

Tele. : 23014661

NO.A/48052/AI/2009-2010/CAO/CRD CELL

31 Mar 2010

MINISTRY OF DEFENCE
(Office of the JS (Trg)&CAO)

SUBJECT: RENDITION OF ANNUAL PERFORMANCE APPRAISAL REPORTS (APAR) IN RESPECT OF CIVILIAN OFFICERS AND STAFF OF AFHQ AND INTER-SERVICE ORGANISATIONS FOR THE PERIOD 01-04-2009 TO 31-03-2010.

Introduction

1. An Annual Performance Appraisal Report (APAR) provides the basic and vital inputs for assessing the performance of an officer (Ratee) and his/her advancement in his/her career and also for judging his/her **fitness for promotion, confirmation, grant of MACP** etc.
2. The system provides an opportunity to assess the potential of an officer and gives him/her appropriate feedback and guidance for correcting his/her deficiencies and improving his/her performance.

Periodicity

3. The APAR year coincides with the financial year, i.e. 01 Apr of any year to 31 Mar of the next year. Normally, only one APAR is required to be raised covering the complete reporting year. However, there may be occasions, like transfer of the Ratee or Reporting Officer during the course of any APAR year, when more than one APAR may have to be written. It is, however, mandatory that Reporting Officer as well as the Reviewing Officer should have **at least three months' (90 days) experience** about the work and conduct of the Ratee during the course of the relevant reporting year. **The period of three months, however, includes closed days, short spells of leave of less than 15 days duration availed by the Ratee/Reporting Officer. In case the period of service is more than 90 days, but the Ratee has not served under any Officer for a minimum period of 03 months (90 days), a Non-Initiation Certificate may be raised** in lieu of the APAR for that period.
4. Blank APAR forms for the period 2009-2010 in respect of Civilian Officers and Staff will be issued by the concerned Admin Sections.
5. **Schedule for completion of APARs** for the period 2009-2010 is appended as **Annexure `A'** to this note.

Important points to be kept in view while raising APARs

6. The following important points may be kept in view while raising the APARs to avoid infructuous correspondence on the subject:-
 - (a) All APARs should be written by the Reporting/Reviewing authorities concerned and under normal circumstances, **there should not be any deviation from the already existing laid down reporting channel.**

(b) **No APAR should be initiated and reviewed by the same officer/officers of the same rank and designation.**

(c) The name of the officer reported upon should be clearly written on right hand corner of each page of the APAR form without fail.

(d) Delay in submission of self-appraisal should not delay writing APAR of any officer/staff. **The Reporting Officer should not delay the initiation of APAR for want of the self-appraisal of the officer to be reported upon.** In case the Ratee does not submit the APAR form along with the self-appraisal by due date, the Reporting Officer should take it upon himself/herself to remind the Ratee in writing, asking him/her to submit the self-appraisal by a stipulated date. It should also be made clear in the reminder that if the Ratee fails to submit the self-appraisal by the stipulated date, the report will be written without self-appraisal. If no self-appraisal is received by the stipulated date, the Reporting Officer should obtain another blank APAR form from the concerned Admin Cell and proceed to write the report on the basis of his experience of the work and conduct of the Ratee. While doing so, **he/she can also point out the failure of the officer reported upon to submit his/her self-appraisal within the stipulated time.**

(e) From the reporting year 2009-10, the earlier practice of entering descriptive remarks in the areas of **Work Output**(Para-3), **Personal Attributes**(Para-4) and **Functional Competency** (Para-5) of a Ratee has been discontinued. Henceforth, numerical gradings on a scale of 1 to 10 will be awarded against these attributes. Similarly, the practice of giving an overall grading i.e. **Outstanding/ Very Good/Good/Average/Below Average** has also been discontinued and in stead, a numerical grading based on the weighted mean of the points awarded to the ratee at Para 3, 4 and 5 to be entered in the boxes provided with the Pen Picture by the Reporting and the Reviewing Officer.

(f) All columns of the CR should be filled up as per the instructions, which are also given in the APAR form.

(g) Reporting Officers must ensure that all Gp `A' and `B' Officers (both gazetted and non-gazetted) reported upon fill in the column relating to submission of annual property return and Gp `A' Officers fill in the one relating to timely completion of APARs of officers working under them in their `Self-Appraisal'.

