

THE PERFORMANCE APPRAISAL SYSTEM OF THE CIVIL SERVANTS OF BANGLADESH

THE FIRST BATCH MATT-LDP REPORT

MADE BY:

MD. TOFAZZEL HOSSAIN
NAZRUL ISLAM
M.U.A. QUADER
REZINA AKTER KHANOM



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ACRONYMS

1.	ACR	:	Annual Confidential Report
2.	AMO	:	Authorised Medical Officer
3.	BCS	:	Bangladesh Civil Service
4.	BPATC	:	Bangladesh Public Administration Training Centre
5.	BU	:	Birmingham University (UK)
6.	CRCP	:	Confidential Record and Career Planning
7.	CSC	:	Civil Service College (UK)
8.	CSO	:	Countersigning Officer
9.	DFID	:	Department of International Development (UK)
10.	DSL	:	Debt Service Liabilities
11.	GDP	:	Gross Domestic Product
12.	GSP	:	Generalised System of Preference
13.	HRD	:	Human Resource Development
14.	IMED	:	Implementation, Monitoring and Evaluation Department
15.	MATT-LDP	:	Management At the Top-Leadership Development Programme
16.	M/O	:	Ministry of
17.	ORU	:	Officer Reported Upon
18.	PA	:	Performance Appraisal
19.	PAD	:	Performance Appraisal Day
20.	PAR/APAR	:	Performance Appraisal Report/Annual Performance Appraisal Report
21.	PARC	:	Public Administration Reforms Commission
22.	PEST	:	Political, Economic, Social & Technological
23.	RIO	:	Report Initiating Officer
24.	RMG	:	Readymade Garment
25.	RO	:	Reviewing Officer
26.	UK	:	United Kingdom
27.	USA	:	United States of America
28.	WTO	:	World Trade Organization

Preface

The exigency for administrative reforms in Bangladesh is necessitated for reasons inter alia “over-extension of government during the last two decades, inadequate level and nature of accountability, lack of transparency, regulatory overburden and poorly functioning legal system, weak policy formulation and slow decision making, weak performance and poor delivery system of the public sector organizations and also poor personnel management system”(Bibliography 6). The issues of public administration reforms constitute the main thrust, on “right-sizing the government, creation of market economy friendly administration, forstering privatization, enacting local government legislation, delivering services to the people, establishing parliamentary watchdog agencies, etc., of all concerned in most of today’s developing countries. And those can only be ensured by strengthening efficiency and dynamism in the administration and establishing a monitoring agency for assessing the performance of the Ministries/Divisions/Departments/Directorates- all the public sector organizations, at large for achieving the goal of good governance. It is considered as one of the essential elements of development. But as a matter of fact it is not possible in a country like Bangladesh without a continuous process of reforms in public administration for increasing efficiency of public servants.

The MATT-LDP and the present portfolio project on the Performance Appraisal system of the civil servants of Bangladesh has given an ample scope for making some contribution towards the efforts of the M/O Establishment in finding out an effective career planning by introducing a sound Performance Appraisal system. I sincerely hope and believe that this report will be helpful for the concerned authorities if they can utilize it in a judicious manner and only then we may think that our endeavor has been successful.

Md. Tofazzel Hossain
MDS, BPATC and
Leader of the Group-1
Batch-1, MATT-LDP

Acknowledgement

Management at the TOP (MATT), a DFID(UK) aided Leadership Development Programme (LDP) has been taken up by the Bangladesh Government to cater to the needs of a changing world at a time when civil servants recruited and trained in Pakistan in those days are gradually retiring and thus causing vacuum in the top of the hierarchy. The Civil Servants occupying the top posts in government who have more varied backgrounds will have to be replaced by the Junior Officers to shoulder the responsibilities of top management, to prepare an effective new cohort of Top Civil Servants for the challenge of leadership "the main vehicle that has been chosen for the journey is the batch training programmes linked with portfolio projects" (Dr. Donald Curtis). Actually we, the group consisting of four persons working on the portfolio project entitled "the performance appraisal system of the civil servants of Bangladesh" like to express our heartfelt indebtedness to him at the very outset. Then we like to extend our gratefulness to Messrs Kenneth Jordan, John Peake and Dr. Paul Jackson, for their suggestion and guidance to us to prepare the outline of our portfolio project. We are also thankful to Dr. Ekram Hossain, Rector, BPATC, Mr. A.T.M. Shamsul Haque, Chairman, PARC, Mr. Nurannabi Chowdhury, former Secretary, Mr. M. Hafizuddin Khan, former Comptroller & Auditor General, Mr. S.D. Khan, former Secretary and many other bureaucrats who helped us immensely in giving valuable suggestions and opinions. Our mentor Dr. Shah Mohammad Farid and Mr. Hiralal Bala Additional Secretary, Ministry of Establishment took active part in designing the questionnaire and finalising the report. We are also indebted to our Sponsor, the Secretary Ministry of Establishment, for his active cooperation and help. We gratefully acknowledge the contribution of those who helped us in giving their opinion and views through questionnaire and workshop. Mr. Mahfuzul Hoque, Dy. Director, BPATC, worked hard in distributing and collecting a most of the questionnaire. Last of all Messrs Hossainur Rahman and Helaluddin have made contribution by word processing all the papers starting from questionnaire to final report including this acknowledgement.

On behalf of our group, I express my warmest regards and gratitude to all concerned.


15.12.99
(Md. Tofazzel Hossain)

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EXECUTIVE SUMMARY

“Managing at the TOP – A leadership development programme for the top Bangladesh civil servant,” project was sponsored by the Ministry of Establishment and financed by the DFID, UK. Under this programme, the training of the first batch of 16 officers was conducted between 05 April to 10 June, 1999. As a part of the training programme, a portfolio project under the title “the Performance Appraisal System of the Civil Servants of Bangladesh” was assigned to this group consisting of Mr. Md. Tofazzel Hossain, MDS, BPATC, Dhaka (Team leader). Mr. Nazrul Islam, Joint Secretary, M/O P&T (Member), Mrs. Rezina Akter Khanom, Joint Secretary, M/O IRD (Member) and Mr. M.U.A. Quader, Joint Secretary, Cabinet Division (Member).

2. The terms of reference (TOR) of the project are :

- i) to review the existing performance appraisal (ACR),
- ii) to find out its weaknesses and
- iii) to recommend changes to be incorporated to revise the same in conformity with the demands and needs of public administration reforms.

3. Just after independence Bangladesh had 0.65 million civil servants in 1972 which has stood at 1.04 million in 1997. The general impression indicates that though the number of civil servants has increased over the years yet the qualitative evidence reveals a dismal picture of serious deterioration in efficiency. Having no tangible resources other than a vast number of human being, Bangladesh has to adopt productivity to people approach which recommends effective use of the skill and efficiency of the people in general and the civil servants, in particular. Performance Appraisal System has been regarded as one of the key elements to raise efficiency of the civil servants, but our present appraisal system, that is entirely based on Annual Confidential Report (ACR) is far from serving the desired purpose. The main components of the present ACR are as follows :

- i) Medical Check up Report
- ii) Bio-data and job description of jobholder
- iii) Personal traits
- iv) Work performances
- v) Structured written report (Pen picture)
- vi) Recommendation about aptitude, training and promotion
- vii) Evaluation made by RIO in a closed system
- viii) Overall evaluation made by CSO

4. Appraisal of the present system:

An analysis of the present appraisal system reveals some insignificant elements which need specific mention. Moreover, the following defects and drawbacks are standing on the way of achieving positive results.

- i) It is subjective
- ii) It emphasizes more on personal traits than performance
- iii) Job description does not reflect the actual and specific job done
- iv) There is no job target and as a result, the evaluation is made superficially
- v) Pay, promotion and posting are not related with performance
- vi) It is seldom written and submitted within the prescribed time frame
- vii) It is a closed system which is not in line with the present progressive system prevalent all over the world.

5. Drivers for change:

We have made an opinion poll about the appraisal system through a structured questionnaire and open discussion with some important members and dignitaries of civil society. Moreover, we have studied some research paper which were also made on the basis of public opinion. What we observed after all the those studies were that the politicians, the people, the Press, the members of civil society and even the civil servants themselves are not happy with the present system. The reasons for dissatisfaction about the present system lie on the fact that in the next millenium, which is at the door step, we shall be facing an open

competitive economic order to be unlisted by the WTO with all the countries of the world. The world is moving on. Globalization is catching up. Globalization means either we have to be ready to face the future challenges that are yet to come in the world market or we have to perish. Our education, health, technology, business, law and order situation have to be at global level if we are to play our role globally for being the beneficiary of globalization. There is a good news for us that the next century will be a century of ideas and creativity. We are a nation with a half of our population is under 20, who have scope for competing with the talents of the world. To tap these possibilities properly we need able leaders and co-ordinators. An efficient civil service may also take the lead hand-in-hand with the political leaders with vision. Appropriate evaluation of performance-focusing career planning and relating it to pay, reward and punishment – may be one of the most effective means which would ultimately produce efficient civil servants competent to accept the challenge of the days to come. For this, an immediate change of our present evaluation system and form is essential and urgent. All these suggest to evolve a new system which is being followed in the advanced countries of the world. In this context, we have studied and found that the following principles are being maintained in the USA, the UK and Malaysia.

5.1. THE USA SYSTEM:

- Pay, reward and promotion are related with performance.
- Appraisal provides explicit work guidelines and feed back on performance
- Performance includes improvements in efficiency, productivity, quality, cost efficiency, timeliness, etc.
- Final appraisals are made by a Review Board.

6. The UK system :

- A forward job plan for each job holder with specific objectives for the year;
- An annual assessment of performance, made open to the job holder based on specific objectives and agreed job description;
- Regular assessment of profitability and potentiality;
- Specific rating scales for performance and promotability which make clear assessment criteria and

- Opportunity for an appraisal interview.

7. **The Malaysian system :**

- Western Style MBO based performance Measurement Appraisal;
- Salary progression as per score in PA and
- Annual work target setting and performance evaluation accordingly..

A comparative statement of the performance appraisal system of Bangladesh with those three countries have been given in table - '6'(Appendix-6).

8. **Recommendation:**

Keeping in view the analysis of Political, Economic, Social & Technical (PEST) change drivers made in the previous chapter (more details in chapter 3 of the main text) we are of the opinion that an objective and job oriented performance appraisal closely related with pay, posting, promotion and rewards is very much essential. For these, we would like to make the following recommendations :

- The name ACR may be replaced by PAR/APAR.
- Medical checkup reporting system be deleted;
- Instead of job description specific and set job target may be introduced;
- Performance Appraisal may be done on the basis of actual work done against job target.
- Personal traits may also be evaluated but more emphasis be given on performance;
- Merit should get appropriate priority in case of promotions and some kind of equation matching seniority and merit may be developed(as proposed in para 6. (VI).
- Pay and job placement may be related to performance. Reward and punishment system may also be incorporated with performance;
- Appropriate training scheme may be taken and training needs to be determined on the basis of job target and training received earlier;

- Appropriate training scheme may be taken and training needs to be determined on the basis of job target and training received earlier;
- Performance Appraisal system may be an open one;
- Well thought and well organized career planning may be introduced so that a civil servant may have an idea as to where he is likely to reach at the fag end of his career.
- Planning process, project approval, implementation and financial control may be decentralised; and
- Performance audit system may be introduced and auditing may be updated to enforce accountability and transparency.
- Well-thought and well-organized career planning may be introduced so that a civil servant may have an idea as to where he is likely to reach at the fag end of his career.
- Punch card office attendance to be introduced to ensure punctuality.

9. **Implementation :**

It is possible to use the PAR as proposed above as a universal system for all organizations that exists at present. It is also possible to introduce a separate format in different organizations incorporating some appropriate elements suitable for some specialized jobs or organizations by making slight changes in part IV & V of the proposed format. It could also be used both in subjective and objective methods. But since our target is to switch over from subjective to objective appraisal system it can be achieved by phases keeping conformity with the proposed reforms in other sectors in administration. It is also suggested that the government may consider introducing this system first in some selected organizations on an experimental basis, before making it mandatory in all the organizations and services.

Introduction

Bangladesh has to face increasingly the challenges of globalization, the open market competition, with all the countries of the world in a equal footing. But to keep up with the rapidly changing environment of competition. Bangladesh needs some efficient and hard working management personnel at the top having foresight, progressive out look and clear vision. Bangladesh Civil Service (BCS) should take the leading role for materialising this objective based upon felt needs rather than externally imposed models. However, the exposure to good practices and opportunities to pioneer the elements of changes, both internal and external, will be more beneficial. The Government of Bangladesh has established the Public Administration Reforms Commission (PARC) to attain the reforms objectives. On the other hand, the country has been experiencing a dearth of efficient personnel at the top due to large scale retirement of senior bureaucrats, especially who underwent training in the best western universities and civil service institutes. In the circumstances, the government with active cooperation and financial help of the British Government (DFID) had taken up the "Management At the Top – Leadership Development Programme" (MATT – LDP) to train about 100 civil servants in six batches who are at present Joint Secretaries or Deputy Secretaries of the government and are expected to assume the top posts within the next few years. The project is being implemented by joint collaboration of the BPATC, the Birmingham University (BU) and the Civil Service College (CSC), Sunningdale. The first batch of those top managers, 16 Joint Secretaries, have concluded theoretical portion of the training programme; 4 weeks in BPATC from 06 – 18 April and 31 May – 10 June, 03 weeks in BU from 19 April – 07 May and 03 weeks in CSC from 08 – 29 May 1999. An important component of the training is to implement a "Portfolio Project" within 6 – 7 months back in office by each group consisting of four trainees. Our team comprising Md. Tofazzel Hossain, MDS, BPATC (Team leader), Nazrul Islam, Joint Secretary, M/O P&T (Member), M.U.A. Quader, Joint Secretary, Cabinet Division (Member) and Rezina Akter Khanom, Joint Secretary, M/O IRD (Member) was given

the responsibility to work on the portfolio project entitled “ the Performance Appraisal System of the Civil Servants of Bangladesh”. A Comprehensive Plan titled “Project Initiation Document” was prepared and presented on 09 June 1999 which has been shown in Appendix-1. Risks apprehended therein became true to some extent and as a result we could not finish all the jobs as was projected in the plan. Actually we completed our Mid-term (draft) report on 14 September and had hold the workshop on it on 19 October 1999 though these were scheduled on 30 August and 31 July respectively. The authority has shifted the date for presentation of final report on 18 December instead of 30 November (planned earlier). Accordingly we have completed our report by this day of 15 December 1999.

1.2 **Terms of Reference (TOR)**: The terms of reference of the project as was identified during selection of the project are –

- i) to review the existing performance appraisal system of Bangladesh (as are done through ACR);
- ii) to have SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the present system; and
- iii) to recommend changes to be incorporated to revise the existing system in conformity with the demands and needs of public administration reforms.

1.3 Just after independence Bangladesh had 0.65 million civil servants in 1972 which stood at 1.04 million in 1997. Although the number of civil servants has increased, yet qualitative evidence indicates significant fall in efficiency so far general impression goes. Bangladesh, having no tangible resources other than a vast population, has to adopt “Productivity to People Approach” which recommends skill and efficiency of the Human Resource Development (HRD) in general and an effective civil service, in particular. Performance appraisal is supposed to be the key element to raise efficiency of the civil servants. But our present appraisal system wholly based on Annual Confidential Report (ACR) is not serving the desired purpose.

2. THE PURPOSE OF AN APPRAISAL SYSTEM

Before we start explaining the purpose of this study, it is important to know what is meant by performance appraisal or what the terminology is all about.

Carrell, Kuzmits, Elbert (1992) in their famous book "PERSONNEL-Human Resource Management" stated that "Performance appraisal is a process of evaluating the behaviour of employees in the workplace, normally including both the quantitative and qualitative aspects of job performance. It is also called performance review, employee evaluation, merit evaluation and personnel rating. All of these terms refer to the same process". The Encyclopedia of Management defined performance appraisal as "the process of evaluating the performance and qualifications of employees in terms of the requirements of the job for which he is employed for purposes of administration, including placement, selection for promotion, providing financial rewards, and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally". Beach (year) terms performance measurement as "the systematic evaluation of an individual in respect of his performance on the job and his potential for future development". According to T.H. Stone, (year) performance measurement is "the process of collecting, analysing and evaluating data related to job behaviour and the extent of professional rationality of an individual". On the whole performance appraisal is a system by which an individual is guided towards making an effective contribution to the work of the public service. Hence the purpose, in a nutshell, is to achieve one or more of the following :

- ❖ Relate individual performance to original goals;
- ❖ Test competence, and
- ❖ Contribute towards a climate of open discussion within the public service.

3. THE FUTURE FACING THE BCS.

We have already made a mention in the aims and objectives of our project initiation document that Bangladesh has entered into the process of globalization and committed to

administrative reforms. Our task is to study PEST analysis of the present system prevailing in Bangladesh in order to find out its weaknesses and limitations. The purpose is to recommend changes to be incorporated to modify the system in conformity with the commitment made by public administration reform and to face the challenge of the rapidly changing situation. The reason is that with population of 120 million in an area of 147570 sq. km. Bangladesh is an interesting test case of challenging development existing in an all pervasive poverty situation. So an efficient performance appraisal system is a sine qua non for enhancing administrative reforms in Bangladesh.

3.2. Just after independence, in 1972 Bangladesh had 6,50,000 civil servants which stood at 10,40,000 in 1997. An increase of more than 83% in government employment does not indicate proportionate improvement in efficiency. Like other developing countries, problem of self-sustained economic growth cannot be attributed to resources constraint alone. But it is compounded by an inherent management crisis which is both the cause as well as consequence of poverty. World Development Report 1983 rightly emphasised that "Administrative capacity is the scarcest resource of all in some developing countries." But being one of the most densely populated countries of the world and having no tangible resources other than the human being, Bangladesh has to attain productivity through people "approach, like that of some companies in the USA, which recommends creating the awareness among all employees to this effect that their best efforts are essential and that they will share rewards of the country's success.

3.3 More than a million civil employees are working in the public offices among which about 52 thousand are class-I officers and about 39 thousand of them belong to 29 cadre services as is shown in Table-1 below.

It is seen from Table-1 that the size of almost all of the cadre increased during the last two decades. The upgradation of Thana (Upazila) administration in 1982 and upgradation of former Sub-Division to District in 1985 increasing number of districts from 21 to 64, were the main reasons for increase in the number of BCS Officers. But it is believed that unfortunately, there has been an inverse relationship between the efficiency and the size of the bureaucracy.

TABLE -1 : CADRE-WISE STRENGTH OF THE BCS.

Sl.No. & Name of Cadre	Sanctioned strength upto '82	Sanctioned strength after '82	Sanctioned strength at present
1. BCS (Administration)	2334+556 (Secretariat)	3097+562 (Secretariat)	4164
2. BCS (Agriculture)	260	2049	2252
3. BCS (Ansar)	89	205	227
4. BCS (Audit & Accounts)	131	266	310
5. BCS (Cooperative)	-	163	189
6. BCS (Customs & Excise)	163	129	177
7. BCS (Economic)	269	504	532
8. BCS (Family Planning)	-	322	353
9. BCS (Fisheries)	191	599	659
10. BCS (Food)	129	219	219
11. BCS (Foreign Affairs)	252	192	256
12. BCS (Forest)	135	103	114
13. BCS (General Education)	1018	7791	13126
14. BCS (Health)	765	7175	8616
15. BCS (Information)	481	717	583
16. BCS (Judicial)	213	615	793
17. BCS (Livestock)	572	1210	1471
18. BCS (Police)	263	593	963
19. BCS (Postal)	159	182	192
20. BCS (Public Health Engr.)	33	112	122
21. BCS (Public Works)	463	577	635
22. BCS (Railway Engr.)	222	211	250
23. BCS (Railway T & C)	61	64	69
24. BCS (Roads & Highways)	256	337	598
25. BCS (Statistical)	61	110	107
26. BCS (Taxation)	253	328	507
27. BCS (Tech Education)	194	924	709
28. BCS (Tele Com)	476	480	550
29. BCS (Trade)	100	112	65
Total	10037	29940	38809

Source: Structure of Service in Bangladesh - by D.S. Yusuf Hyder and Ministry of Establishment
BCS (Secretariat) Cadre has been amalgamated with BCS (Administration) Cadre in 1992.

The Political, Economic, Social and Technical (PEST) analysis about our BCS may be summarised as follows :

- It is generally believed that the tradition of the best and brightest university graduates who seek to develop their careers in the civil services has gradually diminished since liberation of the country (1971). This is mainly because career opportunities in the civil services are no

longer as attractive as before. Although building a career in government service is still lucrative, particularly in view of the fact that the business and other professions could not

Table - 2 : Perceptions of the status of civil servants by 58 graduates of Dhaka University and 21 Technical Universities and Colleges Graduates.

Do you believe that civil servants (in general and encadred civil servants in particular) are well respected by people at large?	58 graduates of Dhaka University		21 graduates of Tech Universities and Colleges	
	Yes (%)	No (%)	Yes (%)	No (%)
(encadred) are dedicated and conscientious to their work?	52(89.8)	6(10.3)	0	21
Are corrupt?	21(36.2%)	37(63.7%)	0	21
(encadred) are as well qualified as their private sector counterparts?	33(60.3)	25(39.6)	21	0
(encadred) have more opportunities for career advancement than other branches of the civil service?	32(55.1)	26(44.8)	18(85.7)	3(14.2)
(encadred) perform interesting jobs?	39(67.2)	19(32.7)	13(71.4)	8(28.5)
(in general and encadred civil servants in particular) are performing their jobs in effective and efficient manners?	43(74.1)	15(25.8)	2(9.5)	19(90.4)
(encadred) enjoy greater terms of service compared to their counterparts in the private sector?	20(34.4)	38(65.5)	0	21
Would you like to make a career as a encadred civil servant even if you have other career options in the private sector?	46(79.3)	12(20.6)	8(38.8)	13(61.9)
	36(62.0)	22(37.9)	7(33.3)	14(66.6)

Source : M. Mahabbat Khan, Research on Civil Service Management, June 1993.

open big frontier till now. The public sector still remains to be the biggest employer. The pinion expressed in Tables 2 and 3 indicates that the standing of cadred civil servants is not high in the eyes of the respondents and that the civil service has serious image problems. Yet a vast number of those respondents are willing to build their career in BCS

Table - 3 : Civil Servants as seen by the Public

Do you think that Civil Servants are best described as	Farmers	Laborers	Service Holders	Business men	Others	Total
Servants of the people	36	2	49	18	7	112 (22.4%)
Friends of the people	17	9	15	30	10	76 (15.2%)
Separated from the people	27	31	61	63	31	213 (42.6%)
Lords of the people	18	1	11	16	18	66 (13.2%)
no opinion	2	1	14	16	0	33 (6.6%)
Total	95	44	150	145	66	500

Source : M. Sarfar Rahman, "Survey of Opinions about Public Servants" in Research on Administrative Culture and Norms, July 1993.

cadre, even though they have preference for the private sector. This is because the public service has job security, pension benefit and never the less to some people to make money from corruption.

