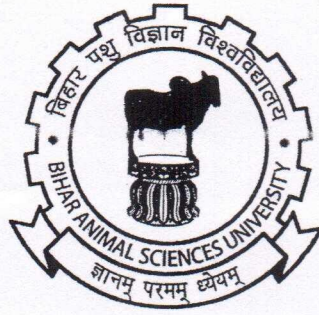
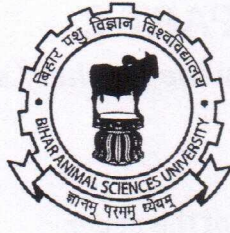


*Annual Performance*  
**APPRAISAL REPORT (APAR)  
FOR TEACHERS/SCIENTISTS**



**BIHAR ANIMAL SCIENCES UNIVERSITY**  
**PATNA**



**BIHAR ANIMAL SCIENCES UNIVERSITY, PATNA**  
**ANNUAL PERFORMANCE APPRAISAL REPORT**  
(TEACHERS/SCIENTISTS)

ASSESSMENT PERIOD: From \_\_\_\_\_ to \_\_\_\_\_

**PART-1**

**GENERAL INFORMATION**  
*(To be filled by the Office only)*

<b>Name</b>	
<b>Employee No.</b>	
<b>Designation and Pay Scale</b>	
<b>Faculty and Discipline</b>	
<b>Present place of posting with full official address</b>	
<b>Details of leave except casual leave</b>	<i>Earned Leave -</i> <i>Medical Leave -</i> <i>Study leave -</i> <i>EOL -</i> <i>Other leaves, if any -</i>

## PART-2

### Self-Assessment (To be filled by the teacher/ scientist himself/ herself)

**Important Note :**

1. Information is to be filled on both sides of the paper.
2. Attach separate sheet(s), wherever necessary.
- 2.1 Activities and Achievements:

Activities approved and accomplished (Please choose whichever is applicable to you):

Sl.	Activities Planned and Targets *	Time Spent** (%)	Achieved *** (%)	Reasons for Shortfalls / Constraints, if any
1.	Teaching: ▪			
2.	Research Activities: ▪			
3.	Transfer of technology: ▪			
4.	Training: ▪			
5.	Management & Maintenance of Genetic Resources & Research database: ▪			
6.	Organizational/ Institutional Support: ▪			
7.	Organizing conferences/ workshops/ seminars/ meetings: ▪			
8.	Other activities: • • Any other (please specify)			

\* Give short title or phrase. As proposed by the teacher/ scientist and approved by the Reporting Officer (attach as in **Annexure**). Indicate project title and whether PI/Co-PI.

\*\* Total should add up to 100%

\*\*\* Extent and also indicate whether achieved within the time-frame set for the purpose

Signature of the Teacher/Scientist

2.2 **Details of Outputs:** (For the activities shown above). Please choose whichever is applicable and attach a summary report (about 400 words) on the most significant accomplishments during the year reported upon (as Annexure).

2.2.1 **TEACHING**

A. **Teaching assignments**

Under-graduate course							
Degree Programme	Semester/ Professional year	Course No. & Title	Credit Hours	Individual or shared	Primary or associated teacher	Number of individual classes taken	
						Theory	Practical
Total							
Post-graduate course							
Total							

B. **Details of Post-graduate students' supervision during the period under report**

i. **Student (s) under guidance (as Major Advisor)**

Programme	Name & roll No. of Student	Date of student's allotment	Progress of student (synopsis/ thesis title etc.)
Master's degree			
Ph.D.			