(h) When there is no Reporting Officer having the requisite experience of **at least 3 months (90 days)**, the Reviewing Officer himself may initiate the report **provided he has seen the work & conduct of the Ratee for at least three months.** The report thus initiated will have to be reviewed by the officer immediately superior to the Reviewing Officer.

(j) If the Reporting Officer is transferred in the middle of the reporting year (provided there is no change of the Reviewing Officer), he/she should immediately write the APARs of his/her subordinates provided that the period is at least six months. The Reviewing Authority will retain the report in his/her custody and record his/her remarks in the reviewing portion at the end of the reporting year taking into account the part report recorded earlier, if any. If the Reviewing Authority also changes simultaneously with Reporting Officer, the report so written by the earlier Reporting Officer may be reviewed within ten days of the receipt of the report.

(k) To safeguard the confidentiality of the document, the Reviewing Officer must ensure that the CRs are dispatched to the correct addressee in CAO's office after being duly sealed and marked confidential. The list of officers to whom the completed APARs are to be forwarded is given at Annexure 'B'. The same is also indicated at Annexure II of the APAR forms. Please note that **APARs should NOT be dispatched to admin/coord sections under any circumstances.** However, a copy of the forwarding note may be marked to the Branch Coord (in case of civilian officials serving in Army HQ), PC Dte/Air HQ (in case of civilian officials serving in Air HQ) or DOA (Civ)/NHQ (in case of civilian officials serving in NHQ) to enable them monitor raising of the APARs in time.

(l) The APARs are required to be raised even for officers who have retired/resigned from service or have expired after 30 Jun of the APAR period thus completing the mandatory 90 days service for raising the APAR. In such cases, the APARs may be raised by the **Reporting Officer without the self-appraisal stating the reasons for the same.**

(m) Sometimes CRs of the PPS/PS are written by the Staff Officer to a senior officer with whom the PPS/PS (Ratee) is attached. Such CRs will not be accepted by this office because **the APAR of a PPS /PS is required to be initiated by the officer with whom he is attached.**

(n) No modification/expunction of any remark made in a APAR will be allowed after the duly completed CR is received by CAO's Office. **Expunction/modification of remarks, if any, is required to be carried out in original APAR itself by the Competent Authority (after obtaining the same from CRD Cell vide a formal request) i.e. officer immediately superior to the Reviewing Officer (Reporting Officer in case of Ratee belonging to AFHQ Stenographer Service)** on the basis of the representation of the Ratee only. Therefore, under no circumstances a CR would be made available to the Reviewing Officer/ Reporting Officer once it has been received in this office.

7. **Revised DOP & T instructions on timely submission of APARs**
(DOP&T OM No 21011/1/2005-Estt (A) (Pt-II) dated 23 Jul 2009)

As cases continue to occur where confirmation, regular promotion, appointment to sensitive posts, etc., could not be considered in time because of non-availability of APARs for the relevant period, the matter of timely completion of APARs has been further reviewed by DOP&T and it has now been provided that : -

(a) All Group 'A' officers must write, review APARs in respect of officers /personnel working under him/her within the stipulated time and give a certificate to this effect in the self-appraisal column of their CRs.

(b) The Reporting Officer is requested to complete the APARs as per the schedule given at Annexure 'A' of the note. The Reporting Officer shall have no right to enter any remarks in the CRs after 30 June of the year and submit all APARs held by him for reporting to the Reviewing Officer on the next working day.

(c) Reviewing Officer is also requested to complete the review of the APARs as per the schedule. The Reviewing Officer will also forfeit his right to enter any remarks in the APAR of the ratee officer after 31st Jul of the year.

(d) In case both Reporting Officer and Reviewing Officer forfeit their rights to enter any remarks because of not adhering to the schedule of completion, the CR format with the self appraisal given by the officer to be reported upon will be placed in his APAR dossier along with a certificate that the concerned Reporting/Reviewing Officer(s) have forfeited the right to enter the APAR.

(e) The Head of the organisation may direct to call for the explanation of the officers concerned for not having performed the public duty of writing the APAR within the due date and in absence of proper justification direct that a written warning for delay in completing the APAR, be placed in the APAR folder of the defaulting (Reporting/Reviewing) officer concerned.

