

F. No. 18(1)/2013-GM  
Government of India  
Ministry of Heavy Industries and Public Enterprises  
Department of Public Enterprises

Block No.14, CGO Complex,  
Lodi Road, New Delhi-110003  
Dated the 1<sup>st</sup> June, 2018

**OFFICE MEMORANDUM**

Subject: Writing of Annual Performance Appraisal Reports (APARs) of top management incumbents of CPSEs from the year 2017-18 onwards

The undersigned is directed to state that in order to correlate the earlier and the new system of award of MoU scores with the system of awarding APAR rating/grade and to ensure that the overall grades are properly calculated in APARs, it has been decided to change the system of award of grade for APAR attributes and benchmarking of grade as contained in para 6 and 7 of Section III and para 10 of instructions of extant guidelines dated 5.4.2010.

2. The revised para 6 and 7 of Section III (Assessment of the achievements made against the targets) and Assessment of Personal Attributes and Functional Competencies) along with revised table for benchmarking of the Grade is enclosed.

3. All administrative Ministries/Departments are requested to take note of the above decision and bring it to the notice of CPSEs under their respective administrative control for information and compliance for completing the APARs of top management incumbents of CPSEs from the year 2017-18 onwards.

Encl : As stated



(B.N. Mishra)  
Director

Tel : 2436-0624

To Secretaries of all administrative Ministries/Departments



Copy to :-

- (i) Secretary, Department of Personnel & Training, North Block, New Delhi.
- (ii) Secretary, Public Enterprises Selection Board, Lodi Road, New Delhi.
- (iii) Chief Executives of CPSEs

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)	$c = (a \times b)/100$	(d)	$e = (a \times d)/100$	
<b>I - MOU targets</b>	* <sup>1</sup>	* <sup>2</sup>				
	(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>	* <sup>3</sup>	-		-		
<b>III – Grand Total of I &amp; II</b>	<b>75</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 and rounding off to 2 decimals.*

- <sup>1</sup>. The weightage for MoU targets will be 75 for Chief Executives, 40 for Functional Directors and 25 for Executive Directors/General Managers.
- <sup>2</sup>. The final MoU score based on audited accounts conveyed by DPE should be filled in this space.
- <sup>3</sup>. The weightage for other key assigned targets will be nil for Chief Executives, 35 for Functional Directors and 50 for Executive Directors/General Managers.

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 <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 Organizing			
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.*

## REVISED TABLE FOR BENCHMARKING GRADE

### 10. Benchmarking of the Grade:

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

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