- b) It is gratifying to note that the civil servants themselves are also not happy with their own performance. In that case none admits his own share in the fat bag of low performance and to say sorry about the bad figure. Rather shifting of responsibilities on the shoulder of other is a common phenomenon. Junior Civil Servants allege that the seniors having borne during colonial rule are not enough democratic, patriotic and sincere to the norms and justice. Seniors on the other hand tend to undermine juniors to be less educated, less efficient and disobedient. Both groups again have common complain against the politician in power of politicking the bureaucracy which has destroyed the norms of neutrality, placing right man in the right place and coupled with frequent transfer on political reason ultimately destroying efficiency of the officers and of the organizations. On the contrary, politicians in power opined that the civil service had been unwilling to give up powers to the democratically elected representatives, and that there are uncertainty and tensions about the respective roles of the ministers and the civil servants. This controversy, irrespective of how much true or false; might have given birth to ill feelings and destroyed cohesion of the organization. As a result apathy, narrow vision, lack of commitment and experience in operating a democratic system of government, etc. stemming good performance.
- c) In the next millenium, which is at the door step, we shall be engaging ourselves an economic warfare likely to be imposed by the WTO not only with emerging tigers like Malaysia but also with other developed countries of the world. The world is moving on. Globalization is intensifying. It is not a question of favouring globalization or not. No body is waiting for our opinion. Globalization is on. This will be the order of the day before we realise it. Globalization means either we get ready to play in the world market or we get over-run. We can be the beneficiaries of globalization, or we can be the victims of it. That's the only choice we have. If we want to be beneficiaries of globalization, we have to work together. We have to think of everything global level because we cannot be the beneficiary if our institutions are sub-global, regional or sub-regional standard. Our education, health, technology, business policies, law and order situation, have to be at global level if we have to become player at the global level, not just a neighborhood team.

d) The good news for us is that the next a century will be century of ideas. Lacking in resources of any kind, a nation consisting of a people of creative thinking will rise to the top. We have a chance there. We are a nation of young people. More than half of our population is under 20. We can make them think creatively and compete with the talents of the world. Have a very clear time bound plan, and start ticking them off one by one. These cannot be done out of nothing in a kind of emptiness. We need collaboration, we need understanding, both at national and international levels. And to tap these properly we need leaders, we need able coordinators and we need nurture. Political leadership and bureaucracy can jointly take a move. Political leadership in our country is still in a vacillating situation because democracy is not yet deep rooted. On the contrary we have strong bureaucracy, who can, right at the moment take the lead for coordinating all those preparation to step into globalization. For this reason, the bureaucracy has to make each of their members efficient enough to take lead in their own sphere. But how can that be done?

3.4 Appropriate evaluation of performance, focusing career planning and relating it to pay, reward and punishment – may be one of the most effective instruments which would obviously be reflected with an end result of efficient civil servants competent to take challenge of the days to come. For achieving this, change of our present evaluation system and form is essential and urgent.

3.5. Performance appraisals are a key element in the use and development of country's most vital human resource – the Civil Servants. Appraisals are used for a wide range of administrative purposes, such as making decisions relating to pay, promotion, and retention. Effective appraisals can significantly contribute to the satisfaction and motivation of employees –if they are used correctly. For the most part, the objectives of performance appraisals fall into two categories : evaluative and developmental. But paradoxically enough, performance measurement in the public sector in Bangladesh still remained non-productive superficial one, wholly based on Annual Confidential Report (ACR) – done in a crude and subjective method. The Administrative and Services Reorganization Committee, 1973 said, “it is complained that the Confidential Reports are not written accurately and comprehensively. These reports are not specific and objective. The confidential report merely records the superficial impression of the reporting officer. Again the confidential reports on the manner and spirit in which they are

being written, tend more to emphasize the man and his inherent instincts than his performance. These reports are often laconic and vague and there is no positive assessment of intelligence". The committee also emphasized that appraisal should be accepted as fair and reliable by the persons appraised. The importance of staff assessment was also stressed by the Pay and Services Commission, 1977. The commission recommended that a suitable assessment form should be devised. The assessment criteria have been changed and modified several times since independence but remarkable development is yet to be achieved. Existing performance measurement of public servants has severe constraints and limitations and hence it often fails to maintain objective assessment, justice, fair play and neutrality. Before we proceed further about the use of standard parameters of performance measurement let us have some idea about present position of the civil servants of Bangladesh. Since we have our time and resource constraints of the portfolio project, we shall keep our study limited within the cadre services of Bangladesh. In the recent years, the government itself is also emphasizing the urgency for reforming administration and strengthening position of Public Administration Reforms Commission (PARC) upgrading the position of its chairman to the level of a Cabinet Minister and appointing important personalities as members. The World Bank's Cooperation in our uplift activities is also being linked up with the quantum of our reform measures. All these activities are directed towards downsizing organizational structures and smaller government sectors which are being done throughout the world to facilitate market economy and to improve efficiency. The PARC and other agencies of the government are working on the issue and all of them are of the opinion that a skeleton merit based civil service can only achieve the target. And raising performance level of such skeleton bureaucracy to that of advanced countries of the world cannot be overemphasized. For that reason, we like to concentrate our endeavour to only the BCS cadre services of the country.

4. Evolution of the Performance Appraisal System in BCS

The history of performance management systems can be traced back to the early third century when the emperor of Wei dynasty (AD 221 – 265) appointed an imperial assessor to evaluate the performance of official family members. Performance measurement for industrial workers was perhaps first introduced in 1800 at Robert Owen's Cotton Mills in Scotland. But these appears to have been isolated instances. Formal measurement systems for hourly rated

industrial workers was introduced after the World War-1. The practice of measurement techniques was developed in the wake of Frederick Taylor's time. Performance appraisal was introduced in the US army for promotion, posting and career development of the officers during and after the same 1st World War. The use of formal performance measurement system for managerial personnel in industry and business, however, is a much later development that really started only after the World War-II. It was in the 1960s that widespread use of it was introduced throughout the world following foot prints first in US civil service and then in Europe.

4.2. Formal evaluation of the public servants was introduced in South Asia by the British rulers styled as Annual Confidential Report (ACR). The main objective then was not to appraise performance but to assess personality traits such as loyalty and trustworthiness which were essential for the imperial alien rulers in identifying extent of collaborations. The ACR form was refined during the Pakistani rule containing elements of graphic rating scale and free reporting (pen picture) system which again did not work satisfactorily. The Administrative and Services Reorganization Committee, 1973 narrated that it was superficial, laconic and vague and having no positive element of assessing intelligence and other qualities. The Pay and Services Commission 1977 advised to devise suitable assessment form. However, no discernible measure was taken to improve the ACR system until 1982 when the then Martial Law Committee recommended change of ACR form and to devise new one in light of what was used in the Army. Then a partially opened ACR system was introduced in place of previously closed one. In 1984, minor changes in the grading nomenclature was done and after some major changes in 1990 the present ACR form has been developed. A comparative statement of the main elements and changes of those ACRs are given in Appendix-2 and the ACR forms (English version) are being given in Annex – A, B&C.

4.3. However, before analysing our appraisal system and its merits as well as demerits, it is better to know different methods of evaluation systems developed so far and followed by some advanced countries of the world. These are given in Appendix-3, 4, 5 and 6. We have studied the theories as well as the present system followed by the USA, the UK, Malaysia, Pakistan and some international and national organizations. But put examples of the first three only and compared with that of Bangladesh. It is evident from the study and

comparison that several methods may be used to appraise performances and no particular method is the most suitable for all organizations. Even, within an organization, separate appraisal methods might be used for different groups, such as production employees, sales employees, and administrative employees. However, to choose appropriate method for the organization or group the person concerned should have knowledge of all the methods and all the latest changes, took place at that time since appraisal methods have undergone continuous changes over the years in line with prevailing fashions and fads of management techniques.

5 EVALUATION OF THE APPRAISAL SYSTEM PREVAILING IN BANGLADESH.

As it has already been stated earlier that the Performance Appraisal for all the employees throughout Bangladesh is done in the form of annual evaluation called Annual Confidential Report (ACR) containing elements of a graphic rating scale and a free written part (pen picture : Part-V). It is an instrument used no where but only in respect for consideration of promotion. The main elements incorporated in the present ACR are :

- ❖ Annual medical check-up report is a part of ACR (part-1)
- ❖ Job description of ORU has been made a part of bio-data (part-2)
- ❖ Evaluation is made on 13 personal traits by a 1-4 marks rating scale (part-3).
- ❖ Assessment is also made on 12 work-performances in the same scale (part-4).
- ❖ There is Provision for a structured written report on overall performance called pen picture (part-5)
- ❖ Provision for recommendations about aptitude, good -will, training needs and suitability for promotion (part-6).
- ❖ CSO's comment on the assessment made by the RIO, total marks on overall evaluation and general remarks, if any (part-7)
- ❖ Lastly, the controlling Ministry gives the date when it is received by the ministry, records the causes of abnormal delay, and other actions, if any (part-8).
- ❖ A few instructions about submitting, , writing, counter-signing and sending to the ministry have been incorporated at the end of the form.

5.2. The present ACR form may be an improvement over the previous forms, but it lags far behind to meet the demand of the day even if we consider Paul D. Estonia's (1996) conservative identification of three main uses of public service performance measurement :

- (1) to improve decisions
- (2) to improve accountability and
- (3) to improve the performance of public service.

5.3. The public sector of the country is now under intense pressure to improve its operations and deliver its products and services more efficiently and at the least cost to the tax payer, based on value for money concept. Performance measurement is a useful tool in this regard, since it formalises the process of tracking progress towards established goals and provides objective justifications for organizational and management decisions. All public sector organizations in Bangladesh must be interested in developing and deploying effective performance measurement system since it is only through such system one can aim to be a high performing organisation. Thus performance measurement can significantly help to improve the quality of services provided and the cost of government activities. Does our performance satisfy our need as ascribed above? The answer is no. But how can we do it? The first and foremost step to be taken here is to set some sort of standard. Performance standard or goal means a target level of performance expressed in a tangible, measurable, objective against which actual achievement can be compared. This would include a goal expressed as qualitative standard, value or rate.

5.4. The performance evaluation system based on ACR form, the practice as to how we get it written and the outcome or the result it produce, is a big question. Every conscious citizen is unhappy with the present poor performance of our civil servants which is being discussed in the seminar, symposium, research papers, current literature, rallies and even at tea tables. We have made a survey on the civil servants at present in service or just on retirement, belonging to different cadre and a few non-cadre services, through questionnaire and personal interviews. And after compilation of the draft report, we also hold an workshop on 19-10-99 in

which responsible civil servants of different cadres and well know personalities participated. Format of the questionnaire and recommendation of the workshop may be seen in Annex- F and G respectively. Now let us see what they have told about themselves and about the evaluation system and forms.

5.5 We had distributed about 350 questionnaires but actually got back 111 of them, we also interviewed 5 renowned personalities of the country who have had vast experience and knowledge on the field. They are (1) Nurannabi Chowdhury, former Secretary and Chairman of famous Nurannabi Committee for right-sizing organizations and their manpower, (2) Mr. M. Hafizuddin Khan, Ex-Secretary and Comptroller & Auditor General of Bangladesh, (3) Mr. Engr. S.D. Khan, Ex-Secretary, (4) Nazmul Ahsan Chowdhury, Secretary, M/O, P&T and (5) Mr. Md. Ahsan Kobir Chowdhury, DSCRCP, M/O Establishment. We have also discussed the matter several times with Dr. Shah Mohammad Farid, Member Planning Commission and Mentor of our batch, Mr. Md. Enamul Hoque, Secretary Establishment Ministry and Sponsor of our group and Mr. Hira Lal Bala, Addl. Secretary, M/O Establishment. Moreover, we have had formal and informal talks on the issue with more than 20 civil servants of different rank and status who have interest in the matter. Keeping all those in view, we shall examine our present ACR system step by step.

5.6. Part 1-Medical Check-up Report:

Only 2 out of 111 respondents in our questionnaire gave their opinions that medical check up report was necessary and may be continued while 24 of them termed it absolutely unnecessary and should not be included as a part of ACR, 12 persons felt that it may be required for those above 45 and 15 persons said 50 years of age respectively, 53 respondents told that it can be done only on the basis of recommendation of RIO and CSO. All the participants also opined that the longest period of delay in case of Medical checkup is about 120 days on an average. We, all the 04 members of this portfolio project, could not submit our ACR for the year 1998 to RIO till submission of draft report (14-9-99) because we did not get yet our medical checkup report although as per instructions AMO was supposed to complete it by 31 December'98. Most of the important persons, we interviewed, had expressed the same

opinion that medical report never reflected the true health position of any incumbent, rather all persons generally get grade 'A' irrespective of whether they were sick or sound. Hence, their expert opinion is that the medical check-up is a good thing, may be done under some separate programme of the government and only the cases which might hamper normal office work should be endorsed in the dossier of the incumbent for consideration of the controlling authority. But it should not be made a part of ACR causing unnecessary delaying in the evaluation process. During our study we also did not see such a provision in any country which we can set as an example. So, we also feel that, this provision should immediately be deleted from our ACR.

5.7 Part II - Bio-data of the Jobholder:

At the end of this part job description of the employee concerned for the year/period under evaluation is given. In our opinion poll through questionnaire 77 persons opined in favour of keeping space for listing actual work done and 50 stated that actual work should be written by RIO while 34 and 39 respectively said no to that. In the UK job plan is agreed at the beginning of the reporting period. That job plan and any subsequent changes are given in a sub-section of the job holders personal and service particular part. A detail job description with time allocation (% of total time), objectives and resources/facilities extended are also found over there. If such job description are not agreed upon, unresolved differences are to be noted therein as well. In Malaysian system a separate "list of duties" are attached as an Appendix. Moreover an "Annual work targets, mid-year review and actual achievement in the year of appraisal" is given in part VII. Generally officer being appraised gives statements of job twice in a year (June & December) in a separate Annual Work Target Form (BORANG SKT-2 or FORM AWT-2 as shown in Annex-E1) which is kept in the main appraisal form as Appendix-"B". In our system job has virtually given no emphasis at all for which our evaluation has no contribution towards either the real assessment or the improvement of the performance. A positive change in this aspect is to be given utmost importance to improve performance of our civil servants to be at par with the changed global context.

5.8 Part III & IV – Personal Traits and Performances:

The present ACR form has thirteen personality trait items and twelve performance attributes with a rating scale 1-4 having total 100 marks in equal weightage to all the traits and attributes. The overall gradings are outstanding: # 95-100; very good: #85-94, Good: #61-84, Average: # 41-60 and below Average: # 40 and below. In absence of a job target and job performance evaluation, the RIO is compelled to be totally subjective in awarding marks in these parts which alone among the whole appraisal has practical value since promotion in the service is considered on the basis of this marks. Moreover, emphasis has been given on personal traits compared to performance (52: 48 respectively). These attributes are also found in the UK and Malaysian forms, but are arranged differently and with different stresses which may be seen in the comparative study given in Appendix –6.

Some of the attributes and traits are highly correlated and the justification for separate grading for those characteristics can rightly be questioned. For example, if a person is highly disciplined, he should be punctual and a punctual person must be prompt in writing & countersigning ACR. There is no justification for separate grading “for sense of discipline”, “punctuality” and “prompt in taking action” and writing or countersigning ACR. It is also questionable how “sense of discipline” and “sense of responsibility” can be separated? Such duplication and over lapping of attributes and traits should be sorted out. In the UK system performance appraisal is divided into broad divisions of Standard of Works, Skill, Management, Communications, Relations and Knowledge and in Malaysia this is evaluated in 4 divisions like Productivity, Knowledge and Experience, Personal Qualities and Relations and Cooperation, each division having weight of 60, 15, 15 and 05 respectively. Remaining 05 weightage has been kept reserved for extra curricular activities in part VIII. Though it is difficult to make all these traits and attributes objective-yet Malaysian system seems to have high rating objectivity and practicability.

5.9 Part V – Pen Picture :

Instruction no 13, at the last page of ACR form, states that an overall evaluation of the ORU and the matter which have not been reflected in part III & IV may be mentioned in the Pen Picture. But experience shows that in most cases actual picture given is inconsistency

with the instructions and evaluation guidelines in other parts. For example the qualities marked in part III & IV are repeated and special qualities are not mentioned at all. Even sometimes adverse comment is made about the ORU who has been given very good grading in parts III & IV, an officer of average grade has been ascribed as "an asset of the country, in pen picture, etc. Bangladesh Public Service Commission's annual report 1990 stated, "very often the officers reported upon have been assessed not fit for promotion; though the overall rating of the officer was satisfactory and he/she had fulfilled all the criteria for promotion prescribed in the relevant rule, initiating officer had made adverse comments in different columns of the ACR forms but the ORU have been recommended for promotion. It is extremely undesirable to have contradictory remarks in the ACRs". The Commission has further noted "the adverse comments are not communicated to the concerned officer for a long time. Some cases of writing ACRs after long time delay have come to the notice of the Public Service Commission". This is the actual picture about our ACR writing. Our questionnaire results about some issues have been shown in Appendix -7, a self-contained statement which will explain the gravity of the situation.

5.10 Part VI – Recommendation:

In this part, provisions are there for commenting on special aptitude, integrity and reputation, training needs and promotability. But the first three have so short specifications that many a time the RIO has to make random comments which may not have real bearing on the ORU. Even factual recommendation about promotion is not possible as there is no information about the date of last promotion anywhere (which may be given in bio-data part) and objective evaluation of performance is absent. We also do not find any reason why integrity and reputation attribution are inserted here. In the UK system, after job description, provisions for next years preference of service are given. Another sub-section (2e) provided RIOs recommendation with reasons. Part (3) is fully devoted for Promotion attributes like acceptance of responsibility, judgement, foresight, adaptability, ability to produce constructive ideas, application and energy, reliability under pressure, etc. Regarding training, RIO will assess the need in consultation with ORU and will nominate for training and follow-up to implement it. In Malaysian system Training Part (IV) includes both training undergone during the year under

appraisal and future training needs along with reasons and justifications. Posting is also a separate part (VI) entitled suitability of accommodation where 'suitability', 'not very suitability' and 'not suitability' is determined by analysing field of work, place of work and working environment. Moreover, there is another part (XV) titled career development plan wherein suitable field of work is to be determined by RIO in consultation with ORU. RIO will also propose career plan, training need for improvement of performance and suitability for promotion, awards and honour (part XIV) will be determined by appraising officers I & II taking into account the marks given in part VIII-XII and reasons for specific recommendation to be given by them.

Without these type of attribution, career development, posting and promotion will never be fruitful.

5.11 Part VII – Comments of Countersigning Officer:

The Deputy Secretary CRCP, Ministry of Establishment opined "In many cases he (CSO) did not indicate whether the evaluation of the RIO is very good/reasonably good/conservative/liberal/biased. The CSO also did not write any comment in the space provided for him in the ACR. Personal experience reveals that in some cases ORU's failure to comply with illegal/unethical request of RIO is reflected by lower rating than the ORU actually deserves. This happens because of the traditional and subjective system of PA. Further more, in some cases the CSO does not possess any idea about the performance of the ORUs and even then they evaluate the ORUs discriminately. This is one of the weaknesses of the ACR". No more analysis about this part is necessary at this stage.

5.12 Part VIII–To be filled up by the Ministry/Department:

In this part, there are provisions to give date of receiving by the Ministry, causes of inordinate delay to be found out and actions on prayer to be taken. But seldom the Ministry used to do those things properly and timely. Respondents of our questionnaire also reflected like that which is evident from Table –8 given in Appendix-8.

6. WHAT IS TO BE DONE:

The former East Pakistan now comprising Bangladesh, was liberated from the British rule in 1947, then in 1971 it won its total freedom from Pakistani occupation. This small country of 147 thousand sq. km. area has a big population of 120 million of which 63 % are peasants. As per evaluation done up to 1998, total GDP amounts to Tk 154833 crore, of which 31.6 % comes from agriculture, 11.5 % from industry and 56.9 % from other sources. This clearly indicates that the economy is predominantly an agrarian one. Import far exceeds exports (\$ 7524 million and \$ 5172 million respectively) resulting in an adverse balance (-2352 million USD) of payment. DSL in 1997-98 was 14033 million USD. More than 65% export earning comes from export of RMG which again depends mainly on imported materials including cloth and are favoured by quota and GSP facilities of the USA and other western countries. Remittances of more than Tk. 6951 crore (1525 million USD) by the manpower employed abroad are the single largest source of our foreign currency reserve. Except natural gas we have no other tangible mineral resources worth mentioning. Natural calamities and disaster like flood, cyclone, hail storms, tornado, draught, are regular phenomena taking heavy tolls on life and property. WTO is switching red signal that after 2005 we are to come down to the wrestling-ring of free market competition.

6.2. Malaysia is an Asian country, got liberation from the British rule in 1957. Then chaotic situation and turmoil prevailed up to 1960. Thereafter they started economic development. They have vast deposit of petroleum, tin and almost an inexhaustible forest resources. They have built up their economy on a strong industrial base. They have also set specific goals and objectives for long term development which they call vision 2020. Vision 2020 is an optimistic innovation to reach frontiers of new technology and partnership of global IT players. The chief architect of this vision is Malaysian Prime Minister for long 16 years, Dato Seri Dr. Mahathir Mohamad. Malaysians have responded wholeheartedly in support of his challenges for becoming a fully-developed, matured and knowledge-rich society by the year 2020.

6.3 Our politicians, civil servants themselves, press, civil society—all are of the opinion that there should be a change in the performance appraisal system of BCS to set our vision for the next millennium. But none is taking any initiative for doing it. They are possibly haunted by an unforeseen ghost of sensitiveness. “It’s a sensitive issue, any one taking initiative may be unpopular and rebuked by those who will not like it”. Sometimes, it is also told that open system of writing ACR will generate bad relation between the RIO and ORU. But it is found from a survey that “34% respondent from different services had full knowledge about their ACRs and 33.5% had partial knowledge. It indicates that the ORUs know about their score although the ACRs are not supposed to be shown to the ORUs.” The fact is being recognised by the Deputy Secretary (CRCP) and he also opined that “usually the communication flows downward. Rarely, subordinates can give meaningful feedback to the superiors. To avoid undesired marking in the ACRs which may hamper promotion or other uplift process of the ORUs, they normally follow other ways. To keep the superiors in good humour and to facilitate their career path many subordinates indulge in sycophancy. This practice adversely affects development and maintenance of healthy working relation between officials at different levels in the hierarchy”. We believe those remarks to be true. Thus a closed system not remain no longer closed and office environment has not been congenial. So introducing an open system and implementing of it on the basis of some sort of mathematical calculation of job done or performed cannot be expected to deteriorate office atmosphere more than that is happening now. (Is this be a cause of not doing anything these days when satellite is dictating man and the human community of the whole world is running after it). So we also cannot afford to wait any more or waste time to bring about a change in our performance appraisal system.. We are also to keep in mind that because an objective and job oriented performance appraisal is closely related with the working environment it will also be a requirement to bring changes in working system and environment to match with the reformative measures we are going to suggest. What changes or amendments we can bring, may be summarized as follows :

- (i) The very name of ACR be changed as APAR or PAR (Annual Performance Appraisal Report or Performance Appraisal Report).
- (ii) Medical check-up Report (Part 1) to be immediately deleted from Performance Appraisal Form (PAF). However, points like Height, Weight, Blood group, Pressure Physical

inability (if any) may be provided by ORU in Bio-data part of the proposed (PAF). RIO will recommend whether apparently ORU needs any medical check-up within the current year or not. However, annual Medical check-up should be done separately and report be maintained in the dossier.

- (iii)(a) Part II (Bio-data) will be transformed to part I. It will also contain date of last promotion. Job description will be excluded from this part. ORU himself will fill in this part.
- (b) The skill and awards earned by study, research etc. and language skills may form part II. ORU will fill in this part supported or countersigned by RIO.
- (c) Next part III will have description of training received so far by ORU. The training needs should be determined by both the ORU and RIO through mutual discussion and consultation. RIO and CSO will nominate and pursue for the proposed training which is believed to improve efficiency of ORU.
- (d) Part IV will be assigned for work target. In this part, annual work targets, midyear review (if any), time allocated for each job and actual achievement will be described, assessed and evaluated jointly by ORU and RIO. If needed, separate sheet may be used for detail description. RIO will evaluate the % of achievement against each job target like that of Malaysian system,
- (e) Part V will be used for appraisal of general performance. In this part, criteria or attributes will be professional knowledge, quality, quantity, ability to manage man & materials, decision making, problem solving, planning, negotiating, power to communicate : written/oral, cost effectiveness, implementation of rules and orders, determination or devotion to duty, ability to face and challenges and timeliness or punctuality. Measurement of performance may be done both by RIO & CSO by a 5 degree grading scale such as . Outstanding, Very good, Good, Average and Below Average.
- (f) In Part VI evaluation will be made for personal traits –like discipline, judgement, foresight or intelligence, proactive/ creative initiative, leadership or personality,

reliability, cooperation and relations with colleagues and public, integrity and fairness, ability and ideas, adaptability. Attributes like social and sports activities and patriotism may also be ascribed in this part. Here also measurement may be done in the same scale (1 – 5)

(g) Part VII will be devoted to recommend promotion and posting. In the first sub-sections, suitability of the ORU in the present field/place/environment of work, his aptitude for it and capability may be assessed. In the second sub-section, recommendations like out-of-turn promotion for “exceptionally Potential,” “suitable for promotion under normal circumstances”, “not yet suitable for next higher grade” and “unlikely to progress further,” may be given with sufficient reasons. Posting and transfer of officers should not be made at random or on a whimsical basis which will create an anarchic situation as is shown in propositions 3, 4 and 5 of Table –7. This creates frustration among the civil servants and is detrimental to improve or even maintain the existing standard of performance. All Political considerations and biased attitude should be stopped for the sake of national interest.