Guidelines regarding filling up of APAR with numerical grading

8. The following points should be kept in mind while awarding numerical gradings in a ratee's APAR :-

(a) The columns in the APAR should be filled with due care and attention and after devoting adequate time.

(b) 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 that may be currently working under them.

(c) 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.

(d) APARs graded **between 6 and short of 8** will be rated as **“Very Good” and will be given a score of 7.**

(e) APARs graded **between 4 and 6 short of 6** will be rated as **“Good” and given a score of 5.**

(f) APARs graded **below 4** will be given a score of **Zero.**

FILLING UP OF THE COLUMN RELATING TO THE INTEGRITY

9. The following guidelines should be adhered to in the matter of making entries in the column relating to integrity:-

(a) **Supervisory officer** should **maintain a confidential diary** in which instances which create suspicion about the integrity of a subordinate should be noted from time to time and **action** to verify the truth of such suspicion **should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the Special Police Establishment.** At the time of recording the Annual Performance Appraisal Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmed nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

(b) The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servant's integrity should be recorded simultaneously and followed up.

(c) A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow up action is taken expeditiously.

(d) If, as a result of the follow-up action, a Government servant is exonerated, his integrity should be certified and an entry made in the Character Roll by the officer in-charge for maintaining the APAR. For the purpose of monitoring, the officer in-charge may keep a separate list of APAR where the integrity of an officer has not been certified.

(e) If suspicions regarding his integrity are confirmed, this fact can also be recorded and duly communicated to the Government servant concerned.

(f) There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case, the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

(g) There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of the Department. Such instances can occur when a Government servant is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

(h) In view of the foregoing at 9 (a) to 9 (g) the remarks against the integrity column shall be made by the Reporting Officer out of the three options mentioned below:-

i)	Beyond doubt
ii)	Since the integrity of the officer is doubtful, a secret note is attached.
iii)	Not watched the officer's work for sufficient time to form a definite judgement but nothing adverse has been reported to me about the officer.

INTERIM APARs

10. If the Reviewing authority is transferred/retires during course of the reporting year his successor will review the CRs if he happens to have three months' experience about the work and conduct of the Ratee. Otherwise, the previous Reviewing authority will review the reports at the end of the reporting year. If, however, a Reviewing authority retires while there is no change in Reporting Officer and the subsequent Reviewing authority does not have three months' experience of the work and conduct of the Ratee, the reviewing portion

will be left blank with a suitable note recorded therein, either by the new reviewing authority or the reporting officer, to the effect that the officer reported upon did not serve under any reviewing officer for 90 days during the period reported upon.

TIME LIMIT FOR REPORTING/REVIEWING OF APARs BY RETIRING OFFICERS/OFFICERS PLACED UNDER SUSPENSION

11. Where the confidential reports either for interim or full period are required to be initiated due to the retirement of the Reporting/Reviewing Officer, the officer concerned will take advance action and have the report completed by the date of retirement. It may be clarified that a retiring officer can initiate/review a CR within one month from the date of his retirement. As such, all CRs must be initiated/reviewed by the retiring officers within one month from the date of their retirement.

12. Similarly, where the Reporting/Reviewing Officer is placed under suspension, the report would be completed within the period of two months of suspension or within one month of the date upto, for which the report is due, whichever is earlier.

VERIFICATION OF LEAVE AVAILED DURING THE PERIOD OF REPORT

13. The amount of leave availed of by an individual is indicated in Part-I of the APAR by the Admin/Estt Sections concerned. In the event of any discrepancy, action to rectify the same may be taken up with the concerned Admin/Estt Sections separately.

