

No. 5(1)/2000-GM  
Government of India  
Ministry of Heavy Industries and Public Enterprises  
Department of Public Enterprises

Public Enterprises Bhavan,  
Block 14, CGO Complex,  
Lodhi Road, New Delhi - 110003.  
Dated the 6<sup>th</sup> July, 2010

**OFFICE MEMORANDUM**

**Subject: Appraisal of top management incumbents of Central Public Sector Enterprises (CPSEs).**

This is in furtherance to the guidelines issued by this Department vide D.O. letter of even number dated 5<sup>th</sup> April, 2010 regarding Annual Performance Appraisal of top management incumbents of Central Public Sector Enterprises (CPSEs). Corrigendum in the Performance Appraisal Report (PAR) format indicated below may be noted for compliance:-

**Page 21, Serial No.7 - PAR format titled "Assessment of Personal Attributes and Functional Competencies"**

2. The following footnotes should be added below the table at Serial No.7:
  - a. **Personal Attributes and Functional Competencies** should be judged in the backdrop of Leadership ability to lead by example, particularly in challenging circumstances.
  - b. Item nos. (iv) and (v) on the team work should be evaluated based on the ability of the incumbent to perform as a member of a team and enhance team performance.
3. A sample copy of the revised page is enclosed.
4. The above position may be suitably reflected in the Annual Performance Appraisal of top management incumbents of CPSEs for the year 2010-11 onwards.

Encl: as stated.

  
(A.K. Gautam)  
Director  
Tel: 24363066

To

All administrative Ministries/Departments (as per list enclosed)

Copy to CMDs of all CPSEs (as per list enclosed)

**7. Assessment of Personal Attributes and Functional Competencies** (Grades should be assigned on a scale of 1-5, in maximum of 2 decimal numbers, with 1.00 referring to the best grade and 5.00 to the lowest grade. Weightage to this Section will be 25%)

S. No.	Particulars of Personal Attributes and Functional Competencies <sup>(a)</sup>	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 <sup>(b)</sup>	Ability to develop and motivate team members			
v <sup>(b)</sup>	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/40)</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 40 and rounding off to 2 decimals.

- a. Personal Attributes and Functional Competencies should be judged in the backdrop of Leadership ability to lead by example, particularly in challenging circumstances.
- b. Item nos. iv and v on the team work should be evaluated based on the ability of the incumbent to perform as a member of a team and enhance team performance.

**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	