			
B. Trainings: 60:40 @ 30 %	SMC		0.18	
	MMC		0.12	
Total: 70%	Total (A+B):			

PER GRADING & QUANTIFICATION FORM

Name:-_____ (Cadre_____/ BPS _____) Seniority No.

Date of Birth: 00-00-0000

Year	Post held	Min / Div / Deptt	Period of PER		PER's Assessment		Fitness for promotion	Score
			From	To	By RO	By CO		
Previous Scale (BPS-17/18)								
			Aggregate Score =					
Present Scale (BPS-19)								
			Aggregate Score =					

CALCULATION OF SCORE

A: PERs Quantified Score 60 : 40 @ 40 %	Basic Scale	Aggregate Score	Weightage Factor	Points Obtained
	Present Scale		0.24	
	Previous Scale		0.16	
	Additions (if any)			
	Deletions (If any)			
	Total :-			
B. Trainings: 60:40 @ 30 %	SMC		0.18	
	MMC		0.12	
Total: 70%	Total (A+B):			

PER GRADING & QUANTIFICATION FORM

Name:- _____ (Group _____ / BPS _____) Seniority No. _____

Date of Birth: 00-00-0000

Year	Post held	Min / Div / Deptt	Period of PER		PER's Assessment		Fitness for promotion	Score
			From	To	By RO	By CO		
Previous Scale (BPS-17)								
			Aggregate Score =					
Present Scale (BPS-18)								
			Aggregate Score =					

CALCULATION OF SCORE

A: PERs Quantified Score 60 : 40 @ 40 %	Basic Scale	Aggregate Score	Weightage Factor	Points Obtained
	Present Scale		0.24	
	Previous Scale		0.16	
	Additions (if any)			
	Deletions (If any)			
B. Trainings : 60:40 @ 30 %	Total :-			
	MMC		0.18	
	JMC		0.12	
Total: 70%	Total (A+B):			

PER GRADING & QUANTIFICATION FORM

Name:- _____ (Group _____ / BPS _____) Seniority No. _____

Date of Birth: 00-00-0000

Year	Post held	Min / Div / Deptt	Period of PER		PER's Assessment		Fitness for promotion	Score
			From	To	By RO	By CO		
Present Scale (BPS-17)								
			Aggregate Score =					

CALCULATION OF SCORE

A: PERs Quantified Score @ 40 %	Basic Scale	Aggregate Score	Weightage Factor	Points Obtained
	Present Scale		0.40	
	<i>Additions (if any)</i>			
	<i>Deletions (If any)</i>			
	Total :-			
B. : Trainings @ 30 %	JMC		0.30	
Total: 70%	Total (A+B):			

KEY PERFORMANCE INDICATORS (KPI's)

PROFORMAs

KEY PERFORMANCE INDICATORS

1. Operation Distribution

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Losses i. Progressive ii. AT & C			
2.	Billing i. Govt. ii. Private iii. Total			
3.	Recovery i. Govt. ii. Private iii. Total			
4.	Mobile Meter Reading (MMR) Accuracy %			
5.	SAIFI			
6.	SAIDI			
7.	Number of cases reported for Over / Wrong billing			
8.	Number of Fatal Accidents: i. Employees ii. General Public	Zero		
9.	Number of Non-Fatal Accidents of Employees	Zero		
10.	Number of Disciplinary action initiated on poor performance, safety violations, administrative etc.	N/A		
11.	Number of Disciplinary Cases decided	N/A		
12.	Number of Disciplinary Cases pending	N/A		
13.	Number of cases with Debt Adjustment (with amount)	N/A		
14.	Number of cases with Credit Adjustment (with amount)	N/A		
15.	Number of Complaints i. Technical ii. Commercial	<u>Received</u>		<u>Resolved</u>

KEY PERFORMANCE INDICATORS

2. Planning & Design

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Number of HT Proposals prepared and sanctioned			
2.	Number of LT Proposals prepared and sanctioned			
3.	Number of Schemes prepared and sanctioned under ELR			
4.	Number of Schemes prepared and sanctioned under DoP			
5.	Number of Industrial Connections i. Initiated ii. Approved			
6.	Number of Studies carried out for Energy Loss Reduction			
7.	Number of HT Feeders Mapped			
8.	Number of Proposals prepared for new Grid Stations			
9.	Number of Proposals prepared for energizing 132 & 66 KV Transmission Lines Network for Rehabilitation or construction of new lines.			
10.	The percentage of Technical Losses reduced through above performance indicators			