(iv) Part VIII will be devoted for overall grading of ORU both by RIO and CSO simultaneously/side by side. Position determined within 100, may also be treated to be the marks obtained by ORU.

(v) There will be part IX for use of the controlling Ministry wherein the authorised officer will note date of receiving the PAR, delay made in any stage(s), irregularity found anywhere, etc. and initiate actions, if any. A copy of the part containing recommendation for posting to be sent to the department dealing with posting of such officers along with advice of the Controlling Authority. Controlling Ministry could appoint Reviewing Officer (RO) to review the aspects regarding which ORU and RIO could not arrive at unanimous decision and CSO could not give any reasonable solution up to the rank of Deputy Secretary. Above that where RIO or CSO concerned is the head of the Ministry review should be avoided as much as possible. For the comments of RO,

a blank space is to be provided. A format prepared on the basis of the recommendations made above is given in Annex-G.

(vi) Merit should get appropriate priority in case of promotion and some sort of equation between merit and seniority should be developed so that outstanding officers may be considered for accelerated promotions (superseding senior but inferior officers). This will help improve performance and people with better quality will feel inclined to come to civil service for better career prospects/opportunities.

This can be done in the following manners :

- (a) Within two years of appointment, all compulsory training are to be completed and marks obtained out of 500 to be added with marks obtained out of 1000 marks examination conducted by the PSC for recruitment. A combination of these two will form gradation list for the first time.
- (b) On the expiry of 4/5 years of service, PSC will conduct examination for awarding senior scale. Promotion to the senior scale will be strictly on the basis of the results of that examination & first gradation list and this promotion will form second gradation list indicating seniority.
- (c) Then average marks of three years PA will be added with second gradation marks and a new gradation, (third list, to be prepared for promotion to the rank of Deputy Secretary (DS). Performance Appraisal should be made objective before implementation of changed position of seniority by the marks obtained in it.
- (d) Training of Advanced Course on Administration and Development (ACAD) to be completed within 2 years of promotion to the rank of DS and the marks obtained in this training and three years average marks of PA (as DS) to be added with the marks determined of (c) above and will form fourth gradation for promotion to the rank of Joint Secretary (JS).

- (e) Senior Staff Course (SSC) training to be completed also within two years of promotion to the post of JS and the marks of that training and two/three years average PA marks to be added to that of (d) above to have fifth gradation list of seniority for promotion and posting to the post of Secretary.
- (f) The incumbent superseded three times for want of required merit (marks) may be dropped for ever for further consideration of promotion. All other relevant rules to be followed so as to conform with this formula.
- (vii) Performance Appraisal Day (PAD) may be introduced in each Ministry/Department/Organisation on which the writing, initiating and consigning of performance appraisal should be completed, if not done earlier.
- (viii) It will be difficult to set work target and to implement proposed Performance Appraisal System if present Planning and Auditing systems are not changed and punctuality is not maintained strictly. So it is also proposed that:
- (a) Planning process, project approval and implementation procedures and financial control systems should be changed and decentralized. Respective Ministry and Division will be responsible for preparing, approving and implementing projects and with that end in view, they will be given a block allocation of annual funding. The Ministry and the Department concerned will set their own target of work and fix responsibilities among their officers. Ministry of Finance or IMED may monitor the performance from time to time and may take rewarding and punitive measures for and against the organizations doing better or worse.
- (b) To ensure accountability and Transparency, all auditing should be up-dated in a time frame so that it can be finalized by Public Accounts Committee of the Assembly within 2 years of the expenditure done. Present auditing system of just checking whether rules and orders have been obeyed or not is to be changed into performance auditing system so that both quantity and quality of work or value of money spend can be measured objectively.

c. Punch card system may be introduced to ensure punctual attendance in the offices.

(ix) There should be a well organised and well thought career planning which will help improve the performance standard and at the same time, increase better scope for promotion for good and meritorious officers. Present system of promotion on the basis of seniority only and indiscriminate contract appointment of retired personnel have created a sense of extreme frustration among the younger energetic officers which is very much detrimental to the interest of the country. On the other hand, by the year 2002 and onwards a large number of senior civil servants will retire and the officers below the tier will not have the stipulated years of experience to replace them which will cause a vacuum in the top management of the government. The most appropriate step to face that awkward situation will be to extend retirement age from 57 to 60. This will be meaningful for some other reasons viz., longevity of the people has increased a lot; entry into the services was delayed during the past years for different reasons and maximum age limit (for fresh entry into the service) was relaxed on several occasions. Moreover, because of the shortest length of service in the world we are getting less duration of service from the civil servant specially at a time when they are most experienced to give possibly the highest quality services to the nation. An early retirement will be detrimental to overall national interest.

7.0 Implementation:

The PAR proposed above (Annex-G) is possible to use as a universal system for all organizations that exist at present and it is also possible to introduce some special features specifically applicable for some specialized jobs or organizations with slight changes in part IV & V. It could also be used both in subjective and objective methods. But since our target is to switch over from subjective to objective it can be achieved in phases keeping conformity with the proposed reforms in other sectors in administration. It is also suggested that the government may consider introducing this system first in some selected organizations on experimental basis, before making it mandatory in all the organizations and services.

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7. Chowdhury Md. Ahsan Kabir, Deputy Secretary (CRCP), Ministry of Establishment, a seminar paper prepared during ACAD training in BPATC, 1998 : Revising the Performance Appraisal System of the BCS Towards a Reformative Study
8. Khan M. Mohabbat (June, 1993) : A Research on Civil Service Management
9. Rahman M. Safiur (July 1993) : Survey of opinion about Public Servants -a Research on Administrative Culture and Norms
10. Bangladesh Bureau of Statistics, M/O Planning, Government of the People's Republic of Bangladesh: .Statistical Pocketbook of Bangladesh, 1997
11. Noella Jorm, Julic Hunt & NICK Manning : Working Towards Results, Managing Individual Performance in the Public Service, Commonwealth Secretariat, London (1996).

PROJECT INITIATION DOCUMENT

Project Title : Performance Appraisal System of the Civil Servant of Bangladesh

Project Definition : Performance Appraisal system is considered to be the most effective tool for any organization in selecting right man for the right job. It's How and Why performance of the Civil Servants (of Bangladesh) are being conducted now and what should be the ideal modus operandi to meet the demand of the day and the time to come.

Aims and Objectives : Bangladesh has entered into the process of globalization. But its age-old administration has no competency to face the challenge of globalization. Hence reforms has become an imperative. And the effective and efficient achievement of desired national goal depends largely on an efficient administration builded upon perfect selection, good career planning and effective performance and personality trait evaluation system. This study has, therefore, been undertaken to review the existing performance appraisal, (i.e., ACR) to find out its weaknesses and to recommend changes to be incorporated to revise the same in conformity with the demands and needs of public administration reforms.

Organisation : The study and preparation of reports will be organised in the following methods:-

- (i) Opinion of the stakeholders will be collected through a structural questionnaire on which group is working actively. Moreover, some selective stakeholders will be interviewed face to face by the members of the group;
- (ii) Besides primary data that would be collected as stated above, secondary data will be collected by examining/studying different books, reports, journals, etc., on national context and also by examining some sample ACRs;
- (iii) Secondary data on the experience of other selective countries will also be studied and compared;
- (iv) A workshop of the stakeholders will also be hold to have a opinion poll and expert criticism and suggestions.
- (v) Lastly, we the team members being stakeholders ourselves, our experience of last, 25 years could also be used for pragmatic analysis.

Project Plans :Yes, we do have the plan how we would complete our task. We made a preliminary plan projecting time schedule which have already been presented and submitted to all concerned. In the last two days we have made technical plans to be implemented in 3 stages. The first stage is to prepare plan which has started on 6th and will terminate on 21st instant. The second stage will start on June 22 and will end on 31st August. And the 3rd stage will start on 1st Sept. and come to an end on 30th Nov. we have also prepared resource plans and have thought about controls, priority, assumptions and risk factors.

Our Critical Control Points are :

- (i) Formulation of plans which is already over.
- (ii) 1st meeting with sponsor to finalize TOR and Questionnaire
- (iii) To hold workshop with the stake holders
- (iv) To analyse the questionnaire and derive recommendation from them.

Priority : All the critical points are also priority function. Moreover preparation, presentation and submitting report for consideration of the sponsor is also a priority matter.

Assumptions are that :

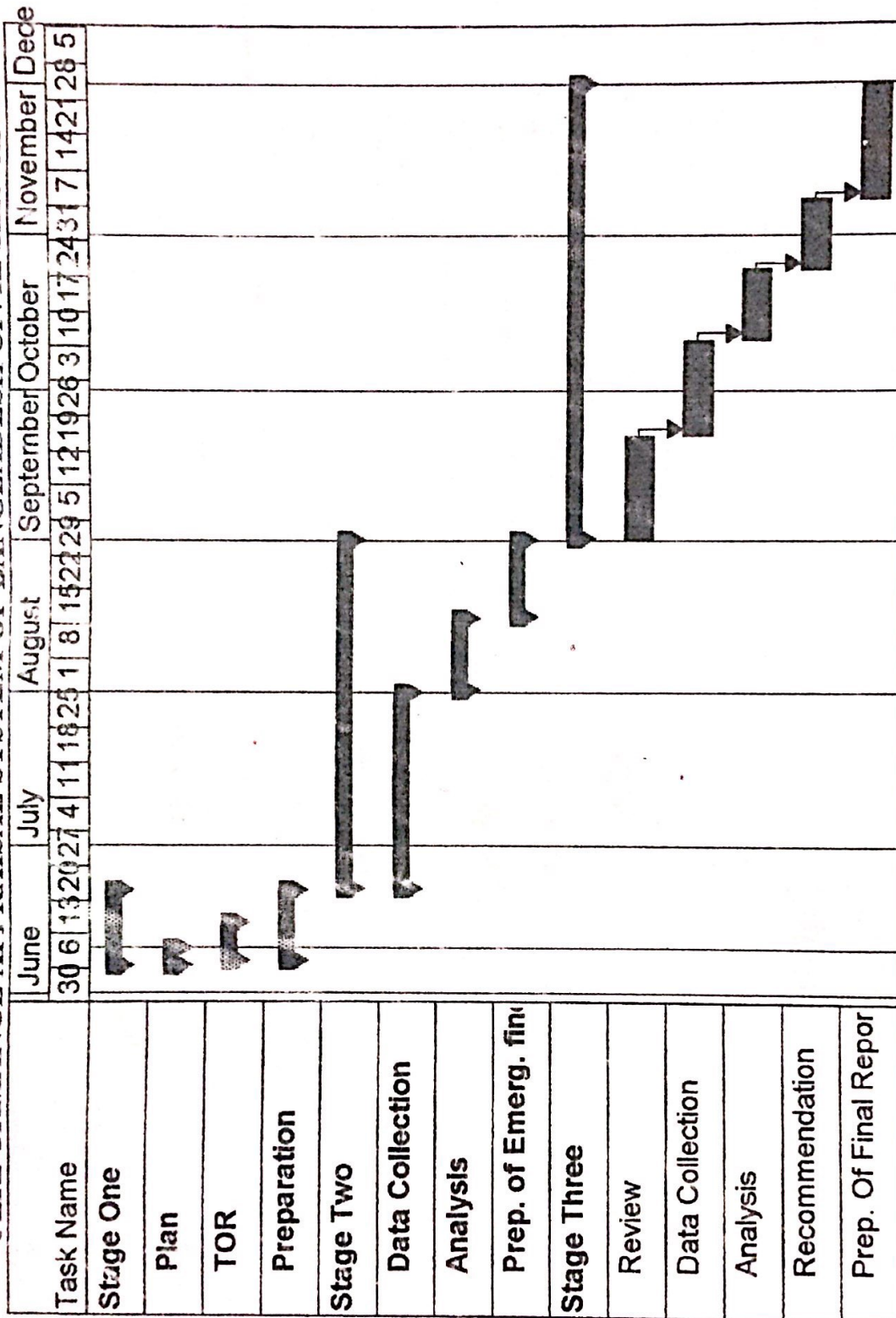
- (i) We shall get best possible cooperation from the mentor & sponsor.
- (ii) We are also hopeful about adequate response from stakeholders regarding questionnaire, interview and workshop.
- (iii) We are confident as well about ourselves to deliver a good product.

Risks : After every day there is a night. We have many hopes about our project. And of course there are a few risks. For example, we are doubtful whether we could keep time schedule or not specially when we shall go back to office work. We are also doubtful about logistic supports from the project management. In spite of that hopefully, we shall succeed in our mission.

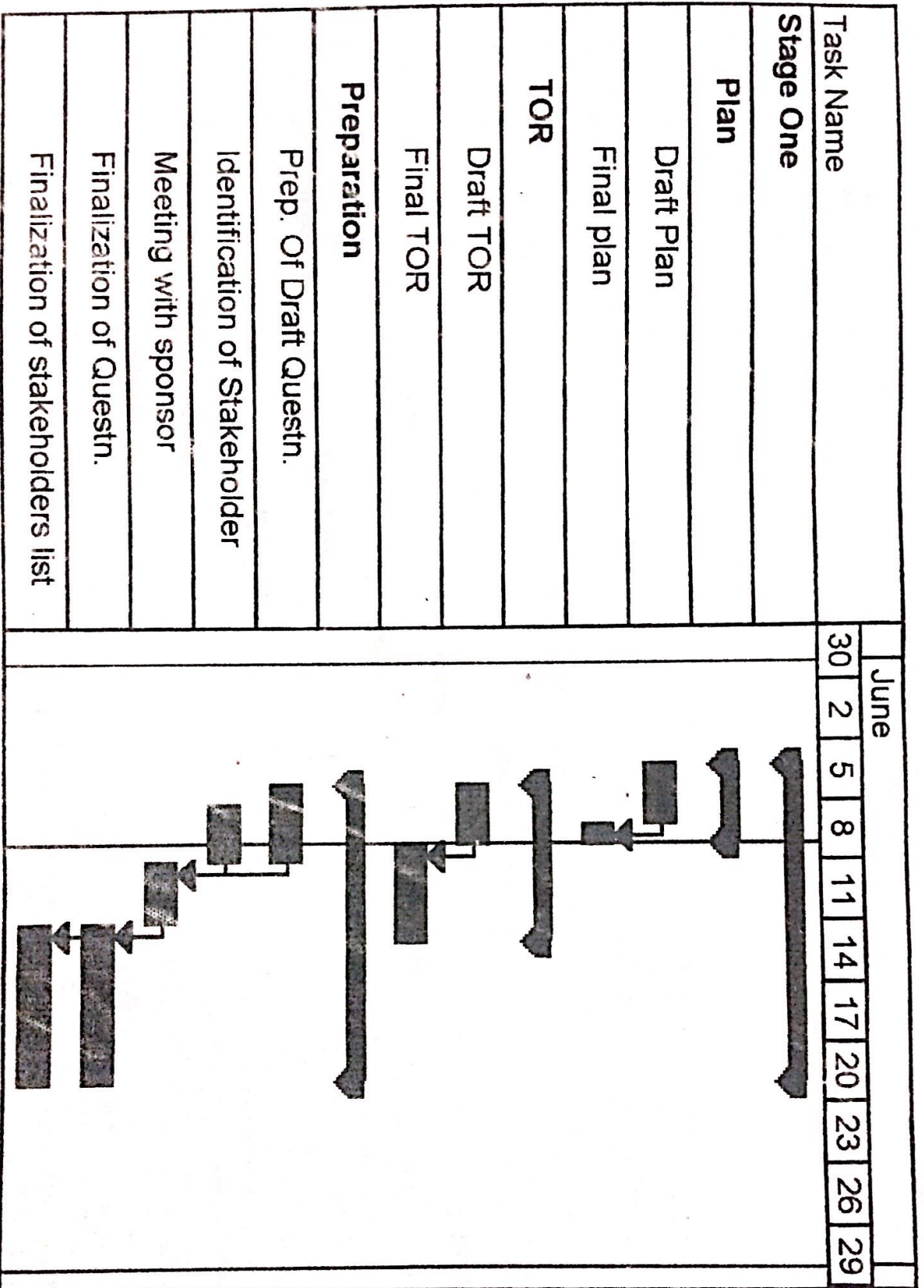
TECHNICAL PLAN WITH TIME SCHEDULE

Task Name	Duration	Start	Finish	6		13
				6	13	
Stage One	16 days	Sun 6/6/99	Mon 6/21/99			
Plan	4 days	Sun 6/6/99	Wed 6/9/99			
Draft Plan	3 days	Sun 6/6/99	Tue 6/8/99			
Final plan	1 day	Wed 6/9/99	Wed 6/9/99			
TOR	8 days	Mon 6/7/99	Mon 6/14/99			
Draft TOR	3 days	Mon 6/7/99	Wed 6/9/99			
Final TOR	5 days	Thu 6/10/99	Mon 6/14/99			
Preparation	15 days	Mon 6/7/99	Mon 6/21/99			
Prep. Of Draft Questn.	4 days	Mon 6/7/99	Thu 6/10/99			
Identification of Stakeholder	3 days	Tue 6/8/99	Thu 6/10/99			
Meeting with sponsor	3 days	Fri 6/11/99	Sun 6/13/99			
Finalization of Questn.	8 days	Mon 6/14/99	Mon 6/21/99			
Finalization of stakeholders list	8 days	Mon 6/14/99	Mon 6/21/99			
Stage Two	71 days	Tue 6/22/99	Tue 8/31/99			
Data Collection	40 days	Tue 6/22/99	Sat 7/31/99			
Distribution of Ques.	9 days	Tue 6/22/99	Wed 6/30/99			
Interview with stakeholders	21 days	Thu 7/1/99	Wed 7/21/99			
Collection of Question	21 days	Thu 7/1/99	Wed 7/21/99			
Holding workshop	10 days	Thu 7/22/99	Sat 7/31/99			
Analysis	15 days	Sun 8/1/99	Sun 8/15/99			
Compiln. of collected Pry. Data	7 days	Sun 8/1/99	Sat 8/7/99			
Collectn and Compiln. of S. Data	6 days	Thu 8/5/99	Tue 8/10/99			
Assimilation of Both the data	5 days	Wed 8/11/99	Sun 8/15/99			
Prep. of Emerg. findings	16 days	Mon 8/16/99	Tue 8/31/99			
Preparation of draft report	11 days	Mon 8/16/99	Thu 8/26/99			
Meeting with sponsor	1 day	Fri 8/27/99	Fri 8/27/99			
Finalization of Mid-term report	3 days	Sat 8/28/99	Mon 8/30/99			
Prese. of Mid-term report	1 day	Tue 8/31/99	Tue 8/31/99			
Stage Three	91 days	Wed 9/1/99	Tue 11/30/99			
Review	21 days	Wed 9/1/99	Tue 9/21/99			
Data Collection	19 days	Wed 9/22/99	Sun 10/10/99			
Analysis	14 days	Mon 10/11/99	Sun 10/24/99			
Recommendation	14 days	Mon 10/25/99	Sun 11/7/99			
Prep. Of Final Report	23 days	Mon 11/8/99	Tue 11/30/99			

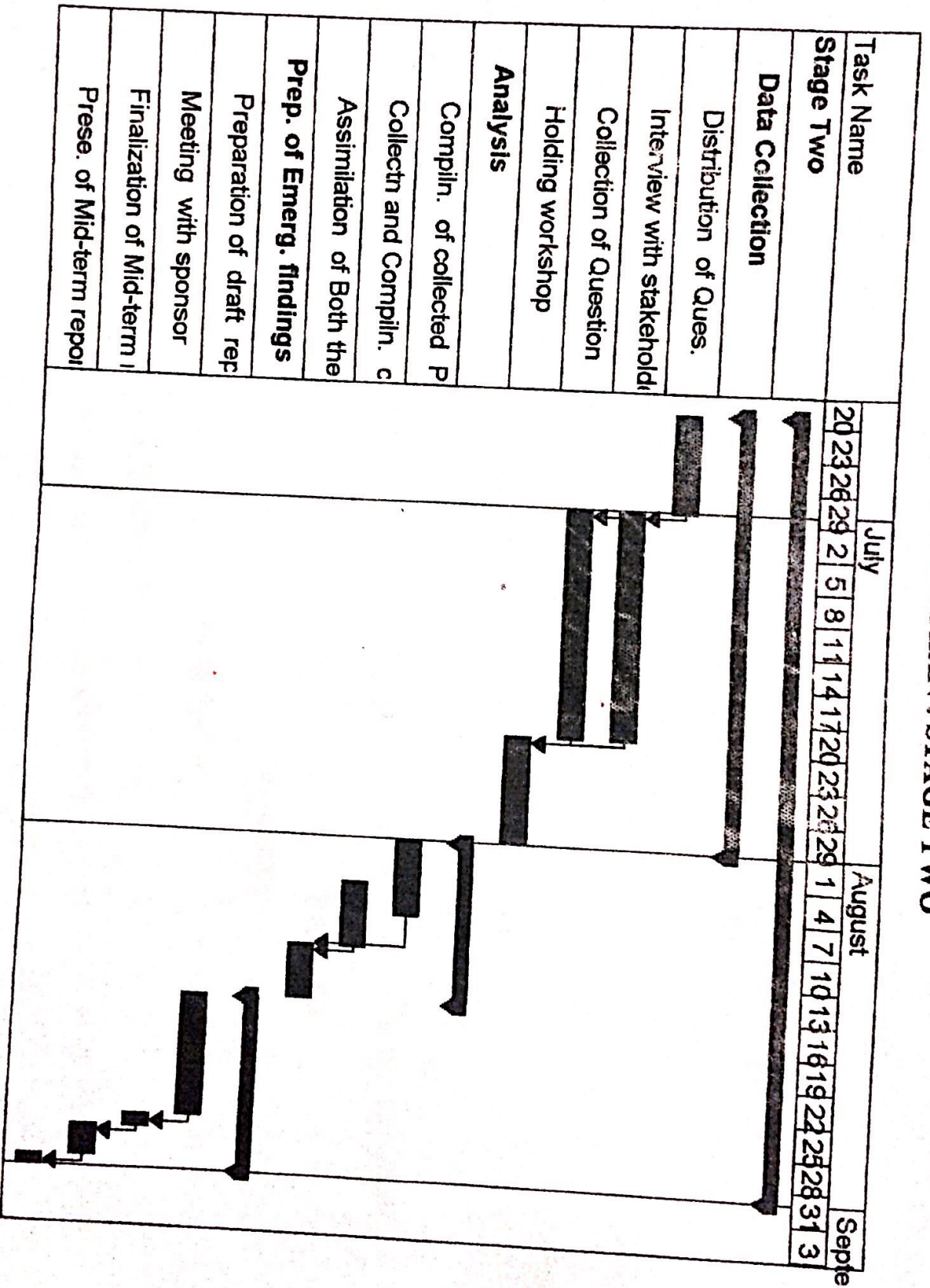
TECHNICAL PLAN OF THE PORTFOLIO-PROJECT PERFORMANCE APPRAISAL SYSTEM OF BANGLADESH CIVIL SERVANTS