Signature of the Teacher/Scientist

ii. Student (s) under guidance (as Member, Students Advisory Committee)

Programme	Name & Roll No. of Student	Date of student's allotment	Progress status of student (synopsis/ thesis title etc.)
Master's degree			
Ph.D.			

iii. Thesis completed by the students under your supervision during the reporting period

Sr. No.	Name & Roll No. of student	Degree Programme	Date of Allotment	Date of Completion	Title of the thesis	As Major guide/ Member SAC

C. Teaching aids developed/ utilized

Item	Details
1. Practical manuals developed	
2. Use of ICT/ online resources in teaching	
3. Any other activities/ achievements	

D. Students' academic activities/ programs organized as Coordinator or Co-coordinators

Programme	Detail	Duration	Coordinator/ Co-coordinator/ Member
For UG students			
For Masters' /Ph.D. students			

Signature of the Teacher/Scientist

**E. Details of other teaching-related activities carried out for other Higher education Institutes (HEIs)**

Assignment	Degree Program	University/ Institute/ Organization
Paper setting		
Evaluation of answer books		
Evaluation of dissertations/ Thesis etc.		
Viva-voce examination conducted		

**2.2.2 RESEARCH**

**A. Research / Extension projects currently in hand**

Sl. No.	Title of the Project with Duration	PI/ Co-PI	Funding agency with Budget (Lakhs)	Significant achievements during the reporting period (2-3 Bullets only)
1				
2				
3				

**B. Research Output**

Sl.	Item (s)	Details
1.	Intellectual property generation (i) Patents (ii) Copyrights (iii) Designs (iv) Gene Accession No. (v) Any other (please specify)	
2.	Technology development (i) Varieties/breeds/ species released (ii) Management practices developed (iii) Process/concept/ product/ methodology developed (iv) Implements/ tools developed (v) Any other (please specify)	

Signature of the Teacher/Scientist

**C. Research publications in the referred journals (Attach first page of the publication as proof)**

S I . No.	Authors (Underline your name)	Year of Publication	Title of publication	Name of Journal with volume and page no.	Current NAAS ID & rating

**D. Books/ Book Chapters (Attach first page of the publication as proof)**

<b>(i) Books written/ edited</b>						
Sl. No.	Title	Authors/ Editors	ISBN No.	Publisher	No. of pages	

<b>(ii) Books chapters written</b>						
Sl. No.	Title	Authors details	ISBN No.	Publisher	No. of pages	

**E. Annual reports/ Leaflets/ folders/ brochures/ bulletin etc. (Attach first page of the publication as proof)**

Sl. No.	Category	Title	Role	Publication Details

**F. Any other publication/ Research/ Abstracts etc. (Attach first page of the publication as proof)**

Sl. No.	Title	Publication Details

**G. Contribution as Reviewer of Journals etc.**

Sl. No.	Title of paper reviewed and Name of Journal	NAAS rating
1		
2		
3		

**H. Salient research findings made during the year (approximately 150 words):**

**2.2.3 EXTENSION**

**A. CAPACITY BUILDING PROGRAMS: Seminars/ Conference/ Workshops/ Summer or Winter School/ Short Course organized as Director or Co-Director/ Organising secretary or Co-organizing secretary/ Resource person**

Sl.	Particular	Duration (no of days with duration)	Role
1.			
2.			
3.			

**B. Radio Talk Delivered: Total No. \_\_\_\_\_**

Sl. No.	Topic	Date	Radio Station

Signature of the Teacher/Scientist

C. TV Talk Delivered: Total No. \_\_\_\_\_

Sl. No.	Topic	Date	TV Channel

D. Participation/ demonstration in Kisan Melas: Total No. \_\_\_\_\_

Sl. No.	Date	Organizing agency

E. Organization of Clinical /Animal Welfare/ Technology awareness camps:  
Total No. \_\_\_

Sl. No.	Date & Place	Role (Participate/ Judge/Other)	Organizing agency

F. Participation in Clinical /Animal welfare /Technology awareness camps:  
Total No. \_\_\_

Sl. No.	Date & Place	Role (Participate/ Judge/Other)	Organizing agency

**G. Other extension education activities (adaptive trials, demonstrations at farmers' fields, consultancy assignment, national demonstration, etc.):**