KEY PERFORMANCE INDICATORS

3. Material Management

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Percentage of Material Procured in line with Annual Procurement Plan			
2.	Percentage of availability of following material in the Store: (i) Transformers (ii) Meters (iii) Structure/Poles (iv) Conductor (v) T&P (vi) Personal Protective Equipment (vii) Other Distribution system Equipment (viii) Vehicles / Cranes / Utility Vehicles			
3.	Auction of dismantle redundant material.			
4.	Number of Audit Paras regarding procurement of Material and Disposal of Material.			
5.	Release and distribution of following material: (i) Transformers (ii) Meters (iii) Structure/Pole (iv) Conductor (v) T&P (vi) Personal Protective Equipment (vii) Other Distribution system Equipment (viii) Vehicles / Cranes / Utility Vehicles			

KEY PERFORMANCE INDICATORS

4. Construction

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Number of LT Proposals completed			
2.	Number of HT Proposals completed			
3.	Number of Schemes completed under ELR			
4.	Number of Schemes completed under DoP			
5.	Number of Schemes completed in deposit work			
6.	Number of Schemes completed under Village Electrification Program.			
7.	Number of Projects capitalized i.e completion of A-90.			

KEY PERFORMANCE INDICATORS

5. GSC

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Number of Grid Stations completed within given timeframe and financial allocation: (a) Deposit Work (b) Turnkey basis (c) Own Resources (d) Loan			
2.	Number of Transmission Lines re-conducted			
3.	Number of Transmission Lines new conducted			
4.	Number of Projects capitalized i.e completion of A-90.			

KEY PERFORMANCE INDICATORS

6. S&I

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	(a) Connection checked (b) Discrepancies observed (c) Total units detected (d) Complaint received from different forums (e) Question received from National Assembly/Senate (f) Reply sent to National Assembly/Senate (g) Inquiries received (h) Inquiries completed.			

KEY PERFORMANCE INDICATORS

7. M&S

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Inquiries received within defined time period			
2.	Inquiries finalized			
3.	Pending			
4.	Follow up of Disciplinary Cases as a result of Inquires conducted by M&S			

KEY PERFORMANCE INDICATORS

8. GSO

Sr. No.	Key Performance Indicators	Target	Current Year	Previous Year
1.	Tripping of 132/66 kV Line (more than 20 minutes)			
2.	Maintenance of Grid Station (No. of grids)			
3.	Maintenance of Transmission Line (No. of T/L)			
4.	Break down i) GS ii) TL			
5.	Rectification of Break down with time period i) GS ii) TL			
6.	No. of Accidents Fatal / Non-Fatal			

KEY PERFORMANCE INDICATORS

9. DISCO Project Management Unit (PMU)

Sr. No.	Key Performance Indicators	Start date M/Y	Completion target date M/Y	Completed as per the target Y/N	Physical progress of the ongoing works (%)
1.	No of new 132KV KV grid station completed and commissioned (with allied transmission line)				
2.	No of converted 66KV grid station into 132KV grid station and commissioned (with allied transmission line)				
3.	No of the augmented grid stations (Installations of New Power Transformers)				
4.	Extension work No of line bays completed				
5.	New transmission lines completed (KMs)				
6.	2 nd Circuit stringing of transmission lines				
7.	System Constraints targets				
8.	ADB tranche 2 targets				
9.	ADB Tranche 3 targets.				
10.	STG targets				
11	PSDP targets				
12	Any other targets and achievements (Please elaborate)				

PER Form for employees in Grade 16 and below

NOT TO BE FOLDED**Company Name**ANNUAL/SPECIAL/INTERIM/Bi-Annual Report for the period
ending _____ 20**PART-I**
PERSONAL DATA

1. Name _____
2. Father's/Husband Name _____
3. Designation _____
4. Present Pay and BPS _____
5. Academic and technical qualifications _____
6. Date of birth _____
7. Place of birth _____
8. Date of joining in service _____
9. Date of entry in present grade _____
10. Departmental Examination (s) passed (if any).

PART-II
PERSONAL QUALITIES AND PERFORMANCE

11. The rating should be recorded by initialing the appropriate box. The rating denoted by the alphabets is as follows:

A1—"Very Good", A-- "Good"; B—"Average"; C—"Below Average"; D—"Poor".

		OS	A1	A	B	C	D	Remarks
a.	Integrity (view about the officials reputation should also be indicated) in the remarks column.							
b.	Initiative and drive							
c.	Intelligence.							
d.	Ability to work under stress and strain.							
e.	Professional knowledge.							
f.	Capacity to organize work							
g.	Tact and Co-operation.							
h.	Amenability to discipline.							
j.	Ability to command and train his subordinates.							
k.	Ability to deal with public.							