OFFICERS COMPETENT TO INITIATE/REVIEW APARs (CHANNEL OF REPORTING)

14. APARs can be initiated and reviewed by Officers competent to do so as indicated below: -

AFHQ Civil Service

<u>Post</u>	<u>Reporting Officer</u>	<u>Reviewing Officer</u>
Director	Not below the rank of Maj Gen or equivalent*	Lt Gen or equivalent*
Jt Director@	Not below the rank of Brig or equivalent*	Maj Gen or equivalent*
Dy Dir	An officer not below the rank of Lt Col or equivalent*	Brig/Col or equivalent*
Section Officer	Dy Dir or an officer not below the rank of Major or equivalent *	Not below the rank of Lt Col or equivalent *
Assistants	SO or equivalent (JCOs/ equivalent non-gazetted Supdt in the other two services will not be treated as equivalent to SO).	Dy Dir or Officer not below the rank of Maj or equivalent

AFHQ Clerical Service

<u>Post</u>	<u>Reporting Officer</u>	<u>Reviewing Officer</u>
UDC & LDC	SO or equivalent (JCOs/ equivalent non-gazetted Supdt in the other two services will not be treated as equivalent to SO).	Dy Dir or Officer not below the rank of Maj or equivalent

AFHQ Stenographers Service

<u>Post</u>	<u>Reporting Officer</u>	<u>Reviewing Officer</u>
Exec PPS/ Sr PPS	Three Chiefs, Vice Chiefs, SA to RM, Director General ATVP, CIDS	Not applicable
PPS#	Officers not below the rank of Lt Gen or equivalent	Not applicable
PS	Officers not below the rank Brig or equivalent	Not applicable
PA/Steno D	Officers with whom attached	Not applicable

CIVILIAN OFFICERS SERVING IN SI DTE, GS BRANCH, ARMY HQrs

<u>Post</u>	<u>Reporting Officer</u>	<u>Reviewing Officer</u>
DFLA	DDG SI(A)	Addl DG SI
FLE/ CIV TRANS	DFLA/GSO-1	Dir SI (A)
DIR SI (R)	Dir SI (C)	Addl DG SI
PRO	Dir SI (R)	Dir SI (C)
SRO	PRO/GSO-1	Dir SI (C)
RO	SRO	Dir SI (R)
JRO	SRO	PRO/SRO

EDP CADRE OFFICERS SERVING IN GS BRANCH, ARMY HQ

<u>Post</u>	<u>Reporting Officer</u>	<u>Reviewing Officer</u>
Principal System Analyst (PSA)	Dir or an officer not below the rank of Col or equivalent	Brig or equivalent
Senior System Analyst (SSA)	PSA or an officer not below the rank of Lt Col or equivalent	Dir or an officer not below the rank of Col or equivalent
Programmer	SSA or Dy Dir or an officer not below the rank of Maj or equivalent	PSA or an officer not below the rank of Lt Col or equivalent

Data Processing Assistant Grade B (DPA B)	-do-	-do-
Data Processing Assistant Grade A (DPA A)	-do-	-do-
Data Entry Operator Grade C (DEO C)	Programmer to initiate where work is submitted to them	SSA or Dy Dir or an officer not below the rank of Maj or equivalent
Data Entry Operator Grade B (DEO B)	- do -	-do-

CANTEEN EMPLOYEES

<u>Post</u>	<u>Reporting Officer</u>	<u>Reviewing Officer</u>
Canteen Employees (Gp C)	Manager/Gen Manager	Hony Secretary

* Equivalent refers to officers at par in Navy and Air Force.

@ In respect of officers working as Jt Directors on in-situ basis against upgraded posts on personal basis, the reporting channel will continue to be the same as was prevalent before such upgradation, excepting to officers who have been adjusted by CAO's office against regular duty posts of Joint Directors.

In respect of officers promoted as PPS on in-situ basis against upgraded posts on personal basis, the reporting channel will continue to be the same as was prevalent before such upgradation.

15. In case of officers belonging to remaining Cadres or holding other posts of AFHQ and ISOs, the APARs should be initiated by the officers authorised to supervise the work of the Ratee in accordance with the laid down organizational chart of the office concerned. However, no report would be initiated by any officer below the rank of Group 'B' gazetted/commissioned officer. In case of any doubt, the matter should be referred to CAO/CRD Cell for clarification.

GUIDELINES FOR COMMUNICATION OF CONTENTS OF THE APAR

16. As per the latest instructions of the DOP&T, the contents of the APAR are to be communicated to the ratee. For this following actions are required to be taken: -

- (a) After the APAR has been completed in all respect, the Reviewing Officer (Reporting Officer in case of Stenographer Cadre Officials and one man reports) is required to communicate the contents of the same including **Gradings** etc. and thereafter obtain signature of the Ratee at

the designated place in the APAR provided for that purpose, before dispatching the APAR to the officer concerned at CAO's Office.