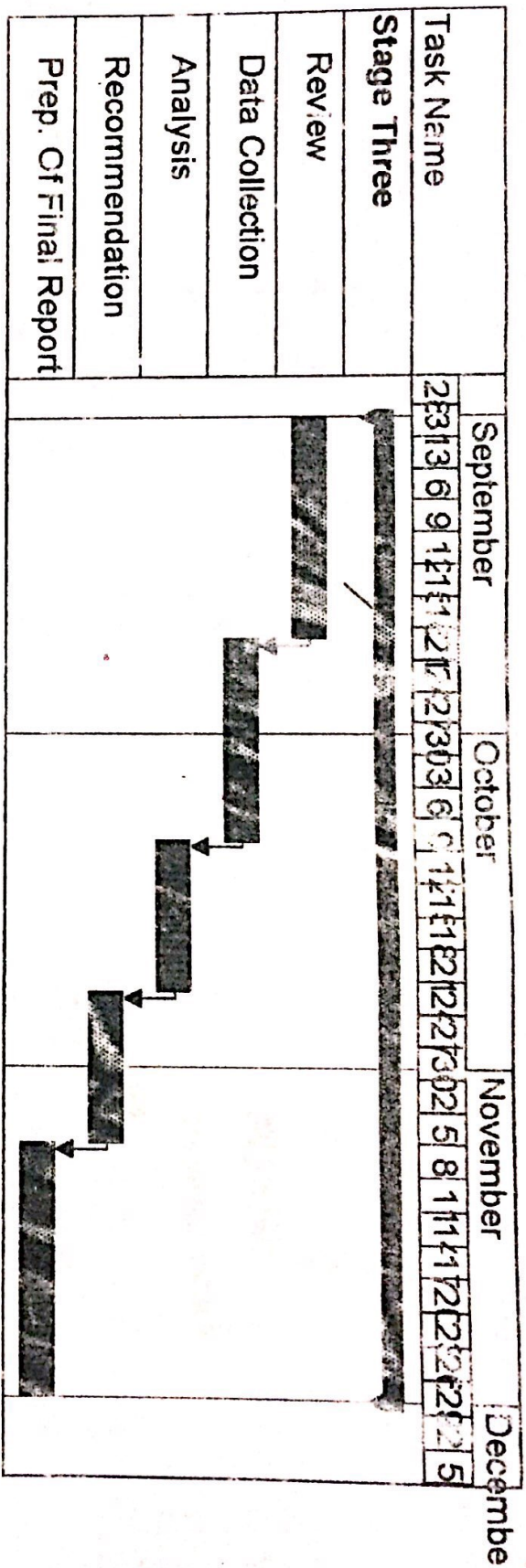
TECHNICAL PLAN : STAGE ONE



TECHNICAL PLAN : STAGE TWO



TECHNICAL PLAN : STAGE THREE

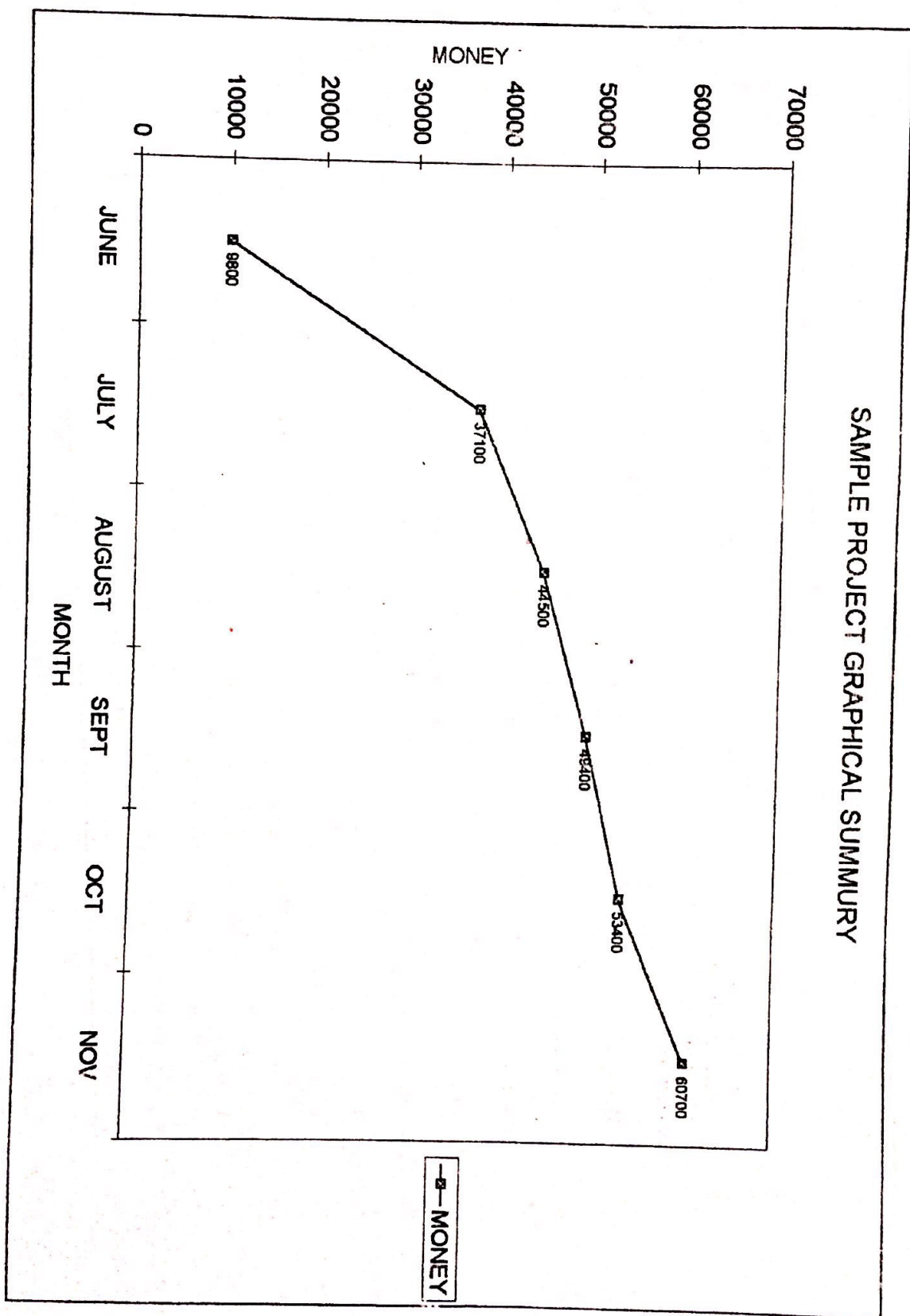


MATT - PAS
Resource Plan
Project Resource Plan (Costs)

	Stage 1		Stage 2		Stage 3	
	Planned	Actual	Planned	Actual	Planned	Actual
- <u>Team Members</u>						
- Operation Operator	200/-	-	4000/-	-	5000/-	-
- Dispatcher	500/-		1000/-		1200/-	
- <u>Workshop</u>						
- Invitation & Entertainment (Person -50)			8000/-			
- Rapportair			1500/-			
- Space & Equipment			10,000/-			
- <u>Others</u>						
- Stationary	2500/-		5000/-		3000/-	
- Transport (Fuel & Driver)	2000/-		4000/-		3000/-	
- MISC.	1000/-		3000/-		1000/-	
Total =	Tk. 8000/-		Tk. 35500/-		Tk. 12,500/-	

G.T. = 56,700/-
(Fifty Six Thousand Seven Hundred)only.

SAMPLE PROJECT GRAPHICAL SUMMURY



—■— MONEY

Resource Plans
Stage Resource Plan : Stage - 1

<u>People</u>	Week 1		Week 2		Week 3	
	Planned	Actual	Planned	Actual	Planned	Actual
Team member	-	-				
Computer Operator	Tk. 500/-		Tk. 1000/-		Tk. 500/-	
Despatcher	Tk. 100/-		= 200/-		Tk. 200/-	
<u>Others</u>						
Stationary	Tk. 500/-		= 2000/-		-	
Transport	Tk. 500/-		Tk. 1000/-		Tk. 500/-	
MISC	Tk. 300/-		Tk. 400/-		Tk. 300/-	
Total =	<u>Tk. 4,600/-</u>		<u>Tk. 4,600/-</u>		<u>Tk. 1,500/-</u>	

Resource Plans
Stage Resource Plan : Stage 2

	July 99 Week 4 Planned Actual	July 99 Week 5 Planned Actual	July 99 Week 6 Planned Actual	July 99 Week 7 Planned Actual	July 99 Week 8 Planned Actual	August 99 Week 9 Planned Actual	August 99 Week 10 Planned Actual	August 99 Week 11 Planned Actual	August 99 Week 12 Planned Actual	Week 13 Planned Actual	Week 14 Planned Actual	
Team Members												
Computer Operator	500/-	-	100/-	-	-	500/-	-	2000/-	-	-	-	
Despatcher	100/-	100/-	200/-	100/-	100/-	100/-	100/-	2000/-	-	-	-	
Workshop	-	-	-	-	-	-	-	-	-	-	-	
Invitation & Entertainment	-	500/-	-	-	7500/-	-	-	-	-	-	-	
Rapporteur	-	-	-	-	1500/-	-	-	-	-	-	-	
Space & Equipment	-	-	2000/-	-	8000/-	-	-	-	-	-	-	
Others	-	-	-	-	-	-	-	-	-	-	-	
Stationaries	-	1000/-	1000/-	-	-	-	-	1000/-	1000/-	-	-	
Transport (Fuel & Driver)	1000/-	1500/-	-	-	2000/-	-	-	1000/-	50/-	-	-	
MISC	200/-	200/-	200/-	200/-	200/-	200/-	200/-	200/-	300/-	-	-	
		3300/-	4400/-	300/-	19300/-	800/-	300/-	4500/-	1800/-	-	-	
Total =	1800/-											G.T. 36,500/-

Resource Plans
Stage Resource Plan : Stage 3

	Sept. '99 Week 13 Planned Actual	Sept. '99 Week 14 Planned Actual	Sept. '99 Week 15 Planned Actual	Sept. '99 Week 16 Planned Actual	Oct. '99 Week 17 Planned Actual	Oct. '99 Week 18 Planned Actual	Oct. '99 Week 19 Planned Actual	Oct. '99 Week 20 Planned Actual	Nov. '99 Week 21 Planned Actual	Nov. '99 Week 22 Planned Actual	Nov. '99 Week 23 Planned Actual	Nov. '99 Week 24 Planned Actual
Team Members	-	-	-	-	-	-	-	-	-	-	-	-
Computer Operator	400/-	400/-	400/-	400/-	400/-	400/-	400/-	400/-	400/-	400/-	400/-	600/-
Dispatcher	100/-	100/-	100/-	100/-	100/-	100/-	100/-	100/-	100/-	100/-	100/-	100/-
Others:												
Stationary	200/-	200/-	100/-	200/-	100/-	200/-	100/-	200/-	200/-	500/-	500/-	500/-
Transport (Fuel & Driver)	200/-	200/-	100/-	100/-	100/-	200/-	200/-	200/-	200/-	500/-	500/-	500/-
MISC	400/-	400/-	400/-	400/-	400/-	100/-	100/-	100/-	200/-	300/-	500/-	500/-
	<u>1300/-</u>	<u>1300/-</u>	<u>1100/-</u>	<u>1200/-</u>	<u>1100/-</u>	<u>1000/-</u>	<u>900/-</u>	<u>1000/-</u>	<u>1100/-</u>	<u>2000/-</u>	<u>2000/-</u>	<u>2200/-</u>

G.T. 16,200/-

TABLE - 4 : A COMPARISON OF OLD AND NEW ACR FORMS

Part			Categories of information			Filled up by	Comments
Form before 1982	Form since 1982	Form of 1990	Before 1982	Since 1982	From 1990	Old/Existing	Comments
I	I	I	Bio-data of ORU	Bio-data of ORU	Medical check up report	ORU/AMO	1. RIO = Report Initiating Officer AMO=Authorised Medical Officer CM=Controlling Ministry ORU=Officer reported upon CSO=Counter-signing Officer 2.Existing form contains 15 column including job description against 14 in previous one in bio-data part. 3. Rating scale changed from 1-5 to 1-4. 4. Personality trait and work performance were 8 & 12 and 13 & 12 in old and new forms respectively. 5.In case of overall grading 1-6 scale was reduced to 1-5 scale in the new form and thereby dropping unsatisfactory remarks having 20-30 marks.
-	II	II	-	Medical check up report	Bio-data of ORU	AMO/ORU	
-	III	II		Job description of ORU	Job description of ORU	RIO/ORU	
II	IV/V	III & IV		Rating of trait &	personality performance	RIO	
-	VI	V		Pen	picture	RIO	
III	VIII	VI		Recommendation for promotion character aptitude	dation tion and on &	RIO	
IV	VIII/IX	VII		Overall marking of	remarks/CSO	CSO	
	X	VIII		Commenting other by controlling ministry.	on receiving	CM	

DIFFERENT METHODS OF APPRAISAL

The important methods of appraisal and problems are given below. Let us start with some Traditional Methods were in vogue in the 50s and early 60s, followed by improved and modern methods. These are : –

- (i) **Work standards** – Standards were set according to the production per hour or the time spent per unit on the basis of previous standard works and then employees are paid on a piece- rate basis. Time study is needed to set output criteria.
- (ii) **Rating Scales** – The rating scale compares employees to some cognitive standard. It can be done both in graphic and non-graphic form, later being more valid because it contains a brief description of each point of a scale. Supervisors find it fairly easy to complete in less time between poor to excellent or high level to low.
- (iii) **Forced choice** – In a forced choice performance appraisal, the supervisor must choose one statement (some times two) out of a possible 3 or 4 that best describes the employee's performance in a particular area. It is difficult to use for developmental purposes.
- (iv) **Ranking** - In this method supervisor usually rank their employees from most effective to least effective in total job performance. It is fast, easy to complete and gives numerical evaluation.

- (v) **Paired comparison** – In this method supervisor pairs employees and choose one as superior in overall job performance. It is quick and easy to use.
- (vi) **Critical Incidents** – In this process outstandingly good or bad job performances separate the better employees from average employees and the poor employees from the average employees.
- (vii) **Annual Review** – The supervisor annually reviews each employee's record as a determinant of the employee's behaviour.
- (viii) **Checklist of Critical Incidents** – Critical incidents may be used in performance appraisal by developing a checklist of critical behaviours related to an employee's performance.
- (ix) **Essay method** – In this method supervisor writes an essay describing the employee's performance, specifying examples of strengths and weaknesses.
- (x) **BARS**- It's a combination with rating scales. Instead of using broad employees attributes, the points on the rating scale are critical incidents. A Behaviourally Anchored Rating Scale (BARS) is quick and easy to complete. Such scales are evaluative, because mathematical totals can be easily related to merit- increase and promotion probability.

(xi) **MBO** – One of the modern and most widely discussed performance appraisal methods is Management by Objectives. Some of the companies that have implemented MBO reported excellent results, others disappointment, and many ambivalence. Generally MBO process is as follows :

- ❖ The subordinate and supervisor jointly determine the goals to be accomplished during the appraisal period and what level of performance is necessary for the subordinate to satisfactorily achieve particular goals.
- ❖ During the appraisal period, the supervisor and employee update and alter goals as necessary due to changes in the business or environment.
- ❖ Both the supervisor and the subordinate decide if goals were met by the employee and discuss the reasons for any failures, taken into consideration of the cause of deviation from executed performance, such as a strike, market change, or labour dispute.
- ❖ New goals and performance objectives are determined by the supervisor and employee for the next period. There is also an appeal mechanism to sort out dispute between supervisor and employee regarding target and goals not met. Objectives set in terms of money or time.

APPRAISAL PROBLEMS

The methods discussed above are not universal. Some methods, practiced in some organization or other in some country, might be considered good enough. But after certain time some problems cropped up or some defects or errors were found resulting improvement of the same method or rejecting it in search of some new methods thought later on. Performance measurement problems intensify when problems or errors take place for which it will worth while to look into the problems found in most cases and very often. These are :

- (i) **Supervisory Bias** : The most supervisors consciously or unconsciously suffer from this kind of bias which may stem from personal characteristics such as age, sex, race or from organization related characteristics like seniority, membership on a organization's athletic team or friendship with top administrators, etc..
- (ii) **Halo Effects** : When a particular aspect of an employee's performance influence the evaluation of other aspects, it is presumed that a halo effects has occurred. For example, a particular employee always arrives early might get high ratings in other areas of quality of work or job knowledge along with punctuality or timeliness, being just mediocre in the later areas. Negative halos may also occurred.

(iii) **Central Tendency** : It results when everyone is evaluated as average. The problems also occurs when supervisors cannot objectively evaluate employee performance because of a lack of familiarity with the work, a lack of supervisory ability, or fear of being reprimanded in case of evaluating individual too highly.

(iv) **Leniency** : Inexperienced or poor supervisors may believe that simply to give everyone high evaluation will be to their benefit and they will feel happy. But leniency seldom creates good feelings among the employees because of the fact that the best performers who are working hard receive no more credit than fellow employees who are not and lack of accurate appraisal can lead to runover among the best employees.

(v) **Strictness** Strictness is the opposite to leniency, though not so widespread. This creates bad supervisor-subordinate relationship. And failure to secure standards of excellence is unreasonable and demoralizing.

(vi) **Recency** : It is human nature to remember recent events more than events in the distant past. And during annual or semiannual appraisals there may be a tendency to emphasis on what have been done just before the appraisal than in prior months. Where recency problems are severe frequent appraisals (monthly or quarterly) or keeping record or running log of employees" behaviours may help avoid the recency distortions.

**STANDARD PERFORMANCE APPRAISAL SYSTEMS IN
SOME SELECTED COUNTRIES**

(A) **UNITED KINGDOM (UK)** : Before '80s 56.7% of the UK commercial firms used result oriented methods, 10.6% personality trait rating, 5.6% controlled written report, 11.1% free written report and about 16% other methods of performance appraisals (PA). Thereafter graphic scale rating system, on the basis of following general principles, regarding performance measurement in different organizations including public organization, were followed :

- (i) A forward job plan for each job holder with specific objectives for the year;
- (ii) An annual assessment of performance, made open to the job holder based on specific objectives and agreed job description;
- (iii) Regular assessment of profitability and potentiality;
- (iv) Specific rating scales for performance and promotability which make clear assessment criteria and
- (v) Opportunity for an appraisal interview.

But the government under Prime Minister Margaret Thatcher was not satisfied on the performance. Prime Minister herself was very much critical. specially about performance of public servants and initiated largescale reforms in administration. The reform measures were followed by the following Labour Government and the present Prime Minister Tony Blair privatised most of the government works and created large scale Agencies to perform works of both the

central and local government like County Councils. In the present system job target and budget to discharge it is given and the agencies used to do the works almost independently. Tier of hierarchical channel in the ministry has also been cut short. Performance rate is now said to be increased tremendously in present Agency Offices compared to previous government offices. Like that of works, the performance measurement system has also been decentralised and every organization independently follow the methods or forms for evaluation of their employees at their own choice. A sample format for evaluation in the "Inland Revenue Department" is given in Annex-D for ready reference. It is also important to mention here that in most of organizations pay is related with performance but not in all and the nomenclature of pay and performances are also different in different organizations.

(B) **The United States of America (USA)** : In the 70s graphic rating scales system like that of the UK were used for Federal employees in the USA. A survey undertaken by the General Accounting Office (GAO) in 1978 showed 1% outstanding and 99% satisfactory and none in other categories. This is mainly because section 4304 (c) of Title 1 of US code laid down that "a performance rating of outstanding may be given when all aspects of performance not only exceed normal requirements but are outstanding and deserve special commendation." The principles adopted later on for measurement of performances are :-

- (i) Performance Appraisal and Performance related pay are important part of a Senior Executive Service;
- (ii) Appraisal provides explicit work guidelines and feedback on performance.;

- (iii) PA, a basis for performance awards promotion;
- (iv) Performance includes improvements in efficiency, productivity, quality of service, cost efficiency, timeliness, etc. and
- (v) Final appraisals are made only upon review by an agency-level Performance Review Board.

6.3, **Malaysian Civil Service** : Principles followed in PA in Malaysian Civil Service are as follows :

- (i) Western Style MBO based performance Measurement Appraisal.
- (ii) Salary progression as per score in PA and
- (iii) Annual work target setting and performance evaluation accordingly.

Malayasian Civil Servants give statement of job performed by them twice in a year and the next superior officer on getting second statement writes his performance report at the beginning of the next calender year. Five point works quality in part IX, 7 point work performances in part X and 7 point personal traits in part XI are measured along with other qualities and activities as is shown in Annex-E, (a sample of Malayasian Annual Evaluation Form) and a job description format Annex – E₁). It is know from interviewing a few Malayasian Civil Servants that about 5% officers get accelerated pay increase for their outstanding performance, another 90% gets normal yearly/annual increment and the rest 5% do not get any pay increase because of their unsatisfactory performance. Generally they follow MBO system, work target is given at the beginning of the year, performance is measured by open discussion strictly on the basis of given assignments and the system is highly related with pay and punishment.

Table – 6 : Personal traits and works-performances of the Civil Servants evaluated Annually in Bangladesh, the UK and Malaysia.

Bangladesh	UK	Malaysia
<u>PERSONAL TRAITS (PART III):</u>	<u>3A. PERSONAL QUALITIES AND ABILITIES :</u>	<u>XI-PERSONAL QUALITIES :</u>
1. Sense of discipline	1. Acceptance of responsibility	1. Leadership
2. Judgement & sense of Proportion	2. Judgement	2. Integrity
3. Intelligence	3. Foresight	3. Fairness
4. Initiative & drive	4. Adaptability	4. Discipline
5. Personality	5. Ability to produce constructive ideas	5. Proactive, creative and innovative
6. Cooperation	6. Application & Energy	6. Ability to face challenge
7. Punctuality	7. Reliability under pressure	7. Determination
8. Reliability		<u>XII-ESTABLISHING RELATIONS AND COOPERATIONS:</u>
9. Sense of Responsibility		<u>IX- PRODUCTIVITY:</u>
10. Interest in work	<u>2A. PERFORMANCE ASSESSMENT STANDARD OF WORK</u>	1.1 Quantity of work
11. Promptness in taking action and carrying out order	a. Quality	13.2 Quality of work
12. Security consciousness	b. Quantity	13.3 Cost Effectiveness
13. Public Relations.		13.4 Timeliness
	<u>Personal Skills:</u>	13.5 Implementation of rules and administrative orders.
<u>WORKS PERFORMED (PART IV):</u>	c. Planning	<u>2. ANNUAL WORK ACHIEVEMENTS</u>
1. Professional Knowledge	d. Problem Solving	<u>X- KNOWLEDGE AND EXPERIENCE:</u>
2. Quality of work	e. Negotiation (if applicable)	1. General Knowledges in Field work
3. Quantity of work	f. Decision making	2. Ability to manage
4. Ability to supervise & guide		3. Ability to make decision
5. Relation with colleagues	<u>Management :</u>	
6. Capability to take decision		

7. Capability to implement Decision	g. Of staff (if applicable)	4. Effectiveness of communication
8. Interest & capability to train subordinates	h. Of other resources (if applicable)	5. Ability to Resolve problems
9. Power to express : Written	<u>Communication :</u>	6. Overall perspective
10. Power to express : Oral	i. Oral	7. Analysis
11. Promptness in writing & countersigning ACR	j. Written	*1. Part IX: Productivity has 5 attributes and -- X60 marks.
12. Devotion to duty	<u>Working Relationship</u>	50
	k. Colleagues	*2. Part X: Knowledge and Experience has 7 attributes having -- X15 marks.
	l. The Public	70
	<u>Knowledge</u>	*3. Part XI : Personal qualities has 7 attributes having -- X15 marks.
	m. Professional and (if applicable) Technical	70
	2b. HOW OBJECTIVELY THE JOB DESCRIBED, CARRIED OUT AND OBJECTIVES MET.	

Table – 7 : Response given by III civil servants of different hierarchy working in different cadre/non-cadre services in govt. /autonomous organizations.

Proposition	Response of the Civil Servants Participated in the Questionnaire		
	Yes (%)	No (%)	Other opinion
1. Delay made by ORU+RIO+CSO +AMO+delay to get form (15+90+120+120+30) =375 days	100%	Nil	Nil
2. To ensure timely availability of ACR stricture may be given to delaying officer	91	-	21
3. An outstanding officer does not get good posting	51	-	-
4. An Average rating officer gets good posting due to tadbir (influence)	73	-	-
5. An outstanding officer gets bad posting due to lack of tadbir.	78	-	-
6. Adverse ACR occusionally do not act as bar to promotion	15	-	-
In career building present performance appraisal			
a)Contributes much	11		
b) Does not contribute at all	22	-	-

c) Contribute to some extent	75	-	-
Evaluation part III & IV of present ACR should be changed or weightage should be changed.	54	42	7
9. Different evaluation standard should be set for field and desk officers.	43	32	10
10. Present ACR should be			
(a) continued	57	-	
(b) replaced by open system	27	-	
	40	-	
(c) replaced by partial open system	26	-	
(d) made link with pay/reward/punishment			
11. Accelerated promotion should be given to outstanding officers	50	-	-

Table 8 - Response given by III civil servants of different hierarchy working in different cadre/non-cadre services in govt. /autonomous organizations.

