

**ANNUAL PERFORMANCE APPRAISAL REPORT**  
**FOR**  
**INDIAN COST ACCOUNTS SERVICE OFFICERS**

(Applicable for all officers up to the level of Senior Administrative Grade)

Name of the officer .....

Designation including .....  
Charge/Charges held  
With dates

Report for the year/period ending .....

**PART-I PERSONAL DATA**

(To be filled in the Administrative Section concerned of the Ministry/Department/Office)

1. Name of the Officer :
2. Designation :
3. Date of Birth :
4. Date of continuous appointment  
to the Indian Cost Accounts Service  
(ICoAS) :
5. Year of allotment/ date of initial  
joining of ICoAS :
6. Date of continuous appointment  
to the present Grade :
7. Present post and date of appointment  
thereto :
8. Period of absence from duty (on leave,  
training etc.) during the period under  
appraisal :

**PART-II : SELF APPRAISAL**

**(To be filled in by the by the Officer reported upon)**

Brief description of duties

2. Please specify the targets/ objectives/ goals (in quantitative or other terms) set for yourself or that were set for you in respect of major items of work, in order of priority and your achievement against each target

Targets/Objectives/Goals

Achievements

3(a) Please state briefly the shortfall with reference to targets/Objectives/goals referred to in column 2. Please specify constraints if any, in achieving the targets/objectives/goals.

3(b) Please indicate items in which there have been significantly higher achievements and your contribution there to.

4(a) Please indicate specific areas in which you feel the need to upgrade your skills through training programmes.

4(b) Academic and professional achievements during the year, including degrees obtained, books/articles published, training courses attended etc.

5. Please state whether the Annual return on immovable property for the preceding calendar year was filled within the prescribed date i.e., 31<sup>st</sup> January of the year following the calendar year. If not, the date of filing the return should be given.

**Date:**

**Place:**

**Signature**

**Name**

**Designation**

**PART - III:****(To be filled in by the Reporting Authority)**

1. Please state whether you agree with the self-appraisal of the officer reported upon as filled out in Part-II. If not, please furnish the factual details.

2. **Assessment of work output** (This assessment should rate the officer vis-à-vis his peers and not the general population. Grades should be assigned on a scale of 1-10, in whole numbers, with 1 referring to the lowest grade and 10 to the best grade. Weightage to this Section will be 40%)

	Reporting Authority	Reviewing Authority	Initial of Reviewing Authority
i) Accomplishment of planned work/work allotted			
ii) Quality of output			
iii) Analytical ability			
iv) Accomplishment of exceptional work/unforeseen tasks performed			
<b>Overall Grading on 'Work Output'</b>			

3. Assessment of Personal Attributes (on a scale of 1-10, weightage to this Section will be 30%)

	Reporting Authority	Reviewing Authority	Initial of Reviewing Authority
(i) Attitude to work			
(ii) Sense of responsibility			
(iii) Maintenance of Discipline			
(iv) Communication Skills			
(v) Leadership qualities			
(vi) Capacity to work in team spirit			
(vii) Capacity to work in time limit			
(viii) Inter-personal relations			
<b>Overall Grading on 'Personal Attributes'</b>			

4. Assessment of Functional Competency (on a scale of 1-10, weightage to the Section will be 30%)

	Reporting Authority	Reviewing Authority	Initial of Reviewing Authority
(i) Knowledge of Rules/ Regulations/ Procedures in the area of function and ability to apply them correctly.			
(ii) Strategic planning ability			
(iii) Decision making ability			
(iv) Coordination ability			
(v) Ability to motivate and develop subordinates			
<b>Overall Grading on 'Functional Competence'</b>			

5. **State of Health:**

6. **Integrity :** (Please see instructions):

7. **Pen picture by the Reporting Officer:** Please comment on the overall qualities of the officer including areas of strengths and lesser strength and his attitude towards the weaker sections.

8. Recommendation relating to possible line of growth and development of the officer in areas like Auditing, Financial Management, Personnel Management, etc. Also please suggest one or two areas of training that could be useful.

9. Overall grade on a scale of 1-10 (in figures as well as in words). For numerical gradings, please see instructions attached with the APAR form.

**Signature of the Reporting Officer**

**Name in Block letters**

**Date:**

**Designation**

**Place:**

**(during the period of report)**



**PART-IV : Remarks of the Reviewing Authority**

1. Do you agree with the assessment by the Reporting Officer with respect to the work output and the various attributes in Part-III? In case you do not agree with any of the numerical assessments of attributes, please record your assessment in the column provided for you in Part-III and initial your entries.

<u>Yes, I agree.</u>	<b>No, I do not agree. I have recorded my assessment in Part-III.</b>
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*(Please strike out whichever is not applicable)*

2. In case of difference of opinion, please give details and reasons for the same.

3. Comments, if any, on the pen picture by the Reporting Authority.

4. **Overall grade on a scale of 1-10 (in figures as well as in words). For numerical gradings, please see instructions attached with the APAR form.**

**Signature of the Reviewing Officer**

**Name in block letters**

**Date:**

**Designation**

**Place:**

**(during the period of report)**

**PART-V : Remarks of the Accepting Authority**

1. Do you agree with the remarks and assessment by the Reporting/Reviewing Authorities?

Yes, I agree	No, I do not agree
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*(Please strike out whichever is not applicable)*

2. In case of difference of opinion, please give details and reasons for the same.

3. Overall grade on a scale of 1-10 (in figures as well as in words). For numerical gradings, please see instructions attached with the APAR form.