(b) In case a representation is received from the Ratee against the contents of the APAR within 15 days from the date of communication, the same should be forwarded to the Competent Authority i.e. the next higher officer of the Reviewing Officer (Reporting Officer in case of Stenographic Cadre and one man report) immediately and not later than 31 August.

(c) There may be instances when the remarks have been recorded in the APARs of officials by a Reviewing Officer (Reporting Officer in case of Steno cadre officers and one man reports) in a particular office whereas at the time of communication they may be working in a different office. In such circumstances, communication of the contents of the APAR should not be sent to the officials through their new offices/officers. All such communications should be made directly to the Ratee under a sealed cover.

TIMELY ACTION ON THE REPRESENTATION

17. All representations against the contents of the APARs should be decided expeditiously by the competent authority and in any case, NOT LATER THAN ONE MONTH from the date of receipt of the representation. The authority immediately superior to the Reviewing Officer (in case of AFHQ Stenographer Service, the authority immediately superior to the Reporting Officer) is competent to decide the representation against contents of APAR.

MANNER OF DISPOSAL OF REPRESENTATION

18. The following procedure should be adopted in dealing with representations from the employees against the contents of the APAR communicated to them including the overall grading: -

(a) Representation should be examined by the competent authority in consultation, if necessary, with the Reporting/ Reviewing officer.

(b) If the Competent Authority feels that there is not sufficient ground for interference, the representation should be rejected and informed to CAO/CRD Cell with a copy to the petitioner.

(c) If, however, it decides that the remarks should be toned down, modified or expunged completely, the decision should be communicated to this office and the individual concerned. The original APAR would thereafter be forwarded to the competent authority on receipt of such communication. The competent authority should obliterate the adverse remarks/paste it over it and make a dated entry, under his signature. After carrying out the necessary modification/expunction, the original APAR should be sent back to CAO/CRD Cell duly sealed within 10 days of the receipt of APAR from CAOs Office.

(d) **In a number of cases the Hon'ble Courts have taken a serious view for not disposing off the representation through a reasoned Order as such the representation against the adverse remarks recorded in the APAR has to be disposed-of by the Competent Authority by passing a speaking order.**

19. It has been observed in some cases that, after the expunction/modification of the remarks, the relevant column(s) are left blank, thus making the report incomplete. Therefore, if expunction/ modification of remarks leave any column blank, the competent authority should record suitable remarks as it deems fit against such column(s) so that the column(s) in question does/do not remain blank. **As per DOP&T guidelines the overall grading recorded in the APAR can also be changed by way of expunction/modification of the remarks by the competent authority from the reporting year 2008-09.**

MEMORIAL TO THE PRESIDENT

20. A Memorial to the President can be submitted against the rejection of the representation within six months of such rejection. The concerned organization should promptly forward the Presidential Memorial, if submitted by the Ratee, to CAO's office along with the remarks/comments of the Reporting Officer, Reviewing Officer and the authority which decided the representation of the officer so that the memorial can be submitted to the Hon'ble Raksha Mantri for decision as per the time schedule laid down for the disposal of such memorials.

MONITORING THE PROGRESS OF RENDITION OF APARs

21. **DELAY IN COMPLETION OF APARs WOULD BE VIEWED SERIOUSLY. THE TIME SCHEDULE PRESCRIBED SHOULD BE STRICTLY ADHERED TO:**

- In the past, the delay in submission of some APARs have been attributed to non-receipt of blank APAR forms from the concerned Admin Sections. To avoid such situation, the user sections are advised to contact their Admin Section in CAO's office (Estt

Sections of NHQrs/Air HQrs) for supply of blank APAR forms. In case these forms are not received from their Coord Sections in time as per schedule, the matter may be brought to the notice of CAO/CRD Cell.