<b>(i)</b>	<b>Adaptive research</b>	
<b>(ii)</b>	<b>Field demonstrations</b>	
<b>(iii)</b>	<b>Consultancy services</b>	
<b>(vi)</b>	<ul style="list-style-type: none"> <li>• Clinical Services</li> <li>• Diagnostic Services</li> <li>• Feed/Fodder grown</li> <li>• Herd Health Management Services</li> <li>• Dairy/ Fish Meat products developed</li> <li>• Poultry or fish seed produced, sample testing, etc.</li> <li>• Other seed produced, etc.</li> </ul>	

**2.3 Peer Recognition**

<b>Sl. No.</b>	<b>Activity</b>	<b>Remarks</b>
1.	Awards/ fellowships received <i>(National; International; Institutional/ Professional Societies; Best paper/ poster/ honours received; Any other - please specify)</i>	
2.	Professional Societies <i>(Membership; Editorship for journals; Any other - please specify)</i>	
3.	Review of papers/reports/proposals, as referee	
4.	Any other (please specify)	

**2.4 Consultancy Work and revenue generated**

<b>S.N.</b>	<b>Activity</b>	<b>Remarks</b>
1.	Consultancy services provided	
2.	Contract research	
3.	Special national/ international projects	
4.	Commercialization of technology	
5.	Summer or Winter Schools	
6.	Training programmes offered	

Signature of the Teacher/Scientist

S.N.	Activity	Remarks
7.	Supply of seeds, biological, vaccines, etc.	
8.	Analysis of soils, water, plant or animal products	
9.	Supply of prototypes of implements	
10.	Any other (please specify)	

\* In terms of rupees

**2.5 Professional growth and development:** (Please give details of the programmes attended within India and on deputation abroad.)

S.N.	Programme Attended	Details	Institute and Place	Period
1.	Additional qualification acquired			
2.	Training / Refresher Courses/ Summer/Winter Schools			
3.	Seminars/ Workshops/ Symposia			
4.	Conferences/ Meetings			
5.	Any other (Please specify)			

**2.6 University/ Institutional support**

Sl.	Item	Details
1.	Administration/ Management/ Coordination (Chairman/ Member of University level Committees; Academic Council/ Board of Management)	
2.	Administration/ Management/ Coordination (Chairman/ Member of Department/ College/ Committees)	
3.	In charge/ Member: University level Cell (PME etc.)	
4.	Editorship - Annual report/ Institute publications	
5.	Co-Curricular Activities Sports/ Games / Cultural Activities / NCC/ NSS	
6.	Student Welfare Office / Hostels	
7.	I/c Central facilities - Lab, library, etc.	
8.	Development of infrastructure, farm, lab, etc.	

Signature of the Teacher/Scientist

Sl.	Item	Details
9.	Seed production and distribution	
10.	Management of farm, animal sheds, fishing vessels	
11.	Development of remote, tribal/ underprivileged areas/ communities	
12.	Participation in Village Adoption Programmes by the Institute	
13.	Mobilization of resource through inter-institutional projects, including PPP mode	
14.	Any other (please specify)	

2.7 Any other items not covered above (Note: Attach separate sheet for details, if required):

Place:

Signature of the Teacher/ Scientist

Date:

### Annexure II: Setting Targets

This is one of the basic requirements that is vital for proper assessment of the performance of teachers/ scientists in BASU, Patna. Quality of assessment can be greatly enhanced by paying due attention to this critical activity. This has to be necessarily a joint exercise by the teachers/ scientists reported upon and the Reporting Officer concerned. While the teacher/ scientist proposes targets for the coming year, in terms of distinct activities, the Reporting Officer accords concurrence. On this premise, the following form has to be completed within first 15 days of the reporting period to set realistic and acceptable targets. Also, as a mid-year exercise, the targets agreed upon at the beginning of the year have to be reviewed again during September/ October and minor changes are to be made wherever necessary.

Please indicate the major activities planned along with expected key outputs.

S. No.	Major Activities Planned	On-going or New	Time Requirement (%)*	Expected Key Outputs**
1.	Teaching:			
2.	Research Activities:			
3.	Transfer of technology:			
4.	Training:			

S. No.	Major Activities Planned	On-going or New	Time Requirement (%)*	Expected Key Outputs**
5.	Management & Maintenance of Genetic Resources & Research database:			
6.	Organizational/ Institutional Support:			
7.	Organizing conferences/ workshops/ seminars/ meetings:			
8.	Other activities: • Any other (please specify)			

\* Total should add up to 100; \*\* Please quantify wherever possible.