PART-III

12. Comparing the official with other officials of the same grade, give general assessment of the official by initialing the appropriate box below:

	Very Good	Good	Average	Below Average	Poor
I.O					
S.R.O					

13. Potential for Development (initial appropriate box).

		I.O	S.R.O
a.	Fit for promotion in his own turn		
b.	Not yet fit for promotion		
c..	Unfit for further promotion		

REPORTING OFFICER'S REMARKS

14. I.O

Signature
Name
Appointment
Date

15. S.R.O

Signature
Name
Appointment
Date

INSTRUCTION

- Assessment will be in comparison with others of equal appointment, services and comparable qualifications.
- As an example, while evaluating an employee in the Distribution, his performance in the fields of trappings, line losses, revenue realization will be taken stock of Similarly, the quality of maintenance of Transmission Lines, HSE issues will be taken note of.
- KPIs of all concerned cadres are attached at annex-P3.

IMPORTANT

- Parts 1 and II of the PER should be duly filled and dispatched by the Reporting Officer not later than 15th of January. The ROs should forward the report to the Countersigning Officer within two weeks of receipt after giving their views in Parts III and IV. The Countersigning Officers should then finalize their comments in Part V within two weeks of receipt of PER. The Second Countersigning Officers, if any, should also complete their assessment within a period of two weeks.
- Name and designation of Reporting/Countersigning Officers should be clearly written. Comments should be legible and in the prescribed format and which can be easily scanned.
- Personnel Number is to be filled in by the officer under report, if allotted.

PERFORMANCE EVALUATION REPORT (PER)

(For Officers BPS-17 & Above)

CERTIFICATE**Submission of PER**

Certified that I _____
(Name of Officer)

Code No./BPS _____ have on _____ date
(If allotted)

submitted my Performance Evaluation Report for the period _____ to

(Name/Designation of Reporting Officer)

My countersigning officer is _____
(Name/Designation of Countersigning Officer)

Signature _____

Designation _____

Dept _____

Company _____

To:-

1. Concerned HRD

Company _____

Or

2. Concerned CM cell _____

Note: - This certificate is required to be dispatched by the officer being reported upon to the Officer Incharge entrusted with the maintenance of his/her C.R dossier on the same date the PER is forwarded to his/her Reporting Officer.

PERFORMANCE EVALUATION REPORT (PER)

PERFORMANCE EVALUATION REPORT

Company _____

Code _____ (If allotted)

Department/Office _____

For the period from _____ To _____

PART I

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)

1. **Name (in block letters)** _____
2. **Code number** _____
3. **Date of birth** _____
4. **Date of entry in service** _____
5. **Post held during the period (with BPS)** _____
6. **Academic qualifications** _____

7. **Training received during the evaluation period (Training courses attended earlier, if any, may please be listed separately on the back page of the report)**

Name of course attended	Duration with dates	Name of institution and country

8. **Period served**
(i) In present post _____ (ii) Under the reporting officer _____
9. **Professional affiliations**

10. **Any professional contribution other than office work**

PART II

(TO BE FILLED IN BY THE OFFICER REPORTED UPON)
(In own handwriting)

1. Job description

[illegible]

- 2. Brief account of achievements during the period supported by statistical data where possible. Targets given and actual performance against such targets should be highlighted. Reasons for shortfall, if any, may also be stated.**

[illegible]

PART III

(REPORTING OFFICER'S EVALUATION)

1. The Rating in Part III should be recorded by initialing the appropriate box.

The rating denoted by alphabets are as follow:

AI Outstanding A. A. Very Good B. Good C. Average D. Below Average

For uniform interpretation of qualities, two extreme shades are mentioned against each quality.

		AI	A	B	C	D	
1.	Intelligence Exceptionally bright: excellent comprehension						Dull :Slow
2.	Confidence and Will Power Exceptionally confident and resolute						Uncertain :Hesitant
3.	Acceptance of Responsibility Always prepared to take on responsibility						Reluctant to take on responsibility: Will avoid it whenever possible
4.	Reliability under Pressure Calm and exceptionally reliable at all times						Confused & easily flustered even under normal pressure
5.	Financial Responsibility Exercise due care and discipline						Irresponsible
6.	Relationship with Superiors Cooperative and trusted						Un-cooperative
	ii) Colleagues Works well in a team						Difficult colleague
	III) Subordinates Courteous and effective: Encouraging						Discourteous & Intolerant
7.	Behavior with Public/Customers Courteous and helpful						Arrogant, discourteous and indifferent
8.	Ability to decide routine matters Logical and decisive						Indecisive: Vacillating
9.	Knowledge of Relevant laws, rules, regulations, instructions and procedures Exceptionally well informed, keep abreast of latest developments						Ignorant & uninformed

PART IV

(REPORTING OFFICER'S EVALUATION)

1. Please comment on the officer's performance on the job as given in Part II (2) with special reference to his knowledge of work, ability to plan, organize and supervise, analytical skills, competence to take decisions and quality and quantity of output (clearly stating in ratings of Very Good, Good, Average, Below Average). How far was the officer able to achieve the targets? Comment on the officer's contribution, with the help of statistical data, if any, in the overall performance of the organization. Do you agree with what has been stated in Part II (2)?