PROGRESS REPORT ON THE RENDITION OF THE APARs

22. The progress of the rendition of the APARs will be monitored by the Coord Sections of HQ/Branches/ISOs. It would be their responsibility to ensure that all APARs due from their HQ/Branch/ISOs reach the CAO's Office in time. In case of Air HQ & NHQ, Dir PC and DOA (Civ) respectively will be responsible in this regard. The details of the officers on whom the report could not be sent by due date along with details like reasons for delay, Name of Reporting Officer and Reviewing Officer responsible for delay, and action taken/proposed to be taken

should be sent to this office (CAO/CRD Cell). In this connection Para 7 of the note may be referred to. All further correspondence on the subject will be addressed to the concerned Coord Sections, Dir PC/Air HQs, DOA (Civ)/NHQ by this office.

**RAISING OF ASSESSMENT REPORTS IN RESPECT OF AFHQ
OFFICERS/STAFF PLACED ON PROBATION**

23. In addition to Annual Performance Appraisal Reports (APARs), Assessments Reports (ARs) are required to be raised in respect of AFHQ Civilians placed on probation period. During the Reporting year, the Interim Assessment Reports would be rendered in case there is a change in Reporting /Reviewing Officer due to transfer/retirement.

24. Coord Sections of the service HQrs and ISOs as well as user offices should ensure timely completion of AR forms and forward them duly sealed to CRD Cell.

25 (a) All adverse remarks in the Assessment Report are required to be communicated to the Ratee in writing and his acknowledgement to that effect be forwarded to CRD Cell. **However, no provision exists for making a representation against the adverse remarks recorded in the Assessment Reports.**

Advisory Remarks

25 (b) As per DOP&T guidelines there exists no provision for endorsing advisory remarks in an APAR. Therefore, communication of advisory remarks, if considered necessary, may be done separately and NOT in the APAR. Advisory remarks like '**needs guidance/supervision**' reflecting remediable defects **should not be recorded in the APAR.**

Adequate Opportunity to be Given Before Endorsing Adverse Remarks or awarding poor numerical gradings

26 (a) On the issue of Adverse remarks, the Apex Court in their judgement in Shri Dev Dutt VS UOI has observed that " **nomenclature is not relevant, it is the effect which the entry is having which determines whether it is an adverse entry or not**". Thus, any poor/negative remarks or grading equivalent to 'Average' ('Good' or ' Average' for officers with grade pay of Rs.6600/- and above) are to be treated as adverse and these will affect promotion, MACP etc of the ratee officer.

26(b) Any shortcomings of a ratee officer should be brought to his/her notice in writing and he should be given adequate opportunity to improve upon them by appropriate counseling/training during the course of the reporting year before any adverse remarks are recorded in his/her APAR at the end of the year. The Reporting/Reviewing Officer should refrain from recording adverse remarks that cannot be substantiate by documentary proof, as it leads to unwanted legal consequences and are also viewed seriously by the Courts.

27. All Admin sections in CAO's office and the Estt. Sections in Naval HQs and Air HQs have been advised to ensure that blank CR Forms for APARs as well as Interim Confidential Reports are forwarded to the user Dte under their Admin control well before due date. In case of any difficulty regarding availability of blank CR forms in time, the matter should be immediately brought to the notice of CAO, CRD CELL.

28. It has been noted that instructions issued by this office as also those issued by DOP&T are sometimes not being forwarded to all Dtes. The Coord Sections are therefore requested to ensure that copies of these instructions are provided to all concerned under their control, well in time.

29. This office may be consulted for advice/clarification on any doubt in the matter or before making any deviations there from. Queries regarding any of the provisions of this note may be addressed to CAO, CRD CELL.

(Nishi Srivastava)
Deputy Director/CRD Cell

All Coord Sections of Branches of
Army HQ and IS Organizations
All Dy CAOs
PPS to JS (Trg)&CAO
PS to Director (R) & PS to Director (A)
All AFHQ Associations

COPY TO: -

All Admin Sections,
CAOs Office

Estt Sections of
Naval HQ & Air HQ

The blank APAR forms may be collected from CAO/CRD Cell and forwarded to all concerned (including officer's on deputation) by due dates, after completion of part-I thereof relating to personal data and the leave availed during the period of report. IT MUST BE ENSURED THAT CORRECT ID NUMBERS ARE FILLED IN ALL THE CR FORMS. The part-I of the forms should also be checked countersigned and rubber-stamped by the AOs concerned. The AOs concerned should also authenticate any correction/ modification made subsequently in part-I of the APAR form.