Accepted by the Reporting Officer

Proposed by the Teacher/ Scientist

Signature with date.....

Signature with date.....

Name.....

Name.....

Designation.....

Designation.....

## PART – III:

### I. Assessment by Reporting Officer

(Professor/ Head of the Department/ Unit will be the Reporting Officer for Assistant Professor & Associate Professor. Dean will be reporting officer for Professor/ Head of the Department/ Unit)

#### 3.1 Length of service of the Scientist being reported under your supervision

3.2 Comments on Part-2: Please make an objective comment on Part 2 as well as on the summary report made by the teacher/ scientist. While commenting, please take due note of the shortfalls / constraints mentioned by the teacher/ scientist as well as the extent to which the resources and facilities committed at the time of setting targets were provided **(Maximum of 100 words):-**

#### 3.3 Assessment of Significant Achievements

Please score individually the group of indicators under each of the following parameters on a scale of 1-10, ten being the highest grade and 1 the lowest. Grading on each of the parameter of assessment is the mean score of all the indicators included under it (Please follow the guidelines given in Annexure for grading).

Indicators	Marks (1-10 scale)	Weightage assigned	Total obtained (W x M)
B.1 Work Output - Professional	M <sup>1</sup>	W <sup>1</sup>	
B.2 Work Output - Institutional	M <sup>2</sup>	W <sup>2</sup>	
B.3 Personal Attributes	M <sup>3</sup>	W <sup>3</sup>	
B.4 Functional Competence	M <sup>4</sup>	W <sup>4</sup>	

Signature of the Teacher/Scientist

Final Grading:  $\frac{(M^1 \times W^1) + (M^2 \times W^2) + (M^3 \times W^3) + (M^4 \times W^4)}{100}$

S. No.	Grade	Category
1.	8.5 – 10.0	Outstanding
2.	7.0 – 8.4	Very Good
3.	5.5 – 6.9	Good
4.	4.0 – 5.4	Average
5.	< 4.0	Below Average

**Note: Against work output/ personal attributes/ functional competence, priority work out put and overall grade:**

- (i) Any grading of 1 or 2, and 'Below Average' to be adequately justified by way of specific failures.
- (ii) Any grading of 9 or 10, and 'Outstanding' to be justified with respect to specific accomplishments.
- (iii) Rating should be done against a large population of peer group of Scientists that may be currently working under the Reporting Officer.

**3.4 General Assessment:**

- (I) Please comment on the integrity of the Scientist by circling one of the following options:
  - Beyond doubt
  - Nothing adverse heard against
  - Doubtful

**Note: Instructions of Government to be followed in case of adverse remarks**

- (ii) Please comment on the attitude of the Scientist towards Scheduled Caste / Scheduled Tribe / Weaker Sections of the Society; his / her understanding and willingness to deal with them.

- (iii) Please comment on the major strengths of the Scientist.

(iv) Suggested area of training/ skill up-gradation

**3.5 Overall Grading:**

Outstanding/ Very Good/ Good/ Average/ Below Average  
*(Based on the overall grade obtained at 3.3)*

**Signature of the Reporting Officer .....**

**Name (in Block Letters) .....**

**Place:**

**Date:**

Signature of the Teacher/Scientist

## Part-IV

### 3.6 Remarks and Overall Grading of the Reviewing Officer

Dean/ DR/ DEE (depending on major function of teacher) will be the Reviewing Authority for Assistant Professor & Associate Professor. Dean of the college will be Reporting Officer for Professors & Head of Department. Vice-Chancellor will be reviewing and accepting authority of Deans, Directors, Registrar, Comptroller, Professors & Heads of Departments.

#### 3.6.1 Length of service under the reviewing authority:

#### 3.6.2 Do you agree with the comments made by the Reporting Officer in 3.2-3.5?

Is there anything you wish to modify? Please give reasons.