Propositions (%)	Yes	Remarks
1. In writing ACR (a) total marks are decided first, then it is match to different columns	14	
2. ACR are written dependding on (a) memory (b) diary maintained to record performance (c) opinion of colleagues (d) opinion of other stakeholders	72 59 03 08	
3. In case of adverse remarks in ACR (a) not communicated to ORU at all (b) long times are taken to communicate (c) communicated & action taken in time	24 63 13	
4. Effect of adversity should remain valid (a) three years in all cases (b) 2 – 3 years depending on gravity (c) for the time to be determined by the controlling ministry	10 55 38	

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

(মন্ত্রণালয়/বিভাগ/পরিদপ্তর/অফিস-এর নাম)

১১.....২২০৪ ১১.....শ্রীমত শমসেরা বেগম বারিফ বিদ্যাপাঠী ।
বিরোদ

ଏକ ସଦ୍‌ବ

- ১। মান (স্বীকৃতি)
- ২। পত্র
- ৩। শিক্ষাপত্র যোগ্যতা
- ৪। জন পরিচয়
- ৫। মোট প্রকৃতির বৈশিষ্ট্য
- ৬। মোট বৈশিষ্ট্য, জন পরিচয়
- ৭। বিবরণ প্রদান
- ৮। বিবরণ প্রদানকারী পরিচয়ের অধীনে প্রকৃতির বৈশিষ্ট্য

আলোচ্য সময়ে যে পদে বহান ছিলেন

পদ	নাম	বেতন ও দৈনিক খরচ

অনুগ্রহপূর্বক ৩২ স্বাক্ষরিত চতুর্থ পৃষ্ঠায় নির্দেশনাগুলি দেবুন।

	ক-১	ক	খ	গ	ঘ	চাষ
১। শীপশি ও মানবিক উৎসাহতা ..						
২। বিচার ক্ষমতা ও ব্যক্তিগত ..						
৩। উন্নয়ন ও প্রভাব ..						
৪। প্রশংসা ক্ষমতা :						
(ক) বিবেক ..						
(খ) স্বজন ..						
৫। কাজের পরিচালনা, সংযোজন ও						
উদ্বোধন ক্ষমতা ..						
৬। কাজের মান ও পরিমাণ ..						
৭। সময়বোধ ও সত্যনিষ্ঠা ..						
৮। দায়িত্বপ্রাপ্ত পরিচালনা ও প্রতিক্রিয়া						
কর্মের ক্ষমতা ..						
৯। সামর্থ্যশক্তি ও নিয়ন্ত্রণ ..						
১০। সভা :						
(ক) স্থিতিস্থাপক ..						
(খ) চৈতন্য ..						
১১। বাস্তবজ্ঞানঃ ..						
(ক) সাধারণ ..						
(খ) অধিক বিশেষ ..						
১২। কৃতিত্ব ..						
১৩। আদেশ পালনে তৎপরতা ..						
১৪।						
১৫।						
১৬।						
১৭।						
১৮।						

*কোনো প্রয়োজ্য ক্ষেত্রে অনুসরণ করিতে হইবে।
*চতুর্থ পৃষ্ঠার ক-১ নির্দেশ প্রযোজ্য।

[illegible]

১। প্রাচীন যুগের সাহিত্য
 ২। মৌর্য-শতাব্দীর সাহিত্য
 ৩। গুপ্ত-সাম্রাজ্যের সাহিত্য
 ৪। বৌদ্ধ সাহিত্য
 ৫। হিন্দু সাহিত্য
 ৬। মুসলিম-সাম্রাজ্যের সাহিত্য
 ৭। উর্দু সাহিত্য
 ৮। বঙ্গ-সাহিত্য
 ৯। অসম সাহিত্য
 ১০। পশ্চিমবঙ্গ সাহিত্য
 ১১। উড়িষ্যা সাহিত্য
 ১২। মালয় সাহিত্য
 ১৩। তামিল সাহিত্য

মুক্তিযোদ্ধাদের তালিকা :
 ১. মুক্তিযোদ্ধাদের তালিকা :
 ২. মুক্তিযোদ্ধাদের তালিকা :
 ৩. মুক্তিযোদ্ধাদের তালিকা :
 ৪. মুক্তিযোদ্ধাদের তালিকা :
 ৫. মুক্তিযোদ্ধাদের তালিকা :
 ৬. মুক্তিযোদ্ধাদের তালিকা :
 ৭. মুক্তিযোদ্ধাদের তালিকা :
 ৮. মুক্তিযোদ্ধাদের তালিকা :
 ৯. মুক্তিযোদ্ধাদের তালিকা :
 ১০. মুক্তিযোদ্ধাদের তালিকা :

ଅଧ୍ୟାପକଙ୍କ ସହଯୋଗରେ ଅତିରିକ୍ତ (ସମ୍ପ୍ରତି ଯୋଗଦାନ କରିବା)
 ଅତିରିକ୍ତ ସ୍ଥିତି ସମ୍ବନ୍ଧରେ ସମସ୍ତଙ୍କର ସହଯୋଗ (ସମ୍ପ୍ରତି)
 ସମ୍ପ୍ରତି ଯୋଗଦାନ କରିବା ସମ୍ବନ୍ଧରେ ସମସ୍ତଙ୍କର ସହଯୋଗ
 ସମ୍ପ୍ରତି ସମ୍ବନ୍ଧରେ ସମସ୍ତଙ୍କର ସହଯୋଗ
 ସମ୍ପ୍ରତି ସମ୍ବନ୍ଧରେ ସମସ୍ତଙ୍କର ସହଯୋଗ

[illegible][illegible][illegible]

(iii) ବ୍ୟବସାୟ ସମ୍ପର୍କରେ କୌଣସି ପ୍ରଶ୍ନ ଉଠିଲେ ତୁମେ ମୋତେ ଜଣାଇ ଦେବୁ।

[illegible]

(ঘ) প্রতিস্থাপনকারী আবেদনকারী জমা নিবেদন।

১। হে' অঙ্গিনাং সন্দর্ভে সিংগেট প্রাপ্ত হইয়াছে ওয়াসন্তক আপনায় স্যাক্টপুত আসেত, আশাংক সিংগেট প্রাপ্তকর্মী অসিকতায় নতকর্মেরে স্থাপনকর্মক।

(৩) সংস্থাপন বিভাগের জন্য নির্দেশ।

২। মূল সিগাট সবেল যোন বসিসবল্ চায়াটা। মায়া। অথবা, ভুলবতঃ অন্য কোন মায়া দেখে কামারের অন্য কোনট উল্লিখ পায়ে যায়, তখন

CONFIDENTIAL



GOVERNMENT OF THE PEOPLES REPUBLIC OF BANGLADISH

ANNUAL CONFIDENTIAL REPORT

IN RESPECT OF

Name.....

Designation.....

Service/Cadre/Post.....

Sl. No. in the Gradation List.....

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GUIDE FOR COMPLETING THE ACR FORM

All concerned must read the 'Instructions for Filling up ACR Forms'.

PARTS OF ACR

1. Various parts of ACR Form I provide following information in respect of the officer reported upon (ORU) and have to be filled in by different categories of superior officers as shown below:

a. Part-I	Director of the Office	To be filled in and initialled by the ORU himself.
b. Part-II	Medical Check up Report	To be filled in and initialled by an authorised medical officer (AMO).
c. Part-III	Job Description	To be filled in by the report initiating officer (RIO).
d. Part-IV	Personality Traits	To be filled in and initialled by the RIO.
e. Part-V	Performance	To be filled in and initialled by the RIO.
f. Part-VI	Own Picture	To be filled in and signed by the RIO. It also has to be signed by the ORU in the presence of the RIO.
g. Part-VII	Recommendations	To be filled in and initialled by the RIO.
h. Part-VIII	Remarks of the Countersigning Officer	To be filled in and signed by the countersigning officer (CSO).
i. Part-IX	Additional Remarks	In specified cases, to be filled in by a superior authority.
k. Part-X	Comments of the Ministry/Division	To be filled in by the Ministry/Division.

GENERAL GUIDELINES

2. Normal ACRs are initiated once in a year in respect of an officer.
3. Special ACRs may be initiated at any time to meet any special requirement, when called for by higher authority, provided the ORU has served under the RIO for a minimum of three months.
4. Part-VII to X will not be shown to the ORU unless there is an adverse remark in which case the Ministry/Division concerned will send the extract of the relevant parts only to the ORU for his information and representation (if the ORU so desires).
5. ACR forms are not to be folded at any stage and a filled in ACR must be transmitted from one office to another in a closed envelope with secrecy marking 'CONFIDENTIAL'.

INSTRUCTIONS FOR DEPARTMENTS

6. Ministries/Divisions/Departments will indicate RIOs and CSOs in respect of all gazetted officers under their administrative control. They will also lay down the channel of submission of ACRs.

7. This form has been designed to cover the basic qualities of an officer. Where necessary, comments on other qualities required of an officer belonging to a specialised service or employed on a particular kind of duties should be made in Part IX of the ACR Form I. Departments should issue administrative instructions in this behalf to the reporting officers under them, indicating the specific qualities required for any particular service or post deserving special mention in the confidential reports. Suitable entry headings relating to these qualities should be typed in the space provided.

8. The report should be initiated by the next superior officer and countersigned by an officer higher than the reporting officer, both being concerned with the work of the officer (ORU).

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ACR Form 1



GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH

Name of Ministry/Division/Department/Office:

CONFIDENTIAL REPORT

Annual/Special Report for the period from: to:

PART I - Bio-Data

(To be filled in by the Officer Reported Upon)

1. Name (in block letters) :
2. Designation :
3. Date of Birth :
4. Father's Name :
5. Name of Service/Cadre (if any) :
6. Sl. No. in the Gradation List (if any) of 19..... :
7. Date of entry into :
 a. Government Service :
 b. Gazetted Post :
 c. Cadre :
8. Date of Joining the Present Post :
9. a. Scale of Pay :
 b. Present Pay :
10. Academic Qualifications :
11. Training (in-service) :
 a. At Home :
 b. Abroad :
12. Foreign Language other than English with Proficiency in Speaking/Reading/ Writing.
 Speak
 Read
 Write
 From..... To.....
13. Period actually served under the Initiating Officer. :

.....
 Signature of the Officer Reported Upon
 with date.

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2

Name..... Designation.....

PART II--Medical Check up Report

(To be filled in by the Authorised/Medical Officer)

1. Height..... Weight..... (Over/Under by.....)
 B/s Sight..... Blood Group.....
 BP..... X-Ray Report.....
 ECG Report.....
2. Medical Category.....
3. Nature of Disability in Brief.....
.....
.....

Date.....

.....
Signature of the Medical Officer
(with name and Designation)

PART III - Job Description

(To be filled in by the Initiating Officer)

A. brief description of the jobs performed during the period under review:

a.

b.

c.

d.

e.

f.

.....
Initial of the Initiating Officer.

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3

Name _____ Designation _____

PART IV—Personality Traits

(To be completed by the Initiating Officer)

Note: Cross out the Inapplicable Rating and Initial in the box opposite the awarded Rating.

	Rating	Initial
1. Sense of Discipline:		
a. Of the highest order	3	
b. Of high order	4	
c. Disciplined	3	
d. Not very serious	2	
e. Indifferent	1	
2. Judgement and Sense of Proportion:		
a. Of the highest order	5	
b. Of high order	4	
c. Takes reasonable views on most matters	3	
d. Tends to be erratic/partial	2	
e. Poor	1	
3. Intelligence:		
a. Exceptionally intelligent	5	
b. Highly intelligent	4	
c. Intelligent	3	
d. Rather less than expected	2	
e. Poor	1	
4. Initiative and Drive:		
a. Shows outstanding initiative	5	
b. Shows commendable initiative	4	
c. Shows adequate initiative	3	
d. Waits to be told everything and requires constant supervision	2	
e. Somewhat lacking	1	

Initial of the Initiating Officer.

CONFIDENTIAL

Name..... Designation.....

5. Public Relation :

- a. Outstandingly effective
- b. Considerate and firm
- c. Gets on well with the people
- d. Tends to be unfriendly
- e. Poor

Rating

Initial

5	
4	
3	
2	
1	

6. Co-operation :

- a. Exceptionally Co-operative
- b. Highly Co-operative
- c. Generally Co-operative
- d. Sometimes Co-operative
- e. Hardly Co-operative

5	
4	
3	
2	
1	

7. Personality :

- a. Most dignified, effective and dynamic
- b. Commands obedience
- c. Average personality
- d. Partially effective
- e. Weak

5	
4	
3	
2	
1	

8. Security Consciousness :

- a. Very much conscious
- b. Very conscious
- c. Generally maintains security
- d. Not very much particular about security.
- e. Ignorant about security rules and regulations.

5	
4	
3	
2	
1	

Total Rating Scored out of 40

--	--

Initial of the Initiating Officer.

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5

Name..... Designation.....

PART V—Performance

(To be completed by the Initiating Officer)

NOTE: Cross out the inapplicable Ratings and initial in the box opposite the awarded Rating.

	Rating	Initial
1. Professional Knowledge :		
a. Remarkable depth of knowledge	5	
b. Sufficient depth of knowledge	4	
c. Moderately well	3	
d. Inadequate	2	
e. Poor	1	
2. Quality of Work :		
a. Distinguished for accurate and thorough work	5	
b. Maintains a high standard	4	
c. Generally of good quality	3	
d. Performance uneven	2	
e. Inaccurate	1	
3. Out-put of Work :		
a. Outstanding in the amount of work	5	
b. Gets through a great deal of work	4	
c. Satisfactory	3	
d. Rather less than expected	2	
e. Regularly insufficient	1	
4. Punctuality :		
a. Never late in attendance	5	
b. Rarely late in attendance	4	
c. Generally punctual	3	
d. Occasionally late in attendance	2	
e. Habitually a late comer	1	

Initial of the Initiating Officer.

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Name..... Designation.....

3. Sense of Responsibility and Devotion to Duty:

- a. Seeks and accepts responsibility at all times
- b. Very willing to accept responsibility
- c. Accepts responsibility as it comes
- d. Inclined to refer matters up which he can decide
- e. Avoids taking responsibility

Rating

Initial

5	
4	
3	
2	
1	

4. Promptness in Taking Action and Carrying out Orders:

- a. Extraordinary
- b. Very prompt
- c. Attempts to be prompt
- d. Slow
- e. Indifferent

5	
4	
3	
2	
1	

Interest in work:

- a. Shows extraordinary interest
- b. Shows sustained interest
- c. Takes reasonable interest
- d. Interest not adequate
- e. Lacking in requisite interest

5	
4	
3	
2	
1	

5. Ability to Supervise and Guide:

- a. Source of inspiration to the subordinates
- b. Manages distinctly well
- c. Ordinarily helpful to the subordinates
- d. Cannot control the subordinates
- e. Handles badly

5	
4	
3	
2	
1	

Initial of the Initiating Officer

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Name..... Designation.....

9. Relationship with Colleagues:

Rating	Initial
5	
4	
3	
2	
1	

a. Wins and retains highest regards of all

b. Highly liked and respected

c. Cordial

d. Tendency to avoid colleagues

e. Dealings appear to be erratic

10. Capability to Implement Decision:

5	
4	
3	
2	
1	

a. Extraordinary

b. Very good

c. Good

d. Sometimes wavers

e. Weak

11. Power of Expression (Written):

5	
4	
3	
2	
1	

a. Brilliant on paper

b. Clear, cogent and very well set out

c. Generally tries to be clear and concise

d. Not good enough to get by

e. Ideas not clear

Initial of the Initiating Officer.

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Name Designation

N

12. Power of Expression (Oral):

	Rating	Initial
a. Extremely effective	5	
b. Convincing and forceful	4	
c. Adequate	3	
d. Expression not always clear	2	
e. Ineffective and hazy	1	

13. Total Rating Scored Out of 60 in Part V

--	--

14. Total Rating Scored Out of 100 in Parts IV and V

--	--

15. Overall Grading: (Strike out the inapplicable Grading and Initial in the box opposite Grading awarded.)

Grading	Initial
OUTSTANDING (91-100)	
GOOD (81-90)	
HIGH AVERAGE (65-80)	
AVERAGE (45-64)	
BELOW AVERAGE (31-44)	
UNSATISFACTORY (20-30)	

.....
Initial of the Grading Officer

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Name Designation

PART VI--Pen Picture

1. Personality Traits:
2. Professional Ability:
3. Loyalty and Reliability:
4. Any Other Point:
5. Advice to the Officer:

.....
Signature of the Initiating Officer

Name

Designation

Date

.....
Signature with date of the
Officer Reported Upon.

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Name Designation

PART VII - Recommendations

(Not to be shown to the Officer Reported Upon)

Brief Comments on

- a. Special Aptitude (Administrative/Secretariat/Field/Diplomatic/Others)
- b. Suitability for next posting
- c. Recommendation for further in-service training
- d. Integrity and Reputation

2. Fitness for Promotion: (Cross out the inapplicable box and initial the applicable one)

- a. Recommended for accelerated promotion (if the officer has been graded Outstanding)
- b. Fit for promotion
- c. Recently promoted, time for assessment for further promotion not yet ripe.
- d. Not yet fit for promotion, but may become fit in course of time.
- e. Unfit for further promotion, reached the ceiling

☐☐☐☐☐

3. Other Recommendations:

Date

Signature of the Initiating Officer
(with name and designation)

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Name..... Designation

PART VIII Remarks by the Countersigning Officer.

1. Period served under you from.....
2. Pen Picture :
3. Overall Grading :
4. Recommendations :

Date.....

Signature of the Countersigning Officer
(with name and designation)

PART IX (Additional) Remarks (if any).

Date.....

Signature of the Officer Endorsing
Remarks (with name and designation)

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Name _____ Designation _____

PART 8 (For use by the Minister/Division)

1. Date of receipt of completed form
2. Reasons for abnormal delay
3. Disposal of representation (W 21.1)

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9. The Ministry of Defence (M.D.) is required to submit a copy of the Report to the Ministry of Defence (M.D.) in accordance with paragraph 3.3 of the Instructions on ACR.

10. When a report is made in the confidential form by an officer by a CSO/any other superior officer, the name of the relevant person of the report should be furnished to the officer reported upon at the earliest opportunity, and in any case not more than one month from the date the report is countersigned, with a copy of the report, of which should be signed and returned by him in acknowledgement of the report.

11. When report is made in the confidential form by a reporting and countersigning officers, it is only the opinion received by the latter (whoever authority which should stand).

12. A confidential report containing adverse remarks should not be taken into consideration until a decision has been taken on the representation of the officer reported upon, if any.

INSTRUCTIONS FOR THE OFFICER REPORTED UPON (ORU)

13. Fill in PART I with the ACR Form in duplicate and keep both copies at the appropriate space and put in date.

14. Ensure that the personal data given in the part is correct in conformity with the latest Officers Service Record Form submitted by you.

15. Get yourself medically examined by the AMU. Send the form to the Initiating Officer so as to reach the latter by 31 December.

16. If you do not agree with the opinion of the AMU, you can apply for convening a medical board to ascertain your physical condition.

17. After the Report Initiating Officer (RIO) has effect in the relevant parts and calls you to read the report and sign it, you may demand an extract of the parts filled in by the RIO for the purpose of filing a representation, if you so desire.

18. If you desire to file a representation then you will make an endorsement to that effect at the bottom corner of page 9 while signing the form.

INSTRUCTIONS FOR THE REPORT INITIATING OFFICER (RIO)

19. While reporting on your subordinate:
 - a. Be as objective as possible.
 - b. Be as circumspect as possible.
 - c. Be clear and direct, not ambiguous or evasive in your remarks.
 - d. Avoid exaggeration and gross understatement.

20. Point out to the Officers concerned their failings and weaknesses as soon as these come to notice and thus give them a chance to rectify before the same are noted in the ACR of the Officers reported upon.

21. Fill in this form in duplicate by including the relevant forms in both original and the duplicate copies.

22. While filling up the space meant for 'Pen Picture' of the officer reported upon, bring out his strong as well as weak points with suggestions if any, for improvement so that a clear picture about the personality, performance and traits of character of the officer concerned are brought out.

23. After completing Part III to VII, send the form to the countersigning officer. If the ORU wishes to represent against an adverse remark, then provide him an extract of the ACR. On receipt of the representation, forward the ACR to the countersigning officer alongwith the representation and your comments about that.

24. Submit report in respect of any officer who has served under you for a minimum period of three months.

INSTRUCTIONS FOR THE COUNTERSIGNING OFFICERS

25. Weigh the remarks of the report initiating officer against your personal knowledge of the officer reported upon and then give your own remarks in Part VIII.

26. If you consider that a particular remark of the reporting officer is wrong and should be expunged, add any other remark which you may consider appropriate. If you do not wholly agree with a remark, give your own remarks under "Remarks of the Countersigning Officer" in Part VIII.

27. After endorsing your remarks and countersigning the form, forward it to the officer responsible for the custody of the ACR in the respective Ministry/Department.

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Bangladesh form No. 290 Gha (Review)

Annual Confidential Report Form-1

Govt. of the People's Republic of Bangladesh

Annual /Special Confidential Report

Year/Duration.....

Name

Designation

Service/Cadre/Post

Identification (ID) No.....

Confidential

Confidential

Name Designation.....

.....

Part I – Medical Examination Report

(To be filled in by an Authorised Medical Officer)

1. Height..... Weight..... Over/Under
 Eyesight Blood group.....
 Blood Pressure..... X-ray Report
 ECG Report
2. Medical Category/Classification
3. Physical inability/Nature of disability (in brief).....

Date

.....
 Signature of the Medical Officer
 (with name & designation)

Confidential

Govt. of the People's Republic of Bangladesh

Name of Ministry/Division/Department/Office

Annual/Special Report for the Period fromto

Part II – Bio-Data

(To be filled in by Officer Reported upon (ORU))

1. Name (in block letters) :
2. Designation :
3. Date of birth :
4. Father's name :
5. a) Marital Status : b) Number of Children:
6. Service/Cadre (if applicable) :
7. Sl. No. in the Gradation list of 19 :
8. Date of appointment : a) Government -
b) Gazetted-
c) Cadre -
9. Date of Joint the Present Post :
10. a) Pay Scale : b) Present Pay : *
11. Educational Qualification :
12. Training : a) At Home
b) Abroad
13. Proficiency in Foreign Language :
Spoken -
Reading -
Writing -
14. Full duration of service under the Report Initiating Office (RIO) From
to
15. A brief job description of the period under consideration :
a)
b)
c)
d)
e)

Date

Signature of the Officer
Reported upon (ORU)
with seal

(Part III & IV to be filled in by ORU putting initial in the respective column)

Part III – Personal Traits

Subject of evaluation	Marks obtained			
	4	5	6	7
2.1 Sense of discipline				
2.2 Judgement & sense of promotion				
2.3 Intelligence				
2.4 Initiative & drive				
2.5 Personality				
2.6 Cooperation				
2.7 Punctuality				
2.8 Reliability				
2.9 Sense of Responsibility				
2.10 Interest in work				
2.11 Promptness in taking action and carrying out order				
2.12 Security consciousness				
2.13 Public Relations				

Part IV – Work Performed

3.1 Professional Knowledge				
3.2 Quality of work				
3.3 Quantity of work				
3.4 Ability to supervise & guide				
3.5 Relation with colleagues				
3.6 Capability to take decision				
3.7 Capability to implement decision				
3.8 Interest & capability to train subordinates				
3.9 Power to express : Written				
3.10 Power to express : Oral				
3.11 Promptness in writing & Countersigning ACR				
3.12 Devotion to duty				

Total marks obtained

Outstanding	Very good	Good	Average	Below average
95-100	85-94	61-84	41-60	40 and below

Signature of ORU

Part V- Pen Picture
(To be filled in by the RIO)

Part VI – Recommendation
(To be filled by the RIO)

1. Comments in brief :
 - a) Special Aptitude/Suitability (e.g., Administrative/Official/Field/Others)
 - b) Integrity & Reputation (1) Morale :
 - (2) Intellectual :
 - (3) Material :
 - b) Further Recommendation for In Service Training :
2. Fitness for Promotion (Pen through all except the relevant one) :
 - a) Fit for Promotion :
 - b) Not yet fit for Promotion:
 - c) Reached the highest ceiling of fitness :
 - d) Recently Promoted, time for assessment for next promotion is yet to come:
3. Other Recommendation (if any):

Signature & Seal of RIO

Name (in block letter) :

Designation :

Date :

Part VII – Comments by the Countersigning Officer (CSO)

I think that the Evaluation of the RIO is very good/reasonably good/strict/liberal/biased.
Moreover, I would like to add the following comments:

a) General Comments-

b) Total Number due on the basis of overall evaluation -

Signature & Seal of CSO

Name (in block letter)

Designation.....