**ANNEXURE 'A' TO NOTE NO.A/48052/AI/2009-
2010/CAO/CRD CELL DATED 31 MAR 2010**

**Time schedule for preparation/completion of APAR
(Reporting year- Financial year)**

S.No.	Activity	Date by which to be completed
1	Distribution of blank APAR forms to all concerned (i.e. to officers to be reported upon where self-appraisal has to be given and to reporting officers where self-appraisal is not to be given)	31st March (This may be completed even a week earlier)
2.	Submission of self-appraisal to Reporting Officer by officer to be reported upon (where applicable).	15th April
3.	Submission of report by Reporting Officer to Reviewing Officer	30th June
4.	Report to be completed by Reviewing Officer, contents of the same to be communicated to the Ratee and thereafter CAO/CRD Cell	31st July
5.	Receipt of representation by the Reviewing Officer, if any, on APAR	15 days from the date of receipt of communication
6.	Forwarding of representations to the Competent Authority	31st August
7.	Disposal of representation by the Competent Authority and communication of the same to CRD Cell	Within one month from the date of receipt of representation
8.	Communication of the Competent Authority's decision to the Ratee	15th November

**ANNEXURE 'B' TO NOTE NO.A/48052/AI/2009-
2010/CAO/CRD CELL DATED 31 MAR 2010**

OFFICERS TO WHOM COMPLETED APARs ARE TO BE SENT

Annual Performance Appraisal Report (APAR) in respect of Civilian Officers and Staff of AFHQ and ISOs for the year 2009-10 duly completed may please be sent in sealed covers **marked 'CONFIDENTIAL' TO BE OPENED BY THE ADDRESSEE ONLY** and addressed by name to: -

(a)	JS (T) & CAO (Sh Upamanyu Chatterjee)	APARs of officers of the rank of Joint Director and above.
(b)	Dy CAO (Pers) (Sh TP Srivastava)	APARs of JD (In situ), Dy Dir, Exec PPS, Sr PPS, PPS and all other Group 'A' Officers other than those mentioned at para (a) above.
(c)	SAO/CRD Cell (Smt Nishi Srivastava)	APARs of SOs, PSs and all other Group 'B' Gazetted Officers.
(d)	SO/CRD Cell (Sh Sukhendu Dan)	Group 'B' Non-Gazetted and Group 'C' employees.

Tele: 23014661

No. A/48052/AI/2009-2010/CAO/CRD CELL

21 Apr 2010

MINISTRY OF DEFENCE
{Office of the JS (T) & CAO}

TIME SCHEDULE FOR PREPARATION/COMPLETION OF
ALL ACTIONS PERTAINING TO APARs

Reference is made to this office notes of even number dated 31 Mar 2010 and 12 Apr 2010.

2. Due to introduction of new APAR formats by DOP&T, this office has designed new APAR formats for all categories of Officers/Staffs of AFHQ Cadre. This caused marginal delays in distribution of APAR form to the officials by the admin section concerned. Keeping in view this fact and to obviate any hardship to officials involved in the rendition of APAR i.e. Ratee, Reporting Officer and Reviewing Officer, the completion schedule of APAR is amended as follows :-

Time schedule for preparation/completion of APAR (Reporting year- Financial year)

S.No.	Activity	Date by which to be completed
1	Distribution of blank APAR forms to all concerned (i.e. to officers to be reported upon where self-appraisal has to be given and to reporting officers where self-appraisal is not to be given)	30th April 2010
2.	Submission of self-appraisal to Reporting Officer by officer to be reported upon (where applicable).	15th May 2010
3.	Submission of report by Reporting Officer to Reviewing Officer	30th Jun 2010
4.	Report to be completed by Reviewing Officer, contents of the same to be communicated to the Ratee and thereafter to CAO/CRD Cell	31st Jul 2010
5.	Receipt of representation by the Reviewing Officer, if any, on APAR	15 days from the date of receipt of communication
6.	Forwarding of representations to the Competent Authority	31st Aug 2010
7.	Disposal of representation by the Competent Authority and communication of the same to CRD Cell	Within one month from the date of receipt of representation
8.	Communication of the Competent Authority's decision to the Ratee	15th Nov 2010

(Nishi Srivastava)
SAO, CRD Cell

Distribution as per usual list