2. Area and level of professional expertise with suggestions for future posting

3. Training and development needs (Training need assessment)

4. Integrity (Morality, Uprightness & Honesty)

5. Overall grading

Out Standing	Very Good	Good	Very Good	Below Average
--------------	-----------	------	-----------	---------------

6. Fitness for promotion Comment on the officer's potential for holding a higher position and additional responsibilities

Fit for Promotion	Recently promoted/appointed	Not yet fit for promotion	Unlikely to progress further
-------------------	-----------------------------	---------------------------	------------------------------

Name of the reporting officer _____ Signature _____
(Capital letters)

Designation _____ Date _____

PART V

(REMARKS OF THE COUNTERSIGNING OFFICER)

1. How often have you seen the work of the officer reported upon?

Frequently	Oftenly	Not so Oftenly	Rarely
------------	---------	----------------	--------

2. How well do you know the officer? If you disagree with the assessment of the reporting officer, please give reasons.

3. Evaluation of the quality of assessment made by the reporting officer

Exaggerated	Fair	Biased
-------------	------	--------

4. Overall grading

Out Standing	Very Good	Good	Average	Below Average
--------------	-----------	------	---------	---------------

5. Evaluation on fitness for promotion(comment on the officer's potential for holding a higher position and additional responsibilities)

Fit for Promotion	Recently promoted/appointed	Not yet fit for promotion	Unlikely to progress further
-------------------	-----------------------------	---------------------------	------------------------------

Name of the countersigning officer
(Capital letters) _____

Signature _____

Designation _____

Date _____

PART VI

REMARKS OF THE SECOND COUNTERSIGNING OFFICER
(IF NECESSARY)

Name _____

Signature _____

Designation _____

Date _____

GUIDELINES FOR FILLING UP THE PER

- After initiating their PERs, the officers under report should immediately fill up the detachable 'certificate' giving names of the RO/CO and send the same to the Officer Incharge of their respective confidential records. The exercise will ensure proper follow-up pending performance evaluation reports by the concerned.
- Forms should be filled in duplicate. Parts I and II are to be filled by the Officer under report in own hand writing. Parts III and IV will be filled by the Reporting Officer while the Countersigning/Second Countersigning Officers will fill Parts V and VI respectively. The ratings in Part III should be recorded by initialing the appropriate box.
- Each Company is required to prepare specific job descriptions giving main duties of each job to be mentioned in Part II (I). The job descriptions may be finalized with the approval of the Head of the Organization or any person authorized by him.
- The Officer under report should fill Part II (2) of the form as objectively as possible and short term and long term targets should be determined/assigned with utmost care. The targets for each job may be formulated at the beginning of the year wherever possible in other cases, the work performed during the year needs to be specifically mentioned.
- Assessment by the Reporting Officer should be job-specific and confined to the work done by the Officer during the period under report. They should avoid giving a biased or evasive assessment of the officer under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by them.
- The Reporting Officers should support their assessment in Part IV through comments against each characteristic. Their opinions should represent the result of careful consideration and objective assessment so that, if called upon, they could justify the remark/comments. They may maintain a record of the work done by the subordinates in this regard.
- The Countersigning Officers should weigh the remarks of the RO against their personal knowledge of the officer under report and then give their assessment in Part V. In case of disagreement, the Countersigning Officers should give specific reasons in Part V. Similarly, if the Countersigning Officers differ with the grading or remarks given by the Reporting Officer in Part III they should score it out and give their own grading by initialing the appropriate box.
- The countersigning Officers should make an unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased. This would evoke a greater sense of responsibility from the Reporting Officers.
- The Reporting and Countersigning Officers should be clear, direct, objective and unambiguous in their remarks. Vague impressions based on inadequate knowledge or isolated incidents should be avoided.
- PER should be discussed with concerned employee to improve his/her weakness and polish strength.
- Reports should be consistent with the pen picture and overall grading.
- PEPCO's office letter No.A-374/9568-90 dated 26-02-2010 may please be seen for additional information /clarification.
- KPIs of all concerned cadres are attached at annex-P1.

IMPORTANT

- Parts 1 and II of the PER should be duly filled and dispatched by the Reporting Officer not later than 15th of January. The ROs should forward the report to the Countersigning Officer within two weeks of receipt after giving their views in Parts III and IV. The Countersigning Officers should then finalize their comments in Part V within two weeks of receipt of PER. The Second Countersigning Officers, if any, should also complete their assessment within a period of two weeks.
- Name and designation of Reporting/Countersigning Officers should be clearly written. Comments should be legible and in the prescribed format and which can be easily scanned.
- Personnel Number is to be filled in by the officer under report, if allotted.