Date

Part VIII
(To be filled in by the Ministry/Division)

1. Date of receipt of the filled in form :
2. Reason for inordinate delay :
3. Action to be taken on the application (if any) :

Signature & Seal of Officer-in-charge

Name (in block letter) :

Designation :

Date :

Inland Revenue

Staff in confidence

Valuation Office

Staff Report

This form will be photocopied. Please use black ink.

Office or Division TOWER HAMLETSSection SETTLEMENT

Location code

95306

Part 1 - The Jobholder

1a. Personal Information

PI No. 4249348

Surname _____ First names _____
 Mr/Mrs/Miss/Ms _____
 Date of Birth 12 August 1958 Grade VALUATION TECHNICIAN Date entered grade 1 April 1987
 Address (state town or postal district only) EDMONTON LONDON N9
 Date started present job 1 April 1987 Period of report from 1 April 1987 to 30 April 1988
 Seniority date 1 April 1987 Periods of temporary promotion/substitution _____ to _____
 Qualifications (underline any obtained during period of report)
 Training Courses undertaken during the period of the report
VT 1 (P+M) 29 JUNE - 10 JULY 1987

1b. The Jobholder's Rights

to be told at his/her request

- the overall performance rating at Section 2C, and
- the promotion assessment at Section 3b, including any rider or qualification to that mark.

Prior to an Appraisal Interview the Jobholder can request a copy of pages 1-5 of this completed Report Form.

The Jobholder must be informed orally or in writing if a Box 4 marking has been given at Section 2C, and in writing, if the marking is Box 5. He/She will be told why such marking was given and what action is proposed.

The Jobholder may register on form VO 9195 any disagreement with markings or comments disclosed. (This will be attached to the Report form.)

The jobholder may express his/her preference for a change of duties or location in the appropriate section on page 2.

1c Job Description to be completed by the jobholder

Job title VALUATION TECHNICIAN

Refer to the Forward Job Plan agreed at the start of the reporting period and reflect any subsequent changes when writing this description.

Set out:

1. Your main duties in order of importance.
2. Any identifiable objectives.
3. Details of resources managed if applicable.

REFERENCING CURRENT WORK

55%

PATTERN ASSESSING

25%

DISCUSSION + AGREEMENT WITH RATEPAYERS

8%

SUPERVISION

5%

ESTABLISHMENTS

2%

REVAL

5%

* The percentage of time spent on each duty should be indicated

Do you and the Reporting Officer agree the job description?

* Yes ☒

No ☐

If "No" please discuss with him/her and record any unresolved differences here

1d Your job for the coming year

Indicate below any preference you may have for a change of duties or location in the coming year. Give reasons.

Part 2 - Performance - Assessment by the Reporting Officer

2a. Tick a box for each relevant aspect of performance making full use of the space for your comments. Boxes 1-5 are defined on page 4. If an aspect is particularly important or unimportant this should be indicated in the narrative.

Standard of work a. Quality <i>Surveys and Plans etc</i> <i>Very clear and well set out. Contained good detailed information.</i>	Consistently outstanding	1 2 3 4 5 ☐ ☒ ☐ ☐ ☐	Inadequate; many inaccuracies
b. Quantity <i>David reached the weekly targets, but at times it was a struggle</i>	Gets through a commendable amount of acceptable work. Few delays	☐ ☐ ☒ ☐ ☐	Gets through an unacceptable amount of satisfactory work. Many delays
Personal Skills c. Planning <i>Plans his day to day work well.</i>	Plans well and gets priorities right	☐ ☐ ☒ ☐ ☐	Poorly organised
d. Problem Solving <i>Will seek advice if required. Not greatly tested</i>	Very good at analysing problems and producing sound solutions	☐ ☐ ☒ ☐ ☐	Poor appreciation of problems and produces superficial and unsound proposals
e. Negotiation (if applicable) <i>Not yet applicable will start May 1988.</i>	Extremely effective and convincing	☐ ☐ ☐ ☐ ☐	Weak and uncertain
f. Decision Making <i>Makes sound decisions after some thought. as before will seek advice</i>	Consistently makes very well judged decisions	☐ ☒ ☐ ☐ ☐	Rarely makes well judged decisions
Management g. Of staff (if applicable) <i>Not yet applicable.</i>	Encourages and motivates staff extremely well	☐ ☐ ☐ ☐ ☐	Discourages and fails to develop staff
h. Of other resources (if applicable) <i>Not tested</i> <i>Limited to time and stationery</i>	Organises and uses resources effectively	☐ ☐ ☒ ☐ ☐	Wastes resources
Communication i. Oral <i>Quietly spoken needs to gain confidence and be more forceful</i>	Clear, concise and readily understood	☐ ☐ ☒ ☐ ☐	Ineffective
j. Written <i>Very Good. Clear and well set out. Limited to Surveys etc</i>	Clear, concise and logically expressed	☒ ☐ ☐ ☐ ☐	Clumsy and obscure
Working Relationships k. Colleagues <i>Quiet friendly manner. No problems</i>	Sensitive to feelings and problems of others. Earns great respect	☐ ☒ ☐ ☐ ☐	Does not get on well with others
l. The Public <i>Considerate and helpful.</i>	Always tactful and patient, firm when necessary	☐ ☐ ☒ ☐ ☐	Tactless and impatient, too susceptible to pressure
Knowledge m. Professional and (if applicable) Technical Knowledge <i>Good referencing knowledge still to gain case law knowledge on settlement work.</i>	Extensive and thorough knowledge applied with skill	☐ ☐ ☒ ☐ ☐	Serious weaknesses in knowledge and practical use

2b. How effectively was the job described on Page 2 carried out and any objectives met

is a conscientious member of Staff. Since his promotion in April 1987 he has progressed well and now has a sound technical knowledge of commercial referencing. Work has always been reliable and of a very good standard, however though his personal targets were attained, I feel the amount of work produced could have been increased. This was discussed with [redacted] and it was felt that a change onto Settlement work after a long period of referencing would be of benefit. Has recently transferred onto Settlement work.
An acceptable performance.

2c. Rating of Overall Performance by the Reporting Officer

The overall rating should reflect the performance actually achieved in the circumstances which prevailed.

Periods of substantial absence caused by maternity leave, special leave and non-recurring sick leave should be excluded and the rating should reflect the performance actually achieved whilst in attendance.

The overall rating should not be altered for any other special factors but if any such factors have affected performance they should be described below.

Award a rating for overall performance. Ratings are defined below but also see Guidance Notes. Please tick the relevant box.

- | | | |
|---|---|---------------------------------------|
| 1. Outstanding | An extremely effective performance well above the standard required in the grade and consistently maintained. | ☐ 1 |
| 2. Performance significantly above requirements | A good performance. Duties regularly performed to a standard above that required in the grade. | ☐ 2 |
| 3. Performance fully meets normal requirements of the grade. | An acceptable performance from an officer who meets the needs of the grade, without surpassing them. There may be shortcomings in some areas but if they exist they are offset by good performance elsewhere. | ☒ 3 |
| 4. Performance not fully up to requirements; some improvement necessary | Performance has not been to the standard required in the grade; definite weaknesses are apparent. | ☐ 4* |
| 5. Unacceptable | Performance has consistently been well below the standard required in the grade. | ☐ 5* |

*A box 4 or 5 marking must not be given without reference to the Guidance Notes.

Indicate below any special factors which have affected performance.

Training - Read guidance note before completing this section

- If after discussion with the Jobholder the reporting officer thinks the officer's performance or potential could be improved by training the needs should be specified below.
- If the requirement is for training that can only be provided outside either the present office or the VO, specify the course proposed.
- If it is agreed that no training is required this should be explained below.

vt Settlement Course.

- It is the Reporting Officer's job to follow up his/her recommendations for courses with Training Section - has a nomination been made for any course(s) proposed?

Yes ☒

No ☐

Tick as appropriate

2e. Move at same/similar level

If, after discussion with the Jobholder, you think he/she should be considered for a different job in the same grade in the coming year, this should be recorded below with reasons.

N/A

Reporting Officer 1

He/She has worked for me for 1 years 1 months

Signature

Name in capitals

Grade

Date

Reporting Officer 2

He/She has worked for me for 3 years 7 months

Signature

Name in capitals

Grade

Date

2f. Countersigning Officer's Comments

Record here any comments on the assessment of performance in Section 2. In addition either confirm that you agree with the Reporting Officer's comments and ratings or show here any areas of disagreement which may remain after discussion with the Reporting Officer.

I agree the RO's comments and ratings.

Quiet, steady and reliable performance. An asset to the office.

Indicate how much you see of the Jobholder's work.

Minimal 3 office visits

He/She has worked for me for 11 months

Signature

Grade

Name in capitals

Date

Part 3 Promotion

3a Assessment of Personal Qualities and Abilities by the Reporting Officer

Tick a box for each quality or ability and make full use of the space for your comments.

n. Acceptance of responsibility

Consistently seeks and accepts appropriate responsibility

1	2	3	4	5
			☒	

Avoids responsibility wherever possible

will accept responsibility but like many will not go out of his way to seek responsibility. He is content carrying out his own duties.

o. Judgement

Conclusions and actions are soundly based

	☒			
--	-------------------------------------	--	--	--

Conclusions and actions are ill judged

Will always produce thoughtful judgements. Work is always reliable and staff both Clerical and professional have confidence in his abilities.

p. Foresight

Anticipates problems and meets them prepared

		☒		
--	--	-------------------------------------	--	--

Constantly surprised by problems as they arise

Not yet greatly tested. No major problems have occurred whilst on Referencing duties.

q. Adaptability

Adapts to new situations well

		☒		
--	--	-------------------------------------	--	--

Inflexible cannot cope with change

has not had to adjust to any major change in the past year. But I can foresee no problems.

r. Ability to produce constructive ideas

Full of ideas which provide fresh insight

			☒	
--	--	--	-------------------------------------	--

Few ideas, does not innovate

VERY LIMITED. Will produce an occasional idea, but will tend not to become involved, such as at management meetings.

s. Application and energy

Makes consistent and positive effort to carry through the work

		☒		
--	--	-------------------------------------	--	--

Lacks interest makes little effort and is easily diverted

Will quietly get on with his work maintaining standards and reaching targets. At times needs to be motivated when he seems to lack drive.

t. Reliability under pressure

Unflustered and reliable at all times

	☒			
--	-------------------------------------	--	--	--

Easily flustered and not reliable

Good. Will always get a job done whatever the pressure, again in his own quiet way.

3b. Promotion Assessment by Reporting Officer

Assess potential to perform the duties of the next grade. Look back at the rating of aspects of performance in Part 2 as well as the ratings at 3a. and ensure any fitted assessment is justified. All avenues of promotion for all grades should be considered.

The Jobholder is at present

Exceptionally fitted 1	Fitted 2	Likely to become fitted in the next 2 years 3	Not fitted 4
☐	☐	☐	☒
☐	☐	☐	☒

for promotion to (grade)

A Staff Officer
B AV

Give the reasons for your assessment

Staff Officer has no management experience to date

A.V. has no interest in A.V. grade career.

4. Long Term Potential - Assessment by Reporting Officer

At present, he/she seems to have exceptional potential

☐ 1

or to have potential to rise two grades or more

☐ 2

or to have potential to rise one grade to

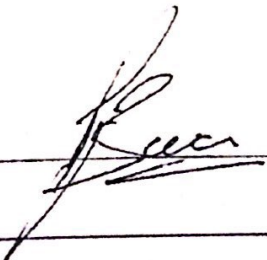
Staff Officer but probably no further

☒ 3

or is unlikely to progress further

☐ 4

Signature



Date

16 May 88.

5 Countersigning Officer's Comments:-

Do you agree the Reporting Officer's Promotion assessment?

Yes

No

☒☐

Please state reasons and in particular indicate any areas of disagreement.

Does not show the necessary drive and determination at the present time.

If relevant comment on the Jobholder's potential and prospective management qualities.

Would you accept him/her in the higher grade?

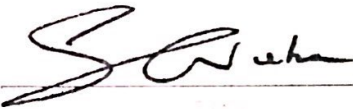
Yes

No

☐☒

If not please explain.

Signature



Date

11.7.88

6 Reviewing Officer's Remarks (if appropriate)

Do not alter any comments or markings (see GN 1.4.). If you make any qualifications please indicate how much you see of the Jobholder's work.

It will be interesting to see how Stone takes to Settlement work + what sort of productivity he achieves.

Signature



Grade

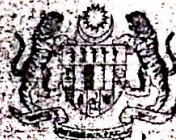
7

Date

16/8/88

SULIT

Sila rujuk Panduan Pelaksanaan
Sistem Penilaian Prestasi
Perkhidmatan Awam Malaysia
sebelum mengisi Borang ini



Govt. of Malaysia
KERAJAAN MALAYSIA

Performance Appraisal Report

**LAPORAN PENILAIAN PRESTASI
PEGAWAI KUMPULAN PENGURUSAN TERTINGGI
(JUSA DAN GRED KHAS)**

Officers in Senior Management Group
(JUSA and Special Grade)

Year
Tahun 19...

Personal Details & Service

BAGIAN I - BUTIR BUTIR PERIBADI DAN PERKHIDMATAN
(Disisipkan oleh Pegawai yang Dinilai) (to be filled in by Officer being appraised)

NAMA Name

TARIKH LAHIR Date of Birth

Keputusan/Profesional Qualifications
KEPUTUSAN (AKADEMIK/PROFESIONAL)

Perkhidmatan
PERKHIDMATAN SEKARANG

1. Nama Skim: Name of Scheme:

2. Tarikh Lantikan: Date of appointment:

3. Gred Hakiki: Grade:

4. Ketua Perkhidmatan: Head of Service:

Identity Card No:

No. K.P.T.

New Identity Card No:

No. K.P.T.

Designation of Present Department
JAWATAN DAN JABATAN SEKARANG

1. Nama Jawatan: Designation:

2. Gred Jawatan: Grade:

3. Tarikh Disandang: Date of appointment:

4. Gaji Diterima Dalam Tahun Penilaian: RM
Salary in year of appraisal:

5. Tarikh Pergerakan Gaji: Date of increment:

6. *Hakiki/Memangku/Pinjaman/Tukar
Sementara/Kontrak/Sementara/Khas
Untuk Penyandang

Acting/Loan/Contract/Temporary
Temporary Transfer

7. Nama Kementerian/Jabatan:
Name of Ministry/Department

LAPORAN HARTA Report of Assets

*Sudah/
Belum

Tarikh Diluluskan:
Date of Approval:

HUKUMAN TIDAK TERDIB Disiplinary

*Ada/
Tiada

Jenis Hukuman: Type of punishment

Tarikh Hukuman: Date of punishment

SENARAI TUGAS/JAWATAN List of Duties

Sila lihat LAMPIRAN 'A' See Appendix 'A'

* Sila kosong yang tidak berkenaan

Awards & Honours
BAHAGIAN II—DARJAH KEBESARAN DAN PENGHARGAAN
 (Diisi oleh Pegawai Yang Dinilai) (To be filled in by Officer being assessed)

1. Darjah Kebesaran yang diterima *Awards received*

Year Tahun	Darjah Kebesaran <i>Awards</i>	Daripada <i>From</i>

2. Penghargaan/Surat Kepujian yang diterima dalam 3 tahun yang terakhir *Honours given/received in the last 3 years*

Year Tahun	Penghargaan/Surat Kepujian <i>Honours</i>	Daripada <i>From</i>

Language Skills
BAHAGIAN III—KEMAHIRAN BAHASA
 (Diisi oleh Pegawai Yang Dinilai) (To be filled in by Officer being assessed)
 (Tandakan (✓) dalam petak berkenaan) *Tick (✓) in the box*

Language Bahasa	Oral Lisan			Written Tulisan		
	Fasih Fluent	Sederhana Average	Kurang Fasih Poor	Baik Good	Sederhana Average	Kurang Baik Poor
Bahasa Melayu <i>Malay</i>						
Bahasa Inggeris <i>English</i>						
Bahasa lain (nyatakan) <i>Other Languages (State)</i>						

Training BAHAGIAN IV -- LATIHAN

(Ditisi oleh Pegawai Yang Dinilai) (To be filled in by Officer being assessed)

Training programmes (Seminar, Courses, Workshops and others) attended in the year of appraisal.
 1. Program latihan (seminar, kursus, bengkel dan lain-lain) yang dihadiri dalam tahun yang dinilai.

Name of Training Programme Nama Latihan (Nyatakan sijil jika ada) Please state certificate (if any)	Date/Duration Tarikh/Tempoh	Place Tempat

Academic/professional qualifications obtained before year of assessment/appraisal
 2. Kelulusan (akademik/profesional) yang diperolehi sebelum tahun penilaian.

Peringkat Kelulusan (Sijil/ Diploma/Ijazah Pertama/Sarjana/ Ph.D)	Date Tarikh	Place/Institution Tempat/Institusi
Qualifications (Certificate/Diploma/ First Degree/ Master's Degree/PhD)		

3. Latihan yang diperlukan Training Required

Name/Field of Training Nama/Bidang Latihan	Reason Needed Sebab diperlukan

Frequency of Discussion

BAHAGIAN V—KEKERAPAN PERBINCANGAN

(Diisi oleh Pegawai Yang Dinilai) (To be filled in by Officer being assessed)

- Frequency of discussion with officer doing appraisal on annual work targets and work achievement
1. Kekerasan perbincangan dengan Pegawai Penilai Pertama dan/atau Pegawai Penilai Kedua mengenai Sasaran Kerja Tahunan (SKT) dan pencapaian kerja.

Frequent
Kerap kali

☐

Once in a while
Sekali-sekala

☐

Nil
Tiada

☐

- Frequency of guidance and incentive sessions given by officers doing appraisal
2. Kekerasan sesi bimbingan dan bimbingan dengan Pegawai Penilai Pertama dan/atau Pegawai Penilai Kedua.

Frequent
Kerap kali

☐

Once in a while
Sekali-sekala

☐

Nil
Tiada

☐

Suitability of Accommodation

BAHAGIAN VI—KESESUAIAN PENEMPATAN

(Diisi oleh Pegawai Yang Dinilai) (To be filled in by Officer being assessed)

Please state whether present accommodation is suitable

1. Sila nyatakan sama ada penempatan sekarang sesuai dengan anda.
(Tandakan (✓) dalam petak berkenaan).

Tick (✓) in box

Suitable
Sesuai

Not Very
Sesuai
Kurang
Sesuai

Not Suitable
Tidak
Sesuai

Field of Work
(a) Bidang Kerja

☐
☐
☐

Place of Work
(b) Tempat Kerja

☐
☐
☐

Working Environment
(c) Persekitaran Kerja

☐
☐
☐

- If not very suitable or not suitable, please state reason:
2. Jika kurang atau tidak sesuai, nyatakan sebabnya:

Annual work targets, midyear review and actual achievement in the year of appraisal

BAHAGIAN VII—PENETAPAN SASARAN KERJA TAHUNAN, KAJIAN SEMULA PERTENGAHAN TAHUN DAN PENCAPAIAN SEBENAR DALAM TAHUN YANG DINILAI
(Diisi oleh Pegawai Yang Dinilai) (To be filled in by Officer being assessed)

1. Pegawai Penilai Pertama dan Pegawai Yang Dinilai dikehendaki membincangkan bersama penetapan SKT pada awal tahun, kajian semula pencapaian kerja sebenar di pertengahan dan di penghujung tahun.
2. Penetapan bersama SKT, kajian semula di pertengahan tahun dan pencapaian kerja sebenar di penghujung tahun hendaklah direkodkan di dalam **Borang SKT 1**.
3. Pegawai Yang Dinilai hendaklah memastikan Borang SKT 1 disimpan oleh Jabatannya pada setiap masa kecuali semasa penggunaannya di awal, pertengahan dan akhir tahun. Pegawai Yang Dinilai bolehlah membuat salinan fotostat Borang SKT 1 yang telah diisi.

4. Borang SKT 1 hendaklah disertakan sebagai Lampiran 'B' kepada Borang Laporan Penilaian Prestasi ini.
Officer must discuss annual work targets at beginning of the year, review of midyear achievements and end of the year achievements.
2. These must be recorded in Borang SKT 1.
3. The officer being appraised must ensure Borang SKT 1 is kept by his Department. He can make photocopies of Borang SKT 1.
4. Borang SKT 1 must be attached as "Appendix B" of the Performance Appraisal Report.
Activities and Contributions

BAHAGIAN VIII—KEGIATAN DAN SUMBANGAN

1. Pegawai Yang Dinilai dikehendaki menyenaraikan kegiatan dan sumbangan di luar tugas rasmi seperti sukan/pertubuhan/sumbangan kreatif di peringkat Unit/Bahagian/Kampung/Taman Perumahan/Jabatan/Perkhidmatan/Daerah/Negeri atau di peringkat Negara/Antarabangsa yang mendatangkan faedah kepada organisasi/masyarakat/negara. **Markah bagi Bahagian ini ialah 5%.**
Officer must list the activities and contributions outside official duties, (sports, associations, creative contributions) at Unit/Divisional/Village/Housing Estate/Departmental/District/State level or at National/International Level which benefit the country. (Marks - 5%)

<i>List of activities/contributions in the year of appraisal</i> Senarai kegiatan/aktiviti/sumbangan dalam tahun yang dinilai	<i>Level of activity/contribution</i> Peringkat kegiatan/aktiviti/sumbangan (nyatakan jawatan atau pencapaian) <i>State designation or achievements</i>

I confirm that all statements in Parts I - VIII are true.
Saya mengesahkan bahawa semua kenyataan di Bahagian I hingga VIII adalah benar.

Signature of officer being appraised
Tandatangan Pegawai Yang Dinilai

Date
Tarikh

2. Berasaskan maklumat di perenggan 1 di atas, Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki memberi penilaian berasaskan skel 1 hingga 10 seperti di bawah. Tiada sebarang markah boleh diberikan (kosong) jika Pegawai Yang Dinilai tidak mencatat kegiatan atau sumbangannya.

Officers doing appraisal must give evaluation based on scale 1-10 as below. No marks can be given if the officer being appraised does not do any two activities/contributions

Bidang kegiatan dan Sumbangan <i>Field of activity and contribution</i>	Sukan/Pertubuhan/ Sumbangan Kreatif <i>Sports/Association/ Creative Contributions</i>	Total Marks Jumlah markah mengikut wajaran
Pegawai Penilai Pertama <i>First Officer doing appraisal</i>		— x 5 = 10
Pegawai Penilai Kedua <i>Second Officer doing appraisal</i>		— x 5 = 10

Unit/Divisi/Village/Housing Estate/Department/ Peringkat Unit/Bahagian/Kampung/Taman Services/ Perumahan/Jabatan/Perkhidmatan/Daerah District/ Negeri State Level	
<i>Less Active</i> Kurang Aktif	<i>Active</i> Aktif
1, 2, 3, 4	5, 6, 7, 8

National/International Level Peringkat Negara/ Antarabangsa	
<i>Less Active</i> Kurang Aktif	<i>Active</i> Aktif
4, 5, 6, 7	8, 9, 10

BAHAGIAN IX—PENGHASILAN KERJA *Productivity*

1. Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki memberikan penilaian berdasarkan pencapaian kerja sebenar Pegawai Yang Dinilai berbanding dengan SKT yang ditetapkan dengan mengambilkira sumber yang ada di bawah kawalannya yang dijelaskan di dalam Borang SKT 1. Penilaian hendaklah berasaskan kepada penjelasan tiap-tiap kriteria yang dinyatakan dengan menggunakan skel 1 hingga 10 seperti di bawah. Markah bagi Bahagian ini ialah 60%.