Section	Yes	No	Remarks
3.2			
3.3			
3.4			
3.5			

#### 3.6.3 Overall grading:

Justification if different from Reporting Officer:

Signature of Reviewing authority.....

Name (in Block Letters): .....

Designation: .....

Place: .....

Date: .....

## Part-V

### Remarks of the Accepting Authority (*The Hon'ble Vice-chancellor*)

Signature .....

Name .....

Seal of Office

Place: .....

Date: .....

# Guidelines

## Introduction

The Annual Performance Appraisal Report is an important document. It provides the basic and vital inputs for the further development of faculty/ staff member. The appraisee, the Reporting Authority and the Reviewing Authority should, therefore, undertake the duty of filling up the form with a high sense of responsibility. Performance appraisal should be used as a tool for human resource development. Reporting Officers should realize that the objective is to develop an officer so that he/she realizes his/her true potential. It is not meant to be a fault-finding process but a development tool. The Reporting Officer and the Reviewing Officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon. The Annual Performance Appraisal Report (APAR) must be written by appraisee in his/her own handwriting. In case of shortage of space, typed & signed annexures can also be added.

## Annexure: Filling of Annual Performance Assessment Report (APAR) Form

1. The Annual Performance Assessment Report (APAR) form for the Teaching faculty/ Scientific Personnel is to be filled by the concerned Administrative Office, the Teacher/ Scientist reported upon, the Reporting Officer and the Reviewing Officer.
2. **Part-1** of the APAR is to be filled by the Administrative Office of the College/ University Headquarters where the Teacher/ Scientist has been working in the period reported upon. Since this part involves details of the service of the teacher/ scientist, his/her academic qualification and the nature of leave availed by him/her, he/she is required to submit all such information to the concerned Administrative Office from time to time.
3. **Part-2** of the APAR proforma endeavours at the self-assessment of the Teacher/ Scientist reported upon. The targets set and the achievements made, along with time spent, against each activity should be given. Also, the constraints faced in accomplishing these targets, if any, should be highlighted.
4. The Teacher/ Scientist being reported upon is required to submit a summary report in about 400 words on the most significant accomplishments during the year reported upon.
5. In **Part-3.3** of the APAR proforma, the Reporting Officer is required to write the grade (score) on 1 – 10 scale against each of the listed indicators under the three parameters in order to more objectively assess the achievements of the Teacher/ Scientist reported upon using weighted average method. The final cumulative weighted average can thus be arrived and reported.
6. Additionally, the Reporting Officer has to offer his/ her comments on general assessment for the Teacher/ Scientist reported upon.
7. In **Part-3.6.2** of the APAR proforma, the Reviewing Officer shall express his/her agreement or suggest modifications on the assessment made by the Reporting Officer at 3.2-3.5 and then indicate his/her final grading. A numerical grade is also required in respect of the "quality" of the output and personal attributes and functional competencies.

## Annexure I: Grading of Scientists by Reporting and Reviewing Officers

### A. Weight Factors for Various Categories of Scientists

Weightage for the parameters with reference to the different categories of teachers/scientists is placed in the following table:

Indicators	Weightage (W <sup>1</sup> to W <sup>6</sup> )		
	Assistant Professor/ Scientist	Associate Professor/ Sr. Scientist	Professor/ Principal Scientist
<b>1. Work Output – Professional</b> i. Accomplishment of planned work (Research/ Teaching Activities) ii. Outputs iii. Quality of output iv. Professional knowledge and skills and analytical ability v. Peer recognition/ Accomplishment of exceptional work/ unforeseen tasks performed	60	60	50
<b>2. B.2 Work Output – Institutional</b> i. Accomplishment of planned work/ work allotted as per the subjects allotted ii. Redressal of employee's grievances iii. Responsiveness to important communication from Hqrs. iv. Implementation of flagship programs	10	10	15
<b>3. B.3 Personal Attributes</b> i. Attitude to work ii. Innovativeness and initiative iii. Sense of responsibility iv. Maintenance of discipline v. Communication skills vi. Leadership qualities vii. Inter-personal relations	20	20	20