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**Signature of the Accepting Officer**

**Name in Block letters**

**Designation**

**(during the period of report)**

**Date:**

**Place:**

## INSTRUCTIONS

1. The Annual Performance Appraisal Report is an important document. It provides the basic and vital inputs for assessing the performance of an Officer and for his/her further advancement in his/her career. The officer reported upon, the Reporting Officer, the Reviewing Officer and the Accepting Officer should, therefore, undertake the duty of filling out the form with a high sense of responsibility.
2. Performance appraisal through Annual Performance Appraisal Reports should be used as a tool for human resource development. Reporting Officers should realize that the objective is to develop an Officer so that he/she realizes his/her true potential. It is not meant to be a fault-finding process but a developmental one. The Reporting Officer and the Reviewing Officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the Officer reported upon.
3. The items should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.
4. Answers shall be given in a narrative form. The space provided indicates the desired length of the answer. Words and phrases should be chosen carefully and should accurately reflect the intention of the Officer recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'Outstanding', 'Very Good', 'Good', 'Average', 'Below Average', while giving your comments.
5. The Reporting Officer shall, in the beginning of the year set quantitative/physical targets in consultation with each of the Officers with respect to whom he is required to report upon. Performance appraisal should be a joint exercise between the officer reported upon and the Reporting Officer. The targets/goals shall be set at the commencement of the reporting year. In the case of an Officer taking up a new assignment in the course of the reporting year, such targets/goals shall be set at the time of assumption of the new assignment.
6. The targets should be clearly known and understood by both the officers concerned. While fixing the targets, priority should be assigned item-wise, taking into consideration the nature and the area of the work and any special feature that may be specific to the nature or the area of the work of the Officer to be reported upon.
7. Although performance appraisal is a year-end exercise, in order that it may be a tool for human resource development, the Reporting Officer and the Officer reported upon should meet during the course of the year at regular intervals to review the performance and to take necessary corrective steps.
8. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance, conduct, behaviour and potential.
9. Assessment should be confined to the appraisee's performance during the period of report only.
10. Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.
11. Aspects on which an appraisee is to be evaluated on different attributes are delineated below each column. The appraiser should deal with these and other aspects relevant to the attributes.
12. Indian Cost Accounts service is functioning on the basis of participating offices scheme. The officers of the service are posted to these participating offices against equivalent posts encadred in the service. With a view to ensure that no injustice has been done in writing these reports to any officer working in any participating office/on deputation,

Part V has been introduced in the CR forms (I+II) of this service (part IV in Form III). Therefore APAR of all officers of this service should be submitted to the Cadre Authority/ Chief Adviser (Cost) in suitable batches for his perusal and such action as may be deemed necessary in this regard by him.

**13. The following procedure should be followed in filling up the column relating to integrity:-**

- (i) If the Officer's integrity is beyond doubt, it may be so stated.
- (ii) If there is any doubt or suspicion, the column should be left blank and action taken as under:
  - (a) A separate secret note should be recorded and followed up. A copy of the note should also be sent together with the Annual Performance Appraisal Report to the next superior Officer who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note, the Reporting Officer should state either that he had not watched the Officer's work for sufficient time to form a definite judgement or that he has heard nothing against the Officer, as the case may be.
  - (b) If as a result of the follow up action, the doubts or suspicions are cleared, the Officer's integrity should be certified and an entry made accordingly in the Annual Performance Appraisal Report.
  - (c) If the doubts or suspicions are confirmed, this fact should also be recorded and duly communicated to the Officer concerned.
  - (d) If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the Officer's conduct should be watched for a further period and thereafter, action taken as indicated at (b) and (c) above.

**14. Guidelines regarding filling up of APAR with numerical grading:**

- (i) The columns in the APAR should be filled with due care and attention and after devoting adequate time.
- (ii) It is expected that any grading of 1 or 2 (against work output or attributes or overall grade) would be adequately justified in the pen-picture by way of specific failures and similarly, any grade of 9 or 10 would be justified with respect to specific accomplishments. Grades of 1-2 or 9-10 are expected to be rare occurrences and hence the need to justify them. In awarding a numerical grade, the Reporting and Reviewing Authorities should rate the Officer against a larger population of his/her peers they may be currently working under them.
- (iii) APARs graded between 8 and 10 will be rated as 'Outstanding' and will be given a score of 9 for the purpose of calculating average scores for empanelment/promotion.
- (iv) APARs graded between 6 and short of 8 will be rates as 'Very Good' and will be given a score of 7.
- (v) APARs graded between 4 and short of 6 will be rated as 'Good' and given a score of 5.
- (vi) APARs graded below 4 will be given a score of zero.

**15. Weightage and Mean**

Weights have been assigned to work output, personal attributes and functional competency. The overall grade will be based on the addition of the mean value of each group of indicators in proportion to weightage assigned.

Ministry of Home Affairs OM No. 51/4/64-Estt.(A) dated 21.6.1965 and Department of Personnel & Training OM No.21011/1/2005-Estt.(A) (Part-II) dated 23<sup>rd</sup> July, 2009.