Evaluation to be made based on actual work achievements compared with annual work target. Based on the criteria below, use Scale 1-10 (Marks-60%)

Criteria KRITERIA	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
1. <i>Quantity of Work</i> KUANTITI HASIL KERJA— Kuantiti hasil kerja seperti jumlah, bilangan, kadar, kekerapan dan sebagainya berbanding dengan sasaran kuantiti kerja yang ditetapkan;		
2. <i>Quality of Work</i> KUALITI HASIL KERJA— Hasil kerja dilihat dari aspek seperti kesempurnaan, teratur, kemas dan tepat berbanding dengan sasaran kualiti kerja yang ditetapkan;		
3. <i>Cost effectiveness</i> KEBERKESANAN KOS— Jumlah kos sebenar sumber yang digunakan dalam menghasilkan keluaran barangan atau perkhidmatan sebenar berbanding dengan sasaran kos dan keluaran barangan atau perkhidmatan yang ditetapkan.		

Criteria KRITERIA	Appraisal Officer I PEGAWAI PENILAI PERTAMA	Appraisal Officer II PEGAWAI PENILAI KEDUA
4. <i>Timely</i> KETEPATAN MASA— Kebolehan melaksanakan tugas dalam tempoh yang ditetapkan.		
5. <i>Implementation of rules and administrative orders</i> PELAKSANAAN PERATURAN DAN ARAHAN PENTADBIRAN— Kebolehan menghayati dan melaksanakan dasar, peraturan dan arahan pentadbiran bagi memaju dan meningkatkan prestasi organisasi dan perkhidmatan awam.		
Jumlah markah mengikut wajaran <i>Total Markes</i>	$\frac{\quad}{50} \times 60$ =	$\frac{\quad}{50} \times 60$ =

<i>Very Low</i> Sangat Rendah
1, 2

<i>Low</i> Rendah
3, 4

<i>Average</i> Sederhana
5, 6

<i>High</i> Tinggi
7, 8

<i>Very High</i> Sangat Tinggi
9, 10

Comment on Annual Work Achievements

2. Ulasan Pencapaian Kerja Tahunan Sebenar

Pegawai Penilai Pertama dikehendaki memberi ulasan ke atas pencapaian kerja tahunan sebenar Pegawai Yang Dinilai berasaskan sasaran kerja yang ditetapkan dengan mengambil kira kajian semula pertengahan tahun dan perubahan yang berlaku termasuk kedudukan sumber di bawah kawalan Pegawai Yang Dinilai seperti yang diuraikan di Borang SKT 1. Ulasan ini hendaklah selari dengan penilaian yang dibuat berasaskan 5 kriteria di perenggan 1 di atas.

The Appraising Officer (I) must give a comment on annual work achievements of the officer being appraised based on work targets by taking into account the midyear review and changes as stated in Borang SKT 1. The comment must be in line with the assessment made based on the 5 criteria in paragraph 1 above.

Knowledge and Experience **BAHAGIAN X—PENGETAHUAN DAN KEMAHIRAN**

Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki memberikan penilaian berasaskan penjelasan tiap-tiap kriteria yang dinyatakan dengan menggunakan skel 1 hingga 10 seperti di bawah. **Markah bagi Bahagian ini ialah 15%.**

The Appraising Officer I & II must give an assessment based on each criteria stated by using Scale 1-10 below. (Marks - 15%)

Criteria KRITERIA	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
<i>General knowledge in field of work</i> 1. ILMU PENGETAHUAN DALAM BIDANG KERJA— Pengetahuan dan keupayaan pegawai dalam menjalankan tugas dan yang boleh menyumbang kepada kecemerlangan pencapaian tugasnya.		
<i>Ability to Manage</i> 2. KEMAMPUAN MENGELOLA— Kebolehan merancang dan menggembleng sumber utama seperti tenaga manusia, peralatan, maklumat dan kewangan bagi mencapai objektif organisasinya dan matlamat Kerajaan dengan mengambil kira persekitaran yang berubah-ubah.		
<i>Ability to Make Decisions</i> 3. KEMAMPUAN MEMBUAT KEPUTUSAN— Kebolehan membuat keputusan selaras dengan objektif organisasi, bidang profesion dan perkhidmatannya dan dasar serta matlamat Kerajaan dalam tempoh masa yang ditetapkan.		
<i>Effectiveness of Communication</i> 4. KEBERKESANAN KOMUNIKASI— Kebolehan dan keberkesanan mewujudkan kefahaman mengenai dasar, matlamat dan strategi organisasinya bagi memupuk semangat kerjasama, kesungguhan dan dedikasi di segenap lapisan pegawai selaras dengan objektif organisasi dan matlamat negara.		
<i>Ability to Resolve Problems</i> 5. KEMAMPUAN MENYELESAI MASALAH— Kebolehan mengenalpasti masalah di peringkat organisasi dan negara serta mengemukakan pelbagai alternatif dan menyelesaikannya secara berkesan berdasarkan kepakaran dalam bidang profesionnya.		
<i>Overall Perspective</i> 6. PERSPEKTIF MENYELURUH— Kebolehan melihat masalah dari berbagai dimensi serta berupaya memberi perhatian kepada perkara-perkara penting mengikut keutamaan semasa mengambil sesuatu tindakan.		

Criteria KRITERIA	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
<u>Analysis</u> 7. PENGANALISISAN— Kebolehan dan keupayaan meneliti, mentafsir dan menceratain masalah, fakta, situasi, kejadian dan arah aliran kepada bentuk yang mudah dan realistik serta mengemukakan cadangan tindakan yang sesuai.		
Jumlah markah mengikut wajaran <u>Total Marks</u>	$\frac{\quad}{70} \times 15$ =	$\frac{\quad}{70} \times 15$ =

<u>Very Low</u> Sangat Rendah
1, 2

<u>Low</u> Rendah
3, 4

<u>Average</u> Sederhana
5, 6

<u>High</u> Tinggi
7, 8

<u>Very High</u> Sangat Tinggi
9, 10

Personal Qualities BAHAGIAN XI—KUALITI PERIBADI

Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki memberikan penilaian berasaskan penjelasan tiap-tiap kriteria yang dinyatakan dengan menggunakan skel 1 hingga 10 seperti di bawah. Markah bagi Bahagian ini ialah 15%.
The Appraising Officer (I & II) must give an assessment based on each criteria by using Scale 1-10. (Marks - 15%)

Criteria KRITERIA	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
<u>Leadership</u> 1. KEPEMIMPINAN— Mempunyai wawasan, keupayaan menggerak dan mengurus sumber dan organisasi, mempunyai kualiti peribadi murni yang boleh diteladani, kebolehan membuat keputusan dengan tegas, tepat dan teliti ke arah pencapaian objektif organisasinya.		
<u>Integrity</u> 2. INTEGRITI— Jujur, amanah dan berakhlak dalam menjalankan tugas tanpa menyalahgunakan kuasa dan kedudukan.		
<u>Fairness</u> 3. IKRAM, ADIL DAN SAKSAMA— Bertimbangrasa, mesra, adil dan saksama semasa menjalankan tugas.		

Criteria KRITERIA	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
<i>Discipline</i> 4. DISIPLIN — Mempunyai daya kawal diri dari segi mental dan fizikal, termasuk mematuhi peraturan, menepati masa dan janji, mempunyai kesabaran serta kemas dan bersih.		
<i>Proactive, creative and innovative</i> 5. PROAKTIF, KREATIF DAN INOVATIF — Kebolehan menjangka, mengambil langkah awalan, melahirkan idea baru serta membawa pembaharuan yang sesuai dan berguna bagi pencapaian objektif profesion dan organisasinya dan matlamat negara.		
<i>Ability to face challenges</i> 6. KEBOLEHAN MENGHADAPI CABARAN — Kemampuan menghadapi serta mengatasi cabaran dalaman dan luaran organisasi dan negara dalam persekitaran yang berubah-ubah.		
<i>Determination</i> 7. ILTIZAM — Kesungguhan, ketekunan, dedikasi dan bertanggungjawab dalam melaksanakan tugas.		
<i>Total Markes</i> Jumlah markah mengikut wajaran	$\frac{\text{---}}{70} \times 15$ =	$\frac{\text{---}}{70} \times 15$ =

<i>Very Low</i> Sangat Rendah	<i>Low</i> Rendah	<i>Average</i> Sederhana	<i>High</i> Tinggi	<i>Very High</i> Sangat Tinggi
1, 2	3, 4	5, 6	7, 8	9, 10

Establishing Relations & Cooperation

BAHAGIAN XII—JALINAN HUBUNGAN DAN KERJASAMA

Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki memberikan penilaian berdasarkan penjelasan kriteria yang dinyatakan dengan menggunakan skel 1 hingga 10 seperti di bawah. **Markah bagi Bahagian ini ialah 5%.**
The Appraising Officer (I & II) must give assessment based on criteria below by using Scale 1-10. (Marks - 5%)

Criteria KRITERIA	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
Establishing Relations & Cooperation 1. JALINAN HUBUNGAN DAN KERJASAMA— Kebolehan, kebijaksanaan dan keberkesanan pegawai dalam mewujudkan suasana kerjasama yang harmoni dan mesra di peringkat organisasi. Kebolehan menyesuaikan diri dalam semua keadaan dan kecakapan menjalin hubungan antara organisasi kerajaan, swasta serta orang awam dalam atau luar negeri.		
Total Marks Jumlah markah mengikut wajaran	$\frac{\quad}{10} \times 5$ =	$\frac{\quad}{10} \times 5$ =

<i>Not effective</i> Tidak Berkesan	<i>Less effective</i> Kurang Berkesan	<i>Average</i> Sederhana	<i>Effective</i> Berkesan	<i>Very Effective</i> Sangat Berkesan
1, 2	3, 4	5, 6	7, 8	9, 10

Total Marks

BAHAGIAN XIII—JUMLAH MARKAH KESELURUHAN

Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki mencatatkan jumlah markah keseluruhan yang diperolehi oleh Pegawai Yang Dinilai dalam bentuk peratus (%) berdasarkan jumlah markah bagi tiap-tiap Bahagian yang diberi markah.
The Appraising Officer (I & II) must note down the total marks obtained by the officer being assessed in % based on the total marks for each section.

% of Total Marks PERATUS MARKAH KESELURUHAN	Appraising Officer (I) PEGAWAI PENILAI PERTAMA	Appraising Officer (II) PEGAWAI PENILAI KEDUA
Average Marks (To be filled in by Secretariat) MARKAH PURATA (untuk diisi oleh Urusetia PPG)		

Suitability for promotion, awards & honours

BAHAGIAN XIV—KESESUAIAN KENAIKAN PANGKAT, PENGANUGERAHAN DARJAH KEBESARAN

DAN PEMBERIAN PENGHARGAAN
The Appraising Officer (I & II) must tick (✓) the box by taking into account the marks given in Parts VIII to XII.
(Pegawai Penilai Pertama dan Pegawai Penilai Kedua dikehendaki menandakan (✓) dalam salah satu petak yang sesuai dengan mengambilkira markah yang diberikan di Bahagian VIII hingga XII).

Appraising
Officer (I)
PEGAWAI
PENILAI
PERTAMA

Appraising
Officer (II)
PEGAWAI
PENILAI
KEDUA

Suitability for promotion

1. Kesesuaian Kenaikan Pangkat:

- (a) Berkebolehan, berkeupayaan dan berpotensi sangat tinggi for promotion on priority basis
Having ability with very high potential and suitable
- (b) Berkebolehan dan berkeupayaan serta sesuai dinaikkan pangkat dalam keadaan biasa.
Having ability and suitable for promotion under ordinary circumstances
- (c) Kurang berkebolehan dan berkeupayaan serta belum sesuai dinaikkan pangkat.
Not able and not yet suitable for promotion

☐
☐
☐
☐
☐
☐

Awards & Honours

2. Penganugerahan Darjah Kebesaran dan Pemberian Penghargaan

(Diisi oleh Pegawai Penilai Pertama dan Pegawai Penilai Kedua) (To be filled in by Appraising Officers I & II)

- (a) Pegawai Penilai Pertama dikehendaki, jika sesuai, mengesyorkan jenis penganugerahan darjah kebesaran bagi Pegawai Yang Dinilai

Appraising Officer (I) must, if suitable, recommend the type of award for the officer being assessed

- (b) Ulasan oleh Pegawai Penilai Kedua terhadap syor penganugerahan di atas, jika ada.

Comment by Appraising Officer (II) on recommendation of award above, if any.

Career Development Plan BAHAGIAN XV—RANCANGAN KEMAJUAN KERJAYA

(Diisi oleh Pegawai Penilai Pertama setelah berbincang dengan Pegawai Yang Dinilai)
 (To be filled in by Appraising Officer (I) after discussing with the officer being assessed)
 (Tandakan (✓) dalam petak berkenaan) (Please tick ✓)
 Is this officer suitable for the field of work and present accommodation?
 Adakah pegawai ini sesuai dalam bidang kerja dan penempatan sekarang?

1. Suitable
 Sesuai

☐

State proposals for career development, including training.
 Nyatakan cadangan untuk mempertingkatkan kemajuan kerjaya pegawai termasuk latihan.

2. Not Suitable
 Kurang Sesuai

☐

State reasons and proposals for improving the performance of officers, such as
 Nyatakan sebab dan cadangan untuk mempertingkatkan prestasi pegawai seperti latihan atau pusingan
 kerja yang diperlukan. training or job rotation

Overall comment and responsibility to inform officer's performance BAHAGIAN XVI—ULASAN KESELURUHAN DAN TANGGUNGJAWAB MEMBERITAHU PRESTASI PEGAWAI (Diisi oleh Pegawai Penilai Pertama) (To be filled in by Appraising Officer I)

- Pegawai Penilai Pertama hendaklah memberi ulasan keseluruhan ke atas prestasi sepanjang tahun Pegawai Yang Dinilai terutamanya terhadap kriteria-kriteria di Bahagian VIII hingga XII serta perkara-perkara lain yang tidak diliputi oleh mana-mana Bahagian.
 Appraising Officer (I) must make overall comment on the performance of the officer throughout the year, especially on the criteria in Parts VIII to XII, as well as other matters not covered in any other Part.

Officer being assessed has worked under me for:

Tempoh Pegawai Yang Dinilai bertugas di bawah pengawasan saya

years
tahun

months
bulan

Please state ^{whether} performance of officer (Very good, good, satisfactory, not satisfactory)

2. Sila nyatakan prestasi pegawai (sama ada cemerlang, baik, memuaskan atau tidak memuaskan) telah dimaklumkan kepada Pegawai Yang Dinilai ~~has~~ ^{has been informed to officer being assessed}.

Yes
Ya

☐

No
Tidak

☐

Please state whether proposal to improve performance of officer (if suitable) has been

3. Sila nyatakan sama ada cadangan untuk meningkatkan prestasi pegawai itu (sekiranya sesuai) telah diberitahu kepada Pegawai Yang Dinilai ~~told to the officer being assessed~~.

Yes
Ya

☐

No
Tidak

☐

Please state reaction of officer being assessed when told about items 2 & 3 above.

4. Sila nyatakan reaksi Pegawai Yang Dinilai apabila dimaklumkan mengenai perkara 2 dan 3 di atas:

Discussed and accepted criticisms well

- (i) Berbincang dan menerima teguran dengan baik

☐

Criticisms partly accepted

- (ii) Teguran diterima sebahagiannya

☐

Uncertain reaction

- (iii) Reaksi kurang pasti

☐

Not accepting criticisms

- (iv) Tidak menerima teguran

☐

Others (Please State)

- (v) Lain-lain (sila nyatakan)

Name of Appraising Officer (I)
Nama Pegawai Penilai Pertama

Designation
Jawatan

Signature
Tandatangan

Identity Card No:
No. Kad Pengenalan

Ministry/Department
Kementerian/Jabatan

Date
Tarikh

Overall comment by Appraising Officer (II)

BAHAGIAN XVII--ULASAN KESELURUHAN OLEH PEGAWAI PENILAI KEDUA

Pegawai Penilai Kedua dikehendaki memberi ulasan keseluruhan mengenai prestasi Pegawai Yang Dinilai dan penilaian yang dibuat oleh Pegawai Penilai Pertama termasuk perkara-perkara yang dipersetujui atau sebaliknya, serta perkara-perkara lain yang perlu diberi perhatian.

The Appraising Officer (I) must give an overall comment on the performance of the officer being assessed and the comment must be the Appraising Officer (I).
Mentoring matters raised upon or otherwise, as well as other matters which need to be given attention.

Officer being assessed has worked under me for: years months
Tempoh Pegawai Yang Dinilai bertugas di bawah pengawasan saya

Name of Appraising Officer (II)
Nama Pegawai Penilai Kedua

Designation
Jawatan

Signature
Tandatangan

Identity Card No:
No. Kad Pengenalan

Ministry/Department
Kementerian/Jabatan

Date
Tarikh

List of Duties
SENARAI TUGAS JAWATAN

Name :
Nama:

Designation :
Jawatan:

Responsible to :
Bertanggungjawab Kepada:

List of Duties :
Senarai Tugas:

APPENDIX
 FORM AWT
 BORANG SKT

To be filled by the officer &
 attach together with performance appraisal form

Untuk diisi oleh PYD dan dilampirkan kepada
 Borang JPA (Prestasi) 3/96 atau 4/96

ANNUAL WORK TARGET
 SASARAN KERJA TAHUNAN

NAME

NAME

POST/POSITION

JAWATAN

I/D

NO. KAD PENGENALAN

MINISTRY / DEPARTMENT

KEMENTERIAN/JABATAN

(1) *TUGAS UTAMA MAIN TASK

Senaraikan tidak lebih dari 5 tugas utama:

List not more than 5 ~~tasks~~ main task

(2) Peratusan Masa
 Ditumpukan

% of weightage

100%

RESOURCES UNDER SUPERVISION

(3) SUMBER DI BAWAH KAWALAN

PYD dikehendaki menyatakan secara ringkas sumber yang ada seperti peralatan, maklumat, bilangan anggota dan peruntukan kewangan di bawah kawalannya.

The officer needs to clarify briefly, the resources such as equipments, information, staff & financial allocation under his/her supervision

PERHATIAN NOTE

* Senarai tugas utama dan SKT hendaklah diisi oleh PYD selepas berbincang dengan PPP. SKT bagi sesuatu tahun hendaklah diutuskan pada bulan Disember sebelum tahun penilaian atau bulan Januari tahun penilaian.

List of main task need to be filled by the officer after discussing it with his/her superior. AWT needs to be decided on the month of December before the performance evaluation at year to year

~~At~~ Decided
AWT

2

(4) SKT YANG DITETAPKAN

(Penetapan sasaran kerja sama ada dari segi kuantiti, kualiti, kos atau masa berdasarkan tugas yang disenaraikan)

(AWT will be decided in term of Quantity, Quality, Cost, & Time based on the task listed)

Officer's
Signature off
Tandatangan PYD

Tarikh

Date

Supervisor's Sign
Tandatangan PPP

Tarikh

Date

Real Task Achievement in the Year of Evaluation A Comment of Supervisor

(5) PENCAPAIAN KERJA SEBENAR DALAM TAHUN PENILAIAN DAN ULASAN OLEH PYD

(Sama ada dari segi kuantiti, kualiti, kos atau masa)

PYD hendaklah berbincang dengan PPP sebelum mengisi ruangan ini

but the ~~supervisor~~^{officer} need to discuss it ~~to~~ with
the ~~officer~~^{supervisor} before filling up this column

Sign by the officer

Tandatangan PYD

Date.

Tarikh

MATT-LDPQUESTIONNAIRE REGARDING PERFORMANCE APPRAISAL SYSTEM

Note: (i) This questionnaire will be used in preparing a portfolio project report entitled "The Performance Appraisal System of the Civil Servants of Bangladesh", an assignment of MATT training programme. The source shall be kept confidential. In spite of that, identity at the end of the questionnaire is an option- you may or may not give it.

(ii) Please tick the relevant box/boxes.

(iii) If you want to make any additional remarks, please use blank space.

(iv) ACR= Annual Confidential Report

RIO= Report Initiating Officer

ORU= Officer Reported Upon

CSO= Countersigning Officer

(v) If you need further clarification please feel free to contact on telephone Nos. 832530, 869033, 864456, 869505.

1. Part I of ACR Form (Health Examination Statement) is:

Absolutely unnecessary.

☐

May be required for those above 45 years of age

☐

May be required for those above 50 years of age

☐

May be required only for those recommended by the RIO or CSO

☐

Any other opinion:

2. A. Do you want to keep space in part II to list actual work done by ORU? ☐ Yes ☐ No
- B. Do you want to keep space for RIO for evaluation of actual work done by ORU? ☐ Yes ☐ No
3. A. Do you think that the items for evaluation in part III & IV of the present ACR Form need be changed? ☐ Yes ☐ No
- B. Do you feel rating scale may be amended from 4-1 to 5-1? ☐ Yes ☐ No
- C. Do you think the present waitage of part III & IV is alright? ☐ Yes ☐ No
- D. If the answer is No, then please suggest your recommendation.
- E. Do you agree with the proposal that in overall evaluation range of mark for Good and very good will be 61-80 and 81-94 respectively instead of 61-84 and 85-94? ☐ Yes ☐ No
- F. Do you consider that RIO should give specific reason in case of grading "Outstanding", "Very Good" or "Below Average"? ☐ Yes ☐ No

4. Do you feel that different evaluation standard should be set for Field and Desk officers ? Please specify:
5. Part V (pen picture) is?
- A. Appropriate ☐ B. Not appropriate ☐
- C. Do you think that instruction 13 of the present ACR FORM be inserted in part V? ☐ Yes ☐ No
6. Which of the system do you usually follow in writing the ACR ?
- A. Decide first the total marks to be given and then fill in the columns to match the total marks ☐
- B. Give adequate thought to each column before giving marks without caring for the total marks ☐
- C. Give special weightage to a specific quality, trait or deficiency of the ORU and determine the overall performance rate ☐
7. In writing an ACR on which of these do you depend?
- A. Memory ☐
- B. The diary maintained regarding the performance of officers ☐
- C. Opinions of colleagues/ subordinates ☐
- D. Opinions of other beneficiaries/ stakeholders ☐
8. What is your personal experience regarding adverse remarks in ACRs?
- A. Remarks are not communicated to the ORU at all. ☐
- B. Usually long time is taken for disposal of such cases ☐
- C. Remarks are communicated and action is taken in time. ☐
- D. Any other comments:
9. In case of adverse comments in ACRs there should be a time limit to its adversity on the incumbent
- A. 3(three) years in all cases. ☐
- B. 2-3 years depending on the gravity of adversity. ☐
- C. Time to be determined by the controlling Ministry. ☐

10. Delay in writing ACR occurs due to (Please give average number of days):

- | | | | |
|---|--|----------------------|------|
| A | Delay made by the ORU in filling up the Form | <input type="text"/> | days |
| B | Delay in medical check up | <input type="text"/> | days |
| C | Delay made by the RIO | <input type="text"/> | days |
| D | Delay made by the countersigning officer | <input type="text"/> | days |
| E | Due-to delay in supply of ACR forms | <input type="text"/> | days |

11. To ensure timely availability of ACR which of the following steps do you support ?

- A. Stricture may be given to the officer responsible for delay ☐
- B. ACR may be forfeited if the ORU makes unreasonable delay in submitting it. ☐
- C. Any other opinion:

12. Do you think the yearly performance appraisal system :

- A. Should be changed to a half yearly performance ☐
- B. Specific evaluation day should be declared ☐
- C. Performance of individual officer should be discussed in monthly Coordination meeting of the organization ☐
- D. Any other comment:

13. Do you think that: (You may tick more than one boxes):

- A. An officer with outstanding rating does not get a good position ☐
- B. An officer with average rating gets a good position due to "tadbir"(influence). ☐
- C. Some times outstanding officers get bad posting due to lack of " tadbir"(influence). ☐
- D. In case of promotion adverse ACRs do not act as bar. ☐
- E. There should be scope for accelerated promotion in case of outstanding ACRs. ☐

14. Present system of ACR writing should be(may tick more than one) :

- A Continued ☐
- B Replaced by open system (open system means writing ACR by RIO in consultation with ORU). ☐
- C Replaced by partial open system (partial open system means ORU will be allowed to see the ACR after writing part III, IV and V by the RIO) ☐
- D Linked with pay/ reward/ punishment ☐
- E Any other comment:

15. Present performance appraisal system:

- A Contributes much for career development ☐
- B Does not contribute at all ☐
- C Contributes to some extent ☐

16. What should be done for effective career planning ?

A

B

Name (Optional)

Designation

Date:

QUESTIONNAIRE REGARDING PERFORMANCE APPRAISAL SYSTEM

Note: (i) This questionnaire will be used in preparing a portfolio project report entitled "The Performance Appraisal System of the Civil Servants of Bangladesh", an assignment of MATT training programme. The source shall be kept confidential. In spite of that, identity at the end of the questionnaire is an option- you may or may not give it.