Indicators	Weightage (W <sup>1</sup> to W <sup>6</sup> )		
	Assistant Professor/ Scientist	Associate Professor/ Sr. Scientist	Professor/ Principal Scientist
<b>4. B.4. Functional Competence</b>	10	10	15
i. Knowledge of rules/ regulations/ procedures in the area of function and ability to apply them correctly			
ii. Managerial skills			
iii. Strategic planning ability			
iv. Decision making ability			
v. Coordination ability			
vi. Ability to motivate and develop the scientists and other staff working with them			
vii. Resource generation			
viii. Budget utilization			

**B. Grading:** Following guidelines may be observed to award grade (score) against each of the indicators included under the **three major parameters** considered for assessment.

**B.1 Work Output - Professional**

i) Accomplishment of planned work / work allotted as per objects allotted (*level of meeting expected output*).

Far below expectation		→		Meets expectation		→		Consistently exceeds expectation	
1	2	3	4	5	6	7	8	9	10

ii) Outputs (*quantum of various work outputs from research, education and extension activities like technologies, publications, academic programmes, training, transfer of technology, products developed, etc.*).

Very low		→		Moderate		→		Very high	
1	2	3	4	5	6	7	8	9	10

iii) Professional knowledge and skills and analytical ability (*depth and uniqueness of knowledge and skills; ability to identify cause of the problem by reducing it to significant components in logical and systematic manner, and use realistic approaches to solve it after systematic synthesis*).

Poor quality		→		Assignments carried out well and in time		→		Exceeds all measures for expected quality	
1	2	3	4	5	6	7	8	9	10

- iv) Professional knowledge and skills and analytical ability (*depth and uniqueness of knowledge and skills; ability to identify cause of the problem by reducing it to significant components in a logical and systematic manner, and use realistic approaches to solve it after systematic synthesis*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- v) Accomplishment of exceptional work/ unforeseen tasks performed (*peer recognition of results of exceptional quality from tasks not included in the targets set at the beginning; special awards and rewards received*).

No recognition		—————→		Moderate recognition		—————→		Very high recognition	
1	2	3	4	5	6	7	8	9	10

## B.2 Work Output – Institutional

- 1) **Accomplishment of planned work/ work allotted as per the subjects allotted** (*level of meeting expected output*).

- i) Timely assessment of Technical, Administrative Staff and Scientists. (No. of staff for whose probation cleared or assessment done, on time and with delay)

Very poor		—————→		Moderate		—————→		Very good	
1	2	3	4	5	6	7	8	9	10

- ii) Redressal of employee's grievances. (Record of redressal of employees' grievances, conducting meeting of IJSC, I Grievance Committee, Women Committee etc. timely taking follow up action, hearing of cases related to service matter etc.

Very poor		—————→		Moderate		—————→		Very good	
1	2	3	4	5	6	7	8	9	10

- iii) Responsiveness to important communication from ICAR Hqrs. (Responsive towards communication received from ICAR Hqrs. Submission of timely reports to concerned authorities / officers of ICAR Hqrs.

Very poor		—————→		Moderate		—————→		Very good	
1	2	3	4	5	6	7	8	9	10

- iv) Implementation of flagship programmes of Ministries / Departments. (Implementation of flagship schemes of GOI/ ICAR related agriculture, farmers, research and education.

Very poor		—————→		Moderate		—————→		Very good	
1	2	3	4	5	6	7	8	9	10

**B.3. Personal Attributes**

i) Attitude to work (*interest shown towards job; industrious and hard working, passion for excellence; readiness to accept change*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

ii) Innovativeness and initiative (*ingenuity and creativity to evolve new ideas and concepts, and handle unusual situations; ability to recognize what needs to be done and organize things on the own to get started*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

iii) Sense of responsibility (*commitment to institutional goals; exhibiting accountability for the assignments taken up*).

