

**CENTRAL WAREHOUSING CORPORATION**  
(A Government of India Undertaking)  
**PERFORMANCE APPRAISAL FORM**  
*For the Period \_\_\_\_\_ to \_\_\_\_\_*  
*E II to E V (SAM/Manager/EE/AGM/DGM/SE & Equivalent)*

1. NAME
2. CPF CODE NO.
3. DESIGNATION
4. DATE OF BIRTH
5. PLACE OF POSTING
6. DATE OF JOINING
7. ACADEMIC QUALIFICATION
8. APPRAISER/REPORTING OFFICER  
(NAME & DESIGNATION)
9. REVIEWING OFFICER:  
(NAME & DESIGNATION)

*PROPERTY Returns due as on 1.1 \_\_\_\_\_ were filed by me on dt \_\_\_\_\_*

SIGNATURE OF APPRAISEE: \_\_\_\_\_

**PLEASE READ THE GUIDELINES CAREFULLY BEFORE WRITING THE APR**

Name & Design. \_\_\_\_\_

**(A) PERFORMANCE PLANNING & REVIEW**

GOAL SETTING (In the beginning of the financial year)			ANNUAL REVIEW		
Key Performance Areas (KPA) (Please select from the attached list)	Measures / Indicators	Max. Marks	Actual Achievement to be recorded in words by Appraisee	Score Appraiser/ Reporting officer	Score Reviewer
1					
2					
3					
4					
5					
6					
<b>Total Score</b>		<b>100</b>			
<b>Average KPA Score by Reviewer =</b>					

\_\_\_\_\_  
**Appraisee (Signature & Date)**

\_\_\_\_\_  
**Appraiser (Signature & Date)**

\_\_\_\_\_  
**Appraisee(Signature & Date)**

Mid Year Review by Appraiser

**Remarks:**

\_\_\_\_\_  
**Appraiser  
(Signature & Date)**

\_\_\_\_\_  
**Appraiser  
(Signature & Date)**

\_\_\_\_\_  
**Reviewer  
(Signature & Date)**

Name & Design. \_\_\_\_\_

**(B) ANNUAL REVIEW – COMPETENCIES**

Competencies	Max. Marks	Score	
		Appraiser	Reviewer
1. Seizing Opportunities	10		
2. Leveraging Partnerships	10		
3. Winning with Change (People, Technology & Processes)	10		
1. Drive for Excellence	15		
2. Passion for Achievement	15		
3. Customer Centricity / Focus	10		
4. Effective Influencing	10		
5. Engaging and Energizing Teams	10		
6. Active Learning	10		
<b>Total Score</b>	<b>100</b>		
<b>Average Competency score by Reviewer</b>			

**Overall Feedback on Annual Performance and Inputs for Career Growth:-**

**Remarks by Appraiser** (Reason for extreme scores – above 90% and below 60% suitability for higher positions, need for job rotation / re-location, development of specific competencies etc).

**Remarks by Reviewer**

Name & Design. \_\_\_\_\_

**(C) GENERAL EVALUATION**

<b>Sl. No.</b>	<b>Description</b>	<b>To be recorded by Appraiser/Reporting Officer</b>
(i)	Integrity* (Doubtful/Beyond Doubt)	
(ii)	Commendable Work (Please provide remarks)	
(iii)	Whether any major penalty awarded during the year (if yes, give details)	

**\*If Doubtful, a secret note to be attached. HR to inform Vigilance / Concerned Director, who will take further action.**

\_\_\_\_\_  
**Appraiser (Signature & Date with Seal)**

**FINAL SCORE**

<b>Description</b>	<b>Weightage</b>	<b>Actual Score</b>	<b>Weighted Score</b>
Final KPA Score (Total KPA Score X Weightage for KPAs)	0.7		
Final competency Score (Total Competency Score X Weightage for Competencies)	0.3		
Final Score by Reviewer (Summation of Weighted Scores)			

\_\_\_\_\_  
**Reviewer (signature & Date with seal)**

Name & Design. \_\_\_\_\_

**DEVELOPMENT PLAN/TRAINING NEEDS**

(To be filled at the Goal Setting Stage)

<b>Development Plan/Training Needs (To be filled by Appraisee)</b>	<b>Remarks by Appraiser</b>
1.	
2.	
3.	
4.	

\_\_\_\_\_  
**Appraisee  
(Signature & Date)**

\_\_\_\_\_  
**Appraiser  
(Signature & Date)**

\_\_\_\_\_  
**Accepting Authority  
(Signature & Date)**

Note: The training calendar of Unit / CO may be referred for identifying training programs.