(ii) Please tick the relevant box/boxes.

(iii) If you want to make any additional remarks, please use blank space.

(iv) ACR= Annual Confidential Report

RIO= Report Initiating Officer

ORU= Officer Reported Upon

CSO= Countersigning Officer

(v) If you need further clarification please feel free to contact on telephone Nos. 832530, 869033, 864456, 869505.

1. Part I of ACR Form (Health Examination Statement) is:

Absolutely unnecessary.

☐

May be required for those above 45 years of age

☐

May be required for those above 50 years of age

☐

May be required only for those recommended by the RIO or CSO

☐

Any other opinion:

2. A. Do you want to keep space in part II to list actual work done by ORU? ☐ Yes ☐ No

B. Do you want to keep space for RIO for evaluation of actual work done by ORU? ☐ Yes ☐ No

3. A. Do you think that the items for evaluation in part III & IV of the present ACR Form need be changed? ☐ Yes ☐ No

B. Do you feel rating scale may be amended from 4-1 to 5-1? ☐ Yes ☐ No

C. Do you think the present waitage of part III & IV is alright? ☐ Yes ☐ No

D. If the answer is No, then please suggest your recommendation.

E. Do you agree with the proposal that in overall evaluation range of mark for Good and very good will be 61-80 and 81-94 respectively instead of 61-84 and 85-94? ☐ Yes ☐ No

F. Do you consider that RIO should give specific reason in case of grading "Outstanding", "Very Good" or "Below Average"? ☐ Yes ☐ No

4. Do you feel that different evaluation standard should be set for Field and Desk officers ? Please specify:
5. Part V (pen picture) is?
- A. Appropriate ☐ B. Not appropriate ☐
- C. Do you think that instruction 13 of the present ACR FORM be inserted in part V? ☐ Yes ☐ No
6. Which of the system do you usually follow in writing the ACR ?
- A. Decide first the total marks to be given and then fill in the columns to match the total marks ☐
- B. Give adequate thought to each column before giving marks without caring for the total marks ☐
- C. Give special weightage to a specific quality, trait or deficiency of the ORU and determine the overall performance rate ☐
7. In writing an ACR on which of these do you depend?
- A. Memory ☐
- B. The diary maintained regarding the performance of officers ☐
- C. Opinions of colleagues/ subordinates ☐
- D. Opinions of other beneficiaries/ stakeholders ☐
8. What is your personal experience regarding adverse remarks in ACRs?
- A. Remarks are not communicated to the ORU at all. ☐
- B. Usually long time is taken for disposal of such cases ☐
- C. Remarks are communicated and action is taken in time. ☐
- D. Any other comments:
9. In case of adverse comments in ACRs there should be a time limit to its adversity on the incumbent
- A. 3(three) years in all cases. ☐
- B. 2-3 years depending on the gravity of adversity. ☐
- C. Time to be determined by the controlling Ministry. ☐

10. Delay in writing ACR occurs due to (Please give average number of days):

- | | | | |
|---|--|----------------------|------|
| A | Delay made by the ORU in filling up the Form | <input type="text"/> | days |
| B | Delay in medical check up | <input type="text"/> | days |
| C | Delay made by the RIO | <input type="text"/> | days |
| D | Delay made by the countersigning officer | <input type="text"/> | days |
| E | Due-to delay in supply of ACR forms | <input type="text"/> | days |

11. To ensure timely availability of ACR which of the following steps do you support ?

- A. Stricture may be given to the officer responsible for delay ☐
- B. ACR may be forfeited if the ORU makes unreasonable delay in submitting it. ☐
- C. Any other opinion:

12. Do you think the yearly performance appraisal system :

- A. Should be changed to a half yearly performance ☐
- B. Specific evaluation day should be declared ☐
- C. Performance of individual officer should be discussed in monthly Coordination meeting of the organization ☐
- D. Any other comment:

13. Do you think that (You may tick more than one boxes):

- A. An officer with outstanding rating does not get a good position ☐
- B. An officer with average rating gets a good position due to "tadbir"(influence). ☐
- C. Some times outstanding officers get bad posting due to lack of "tadbir"(influence). ☐
- D. In case of promotion adverse ACRs do not act as bar. ☐
- E. There should be scope for accelerated promotion in case of outstanding ACRs. ☐

14. Present system of ACR writing should be(may tick more than one) :

- A Continued ☐
- B Replaced by open system (open system means writing ACR by RIO in consultation with ORU). ☐
- C Replaced by partial open system (partial open system means ORU will be allowed to see the ACR after writing part III, IV and V by the RIO) ☐
- D Linked with pay/ reward/ punishment ☐
- E Any other comment:

15. Present performance appraisal system:

- A Contributes much for career development ☐
- B Does not contribute at all ☐
- C Contributes to some extent ☐

16. What should be done for effective career planning ?

A

B

Name (Optional)
Designation
Date:

REPORT ON THE WORKSHOP
ON
THE PERFORMANCE APPRAISAL SYSTEM OF THE CIVIL SERVANTS OF
BANGLADESH HELD ON 19-10-99

By
Md. Tofazzel Hossain
Nazrul Islam
M.U.A. Quader

Prepared by – Mr. Md. Abdur Razzaq, Workshop Director & Director (PPR)
Bangladesh Public Administration Training Centre

Mr. Rizwan Khair, Deputy Director (MIS) the first in the list of the discussants made valuable comments on the paper. According to him the title of the paper should have been "Performance Appraisal System of the Civil Service of Bangladesh" in place of "Performance Appraisal System of the Civil Servants of Bangladesh".

Next he remarked that a copy of the existing Annual Confidential Report (ACR) should have been appended. He also made comments on citation and preparation of bibliography and suggested that in making these things international standard should have been followed. He also suggested to mention in the paper the latest strength of the civil servants of Bangladesh. He further suggested to arrange the acronyms alphabetically. He also opined that annexure 6 should have been incorporated in the main text as it contains the comparative statement of the personal traits and work performance evaluation of the civil service of Bangladesh, the UK and Malaysia. He also said that terms PQ, PQA, PR etc. should have been explained. He also suggested to define discipline, intelligence, reliability etc.

Mr. Ghyasuddin Ahmed, a participant of the 33rd Advance Course on Administration and Development (ACAD) was the next discussant. He seriously criticized the writer for his comment "vacuum" in the Bangladesh Civil Service. He holds that there will be no vacuum because the young and energetic officers will be succeeding the senior officers. Therefore according to him, the vacuum which the author has referred to is only psychological and should be deleted. With reference to the comment of the former discussant Mr. Rizwan Khair, on the title of the paper he said that title of the paper does not matter much. What matters is that whether the purpose has been served or not. With regard to the recommendations of the author Mr. Ghyasuddin said that some of the recommendations are excellent while some are not practical. He further said that job performance depends on factors like training, skills, career planning, logistic support and support of the subordinate staff.

He also said that in Bangladesh where the administrative environment is not conducive perhaps it would not be possible to show better performance by a civil servant. He appreciated the recommendation No. ix (now No.), which states that merit should get priority in promotion-. But he suggests that seniority should also be linked up with merit in some form.

About recommendation No. xvi he argued that performance audit in Bangladesh has started only 5 to 6 years ago and only 10 to 12 institution like RAJUK etc has adopted it. He remarked that if performance audit system is introduced widely then it will not be feasible to depend on the foreign experts only. A group of efficient auditors will also be produced in the country who will audit the performance. Mr. Ghyasuddin feels that, the present ACR system should be changed.

Finally he remarked that the paper is theoretically good. But if we judge it in the context of reality the ideas of the writer appear to be utopian to a great extent.

The next discussant was Mr. S.D. Khan, a former secretary to the Government. He said that if we assess the success and failure of the Govt. we see that in many sectors govt. has achieved spectacular success. In population control, primary education, production of food etc. achievement of the Govt. has got international recognition. But what is true is that government has always been and is still now highly centralized, over bureaucratic and too much dictatorial. We have 50% of our total population below the poverty line.

There are more than 1 million civil servants in Bangladesh who consume 5% of the total GDP. He cited example of Singapore where government spent 5% of their total GDP after the civil servants. But their service delivery system is much better than that of Bangladesh. Efficiency of their bureaucracy is beyond our perception.

He said that Bangladesh has to face the challenges of the next millenium. Therefore, we need efficient machinery to deliver goods. The need for efficient government servant is a sine-qua-non for efficient and responsive government. Therefore, to ensure the quality of civil servants it is necessary to ensure their accountability. He said that the present system of performance appraisal through ACR which is fully subjective in nature, is not an adequate measure to ensure the performance of a civil servant. He criticized the present ACR system because it cannot quantify the work of a civil servant. According to him under the present system a good ACR entirely depends upon the attitude of the reporting officer. ACR is not based on the performance at all. Therefore in most cases the judgement is highly questionable.

He thinks that the recommendations of the paper are acceptable. In this regard he said there are many areas of the government where performance cannot be quantified. He suggested that we should find out some techniques to quantify the performance of the civil servants.

In case of promotion he said merit and performance should be the important criteria and not the seniority alone. He thinks it necessary to distinguish between a bad worker and a good worker. About the medical report he said that it is an important thing. Every civil servant should, according to him, have medical check up at least once a year.

He appreciated the proposed Annual Performance Report (APR or Annual Performance Appraisal Report (APAR) instead of existing ACR and suggested that one column should be there in the Performance Appraisal Report which will cover the past performance of the civil servant.

He also suggested another column in the APR for the training needs assessment of the civil servants. There should be also some place in the proposed APR in which the officer will express his opinion about the work places or in which work places he would like to go. In this respect he cited the UN system in which the RIO frankly talks with the ORU.

Lastly Mr. Khan said that the proposed APR should come into force not for test case. In this regard he said that this is an honest attempt on the part of the writer to find out the deficiency of the present ACR system.

The next discussant was Mr. Hafizuddin Khan, CA & AG who is now on LPR.

He termed the issue as very important. However, he confessed that the present ACR system is not adequate to judge the quality of a civil servant. In this regard he described his own experience when he was in SSB (Senior Selection Board) for three years. He mentioned that one of his officers who was not worthy at all, got promotion due to his excellent ACR. On the other hand another officer who was very efficient but whose ACR was not good did not get promotion. He cited another example where a joint secretary had taken his ACR from a minister who was not in power at that time and got 100 marks. These are the realities of present ACR.

He appreciated the paper writer Mr. Tofazzel Hossain and his group. But he mentioned that it should be developed to an international standard. He feels that the present ACR system should be changed.

He said that the recommendations of the paper should be submitted to the Public Administration Reforms Commission who would submit necessary suggestions to the Govt. He hoped that the Govt. would accept the recommendations and bring change in the present ACR system and the writer of the paper would be treated as a pioneer in this respect.

He suggested that the proposed APR should be incorporated in the present ACR of the judges. He said that the ACR of the judges are checked by the High Court. In the ACR of the Judges there is provision of mentioning the number of cases a judge has disposed of along with the quality of judgement he has delivered. On the basis of these things the performance of a judge is evaluated. He suggested to introduce this system in case of evaluation of the civil servants.

He said that whether ACR is subjective or objective is not very much important. What is important is the change of the attitude and behaviour of the civil servants. In this respect he suggested that the ACR written by the reporting officer should be taken into consideration while evaluating the overall performance of an officer.

About the performance audit Mr. Hafizuddin Khan said that when he was the Auditor General there were about 400 Audit objections in the department and only 50/60 of those were settled. He expressed his concern on the performance audit in this respect.

Lastly Mr. Hafizuddin Khan again congratulated the author and his group for writing such a valuable paper and hoped that Govt. would accept at least some of the recommendations, if not all, and bring some changes.

The next discussant was Mr. Abdus Salam who is a participant of the 30th Senior Staff Course. He said performance appraisal system is a part of the career planning of the civil servants and also a component of the manpower development.

He said that Bangladesh is in the critical juncture of social, political, cultural and environmental phenomena. The huge and enormous growth of population is a great impediment for which we can not come out of the poverty cycle. However, he thanks the

author and his group for this type of paper. Like Mr. Ghyasuddin Mr. Salam strongly opposed the word vacuum in the paper. He said there is no vacuum and if there is any it is the creation of the senior bureaucrats. He said that within three years of liberation Deputy Secretaries become Joint Secretaries. As a freedom fighter he said that a freedom fighter can face any challenge. So he requested the writer to delete the word vacuum from the paper.

He said that at page 7 under para-3 d. the author said that there is strong bureaucracy in the country. This is not correct. He further remarked that once upon a time the bureaucrats were strong but for political interferences they are not strong now. Therefore, Mr. Salam suggested the writer to change this contention.

Similarly he suggested to replace "Ministry and Civil Servants" by Minister and Civil Servants under para 3.3. at page 6.

He further suggested to replace the term downsizing by the term right sizing at page 9.

With regard to para 5.7 at page 15 Mr. Abdus Salam held that bio-data should be incorporated in the APR/APAR. He further suggested to elaborate para 5.12.

Reacting to the recommendation No. xiii at page 24 he appreciated the author for his proposal that merit should get priority in case of promotion and some sort of equation matching merit and seniority to be developed. In this regard he suggested for using his own format in which he proposed to distribute 100 marks as follows :

Merit	30
Training	20
ACR	30
Seniority	10
Promotion Committee	10

At this stage some participants opposed it on the contention that we got very bad taste of such promotion procedure in 1992.

Mr. S.D. Khan cited many events of the failure of the government. In this respect Mr. Salam said as a citizen of an independent country, it is necessary for us to cite some of the success of the government. In this respect he referred to literacy rate & family planning in which govt. has achieved remarkable success.

He remarked that there are too many suggestions in the paper. He said that, National training Council has to handle the whole training activities of the country and mid-level officer should get priority in this respect. He suggested incorporation of a separate chapter in the paper on delegation of authority and another on training linkage of the performance appraisal.

Chowdhury Khalequzzaman Addl. Commissioner of Taxes and a leader of the Technocrate BCS Coordination Association was the last enlisted discussant.

At the outset he made a difference between ACR and performance appraisal system. He said, ACR means Annual Confidential Report which means, the confidential report on performance. On the other hand proposed APR/APAR is the measurement of the performance of a civil servant. He said that the role of the controlling officer in the present system of ACR and in the proposed APR/APAR is very important. So it is necessary to incorporate a chapter in the paper on the role of the reporting officer.

Mr. Chowdhury said that different cadre has different types of job description. Therefore the yardstick for the measurement of performance should be different. In this regard he said that the performance of the civil servants who are working in the NBR can be measured because their target is fixed. But there are many other departments where the job target is not fixed for every year. Therefore, how it will be possible to measure the performance?

In this connection he mentioned some points which are related to the performance appraisal. These are :

1. Posting of an officer, and
2. Recruitment policy of the cadre

In this respect he submitted a paper of his own to the author entitled

২১শতকে বাংলাদেশ : একটি জবাবদিহিমূলক দক্ষ ও গা.তাত্ত্বিক জন প্রশাসন

“Bangladesh in 21 millenium : An accountable Efficient and Democratic Public Administration”.

He said that in his book he suggested some important points which he thinks would be related to performance appraisal.

About the evaluation system he said, in 1982/83 there was open system of evaluation. He suggested to introduce the open system of performance evaluation again. He said that an officer must know what he has to perform.

He suggested that the performance should be measured individually and collectively. Collectively means the measurement of the over all performance of an institution.

He also feels that the Public Service Commission has to enjoy full autonomy. He said that in order to get better performance from a civil servant it is necessary to motivate him. Motivation can be ensured by rewarding good worker and punishing a bad one.

Mr. Shafiqul Haque, another discussant, said that in order to abstain the civil servants from corruption it is necessary to take his annual financial report. Therefore he proposed to incorporate this in the proposed format of the APR.

The Chairperson then opened the floor for open discussion. All speakers highly appreciated the paper. Most of them holds that, the present ACR system is defective. Therefore, it should be changed.

Finally the chairperson wrapped up the comments of the discussant and said that the performance of the Civil Servants should be properly evaluated so that the sincere and dictated workers are correctly assessed. And for that matter the sooner an appropriate method of evaluation can be the better for the civil servants, the better for the nation as well. He thanked the paper writer and his group for writing on this important issue and also thanked the discussants for their valuable comments, the participants for taking active part in the discussion and workshop Director and the Co-ordinators for organizing the workshop successfully.

Annex-H

Govt. of the People's Republic of Bangladesh

National emblem

PERFORMANCE APPRAISAL REPORT for the year/duration.... 1999

Name of Organization :

PAR for the period fromto

Part 1- Biodata:

a. 1. Identification (IN) No.

2. Name :

3. Fathers name :

4. Date of birth :

5. Designation :

6. (i) Service Cadre & Grade :

(ii) Sl. No. in the gradation list :

7. Date of appointment : (i) Govt.

(ii) Gazetted :

(iii) Cadre :

8. Last promotion : (i) Date of promotion :

(ii) Pay Scale :

(iii) Present pay :

9. Date of joining the present post :

10. Height :

11. Weight :

12. Blood group :

13. Pressure :

14. Physical inability, if any (in brief) :

15. (i) Marital Status :

(ii) Number of children with age :

16. Educational Qualification :
 17. Proficiency in Foreign Language :
 18. Particulars of department proceeding or punishment, if any (in brief) :
- I solemnly wear that the informations furnished above are correct.

Signature of ORU

- b. Apparently ORU does not/bear(s) a good health. I recommend urgent/no medical check-up for him.

Signature of RIO

Part II-Skills & Awards:

(Skills earned, Awards received, Honours given during the period by study, research, etc., including language skills)

Sl.No.	Brief description of the subject	Organisation/country	Period during which it occurred
--------	----------------------------------	----------------------	---------------------------------

- 1.
- 2.
- 3.
- 4.
- 5.

Part III – Training :

Part III – Training :

- a. Description of the training received and academic/professional qualifications/skills acquired/learned so far :

Name	Description of Training	Organisation/country	Duration/Period
------	-------------------------	----------------------	-----------------

- b. If after discussion with the job holder the reporting officer thinks the officer's performance or potential could be improved by training, the needs be specified (Natures, tentative date & time of training):

- c. Has any proposal/nomination made by (i) the reporting officer/(ii) the training controlling authority :

Yes No Yes No
(i) ☐ ☐ (ii) ☐ ☐

Part IV- Work target:

- a. List of the works determined by the RIO & CSO on consultation with the job holder. Points of discrepancy (if any) should also be pointed out.

a. Description of works	% of time required to perform	% of time actually token to perform	% of achievement		
			Quantitative	Qualitative	Overall (Average)

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- n.
- *1.
- *2.

- b. Change or amendment done by mid-year review or any other reason(s), if any (to be pointed out) :

*1.

*2.

*3.

*4.

*5.

- c. Resources (man & material) under the job holder :

N.B. Separate paper may be used, if needed

Part V- Performance Appraisal :

Criteria/Attributes	Evaluation by RIO (I)					Evaluation by RIO (2)/CSO				
	AA	A	B	C	D	AA	A	B	C	D
1. Knowledge										
2. Quantity of work										
3. Quality of work										
4. Ability to manage man & materials										
5. Decision making										
6. Problem solving										
7. Planning/Innovation										
8. Negotiating										
9. Power to communicate(written/oral)										
10. Implementation of Rules/orders										
11.Devotion to duty										
12. Ability to face Challenges										
13. Timeliness										

AA = Outstanding, A= Very good, B= Good, C= Average, D= Below average

Part VI – Personal Traits :

a.

Criteria/Traits	Evaluation of RIO/(1)					Evaluation of RIO(2)/CSO				
	AA	A	B	C	D	AA	A	B	C	D
1. Discipline										
2. Judgement										
3. Foresight or Intelligence										
4. Initiative (Proactive/creative)										
5. Leadership or Personality										
6. Reliability (Dependability)										
7. Cooperation (Relation with colleagues & Public)										
8. Integrity & fairness										
9. Ability & Ideas										
10. Adaptability										

b. The ORU is involved into the

(Description of social and sports activities, if any). And that amounts positive (+)/ negative (-) influence on the society/organization :

Society

	AA	A	B	C	D
(+)					
(-)					

Organization

	AA	A	B	C	D

c. Patriotism; how much the ORU loves the country.

RIO	AA	A	B	C	D

CSO	AA	A	B	C	D

Part VII - Postings & Promotion :

a. Suitability for the Present post -

	very suitable	suitable	not suitable	Reasons for not suitable
(i) Field of work				
(ii) Place of work				
(iii) Working Environment				

b. If a different job is recommended for future, please indicate with reasons.

(i) Job holders :

(ii) RIO :

(iii) CSO :

c. Suitability for promotion :

		Reasons of recommendation specially incase of (I) & (ii)
(i) Out of turn/on priority basis	☐	RIO :
(ii) Under normal circumstances	☐	CSO :
(iii) Not (Yet) suitable	☐	

d. At present seems:

(i) to have exceptional potential	☐
(ii) to have potential to rise two grades or more	☐
(iii) to have potential to rise one grade only	☐
(iv) is unlikely to progress further	☐

Part VIII - Overall grading :

1. Do you (RIO & CSO) have anything more to say about the ORU which are not covered by the provisions made earlier, you are at liberty to put it here in a line or two

RIO

CSO

2. Suppose, there are 100 officers belonging to the same cadre at the same level working throughout the country. Compare the ORU with all of them and put a numerical figure to determine his position (001-100) in the box below. Remember that your under-estimation may affect career of the ORU and over-estimation would affect all other officers of the same grade/ cadre.

RIO

CSO

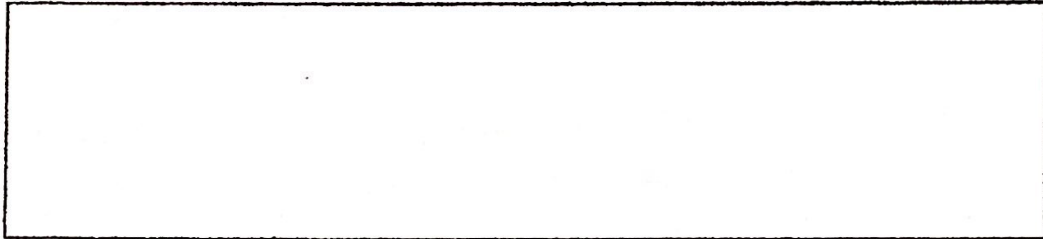
Part IX – Actions of the controlling Ministry

A. General Actions :

1. Date of receipt in the Ministry :
2. Delay made in the stage(s) :
3. Action taken (if any) for inordinate/abnormal delay :
4. (i) Adverse found in the report, if any :
(ii) Actions taken on such adverse (with date) :
5. (i) High appreciation found in the report, if any :
(ii) Reward(s) made for outstanding performance, if any :
6. (i) Proposed change of posting, if any
(ii) Actions taken regarding the desired/proposed posting, if any :
7. Brief description of punitive action(s), if any :

B. Review :

In case of getting "Average" grading for the first time and "Below Average" any time and in case of variation of grading ranging beyond 12% between the RIO & CSO, the controlling Ministry should constitute a review committee. Review officer(s) should not be below the rank of CSO. The Review Officer would describe his findings in brief and also make recommendation about what should be the justifiable grading of the ORU.



RO