Very low commitment and accountability		—————→		Moderate commitment and accountability		—————→		Very high commitment and accountability	
1	2	3	4	5	6	7	8	9	10

iv) Maintenance of discipline (*acceptance and delivery of assignments with a high sense of responsibility; punctuality; following institutional norms and procedures*).

Highly undisciplined		—————→		Disciplined		—————→		Very highly disciplined	
1	2	3	4	5	6	7	8	9	10

v) Communication skills (*ability to listen; effectively organize, present and sell ideas and information orally and by writing to others*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- vi) Leadership qualities (*ability to develop vision, foresight and judgment; properly judge and delegate assignments to others; create and maintain suitable work climate to get the best out of people; maintain poise under pressure*).

Very low		—————→		Moderate		—————→		Exceptional	
1	2	3	4	5	6	7	8	9	10

- vii) Inter-personal relations (*tact, courtesy and sincerity in personal contacts; friendliness and helpfulness to secure cooperation from others without positional authority*).

Very low		—————→		Moderate		—————→		Very good	
1	2	3	4	5	6	7	8	9	10

#### B.4. Functional Competence

- i) Knowledge of rules/ regulations/ procedures in the area of function and ability to apply them correctly (*aptitude and potential for general administration*).

Very low		—————→		Moderate		—————→		Very good	
1	2	3	4	5	6	7	8	9	10

- ii) Managerial skills (*ability to plan, schedule and organize work by making effective use of available resources; set realistic goals and workable course of action; effectively monitor the progress and evaluate the results*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- iii) Strategic planning ability (*evolving appropriate strategies, plans and schedules and making adjustments as per the emerging needs while still maintaining the overall effectiveness*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- iv) Decision making ability (*developing alternative courses of action based on collection and analysis of factual information, and willingly taking decisions in a timely and effective manner*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- v) Coordination ability (*coordinating various purpose-oriented activities undertaken by ensuring active participation and cooperation of people associated with them*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- vi) Ability to motivate and develop the scientists and other staff working with them (*encouraging the scientists and other staff by according due recognition to their efforts and suitably rewarding them; developing and executing necessary HRD plans for their professional and personal growth and development*).

Very low		—————→		Moderate		—————→		Very high	
1	2	3	4	5	6	7	8	9	10

- vii) Resource generation (*ability to mobilize additional funds through outside projects, consultancy services and commercialization of technologies*).

None		—————→		Something		—————→		Appreciable	
1	2	3	4	5	6	7	8	9	10

- viii) Budget utilization (*extent of utilization of budgetary allocation to various activities approved by the competent authority*).

Less utilized		—————→		Partly utilized		—————→		Fully utilized	
1	2	3	4	5	6	7	8	9	10

**Time-schedule for preparation/ completion of annual performance appraisal report  
(Reporting Year – Financial Year)**

Nature of Action	Date* by which to be completed
1. Distribution of blank APAR Forms to all concerned	31 <sup>st</sup> March
2. Submission of self-appraisal to Reporting officer	15 <sup>th</sup> April
3. Submission of report by Reporting officer to Reviewing officer	30 <sup>th</sup> June
4. Completion of report by Reviewing Officer and sending to APAR Cell	31 <sup>st</sup> July
5. Disclosure of the evaluation including the numerical grade awarded by the Reporting and Reviewing Officers to the official reported upon	1 <sup>st</sup> September
6. Receipt of representation, if any, on the completed APAR from the official reported upon by the APAR Section/ Cell.	15 <sup>th</sup> September
7. Forwarding of representation received from the official reported upon by the APAR Section/ Cell to the Competent Authority.	21 <sup>st</sup> September
8. Disposal of representation by the Competent Authority, with concurrence or rejection.	Within one month from the date of receipt of representation
9. Communication of the decision of the Competent Authority on the representation received to the APAR Section/ Cell.	15 <sup>th</sup> November
10. End of entire process, after which the APAR will be finally taken on record.	30 <sup>th</sup> November

***\*Subject to revision as per the order of Competent Authority. Revision will be notified.***