Name & Design. \_\_\_\_\_

ACCEPTANCE BY THE ACCEPTING AUTHORITY

1. **Is the overall grade given by the Reporting/Reviewing Authority is consistent with the pen picture given by them?**  
Yes/No
2. **Do you agree with the remarks of the Reporting/Reviewing Authorities?**  
Yes/No
3. **In case of difference of opinion, details thereof and reasons for the same be given to upgrade/degrade the ratings.**

4. **Final rating in case of difference of opinion \_\_\_\_\_**

**Signature with seal of Accepting Authority  
(Name & Designation of the Accepting Authority)**

**Date:**

## OVERALL GUIDELINES

- ❖ The Performance Appraisal Form includes the following stages: Goal Setting and Mid Year Review, annual Appraisal (Self Appraisal and Annual Review). Development Planning and Inputs for Career Growth.
  
- ❖ GOAL SETTING
  - In the beginning of the Performance Appraisal Cycle (i.e., April/May), the appraisee in discussion with Appraiser is required to fill the 'Goal Setting' Section.
  - The number of Key Performance Areas (KPA's) will be 6. All KPA's should be measurable and realistic in nature.
  - KPA's should be prioritized in order to importance by assigning higher marks to more important KPA's. The total marks for all KPA's should equal 100.
  - During the Goal Setting Stage, the Appraisee is also required to fill his Development Plan/Training Needs for the year.
  
- ❖ MID YEAR REVIEW
  - In October, as part of the Mid Year Review, the Appraiser is required to conduct a performance review and record his remarks.
  
- ❖ ANNUAL APPRAISAL
  - At the end of the Performance appraisal cycle (i.e., April) the Appraisee is required to indicate the extent of achievement of KPA's set for the year.
  - The Appraiser and Reviewer are required to provide actual scores on the Appraisee's annual performance and competencies.
  - The Appraiser and the Reviewer have a weightage of 1:1 for the Annual review.

- Overall Feedback: Overall feedback on Annual Performance and Inputs for career growth to be recorded by Appraiser and Reviewer.
- Final score will be arrived at based on the weightage of 70:30 for KPAs and Competencies respectively.

❖ IMPORTANT INSTRUCTIONS

- Stamp/Seal and date of the appraisal by the Reporting / Reviewing / Accepting Authorities should be mentioned in the relevant columns.
- Use of fluid for correcting the marks in APRs may be avoided. Any correction in marks etc may be authenticated by Reporting / Reviewing Officer under his signature as the case may be.
- For information of all, the Grading for the purpose of **PROMOTION** is as under:-

S No.	Numerical Score	Grade
1.	90 and above upto 100	Outstanding
2.	70 and above, below 90	Very Good
3.	60 and above, below 70	Good
4.	50 and above, below 60	Average
5.	Below 50	Below Average / Poor

\*THIS GRADING IS **NOT** APPLICABLE FOR **PRP** PURPOSE.

- Mathematical sum of the marks, if need any correction at later stage, may be done by the official of CR Cell under their Signature and Seal.
- Instead of merely writing "I Agree" with Appraiser, Reviewing Authority must give marks in the relevant column.



**APPENDIX**  
**DEFINITION OF BEHAVIOURAL COMPETENCIES**

<b><i>Competency</i></b>	<b><i>Definition</i></b>
<b><i>Seizing Opportunities</i></b>	This competency highlights the ability to Translate CWC's vision by being proactive in spotting opportunities through a clear understanding of the external environment, industry and organizational capabilities. It is about having the required business and commercial acumen and being able to assess long term implications of what is being done today. It also involves articulating strategies that need to be adopted/ designed to achieve long term goals and then operationalizing them in the market place to advance business results.
<b><i>Leveraging Partnerships</i></b>	This competency focuses on identifying opportunities for critical partnerships and areas of joint collaboration (which may be in the form of JVs, co-design, co-production, acquisitions, sub contracting, outsourcing etc) to drive growth for CWC and its partners. It involves displaying maturity in dealing with critical partners, cross-sharing capabilities and managing conflicts effectively.
<b><i>Winning with Change</i></b>	This competency highlights the ability and commitment to question the status quo, conceptualize or create a business case for change, using different approaches to meet diverse organizational requirements. This competency also includes aspects of adapting and upgrading of newer technologies by thinking differently and adopting new workable methods of doing things. Hence change here is defined in terms of People, Process and/ or Technology change.
<b><i>Drive for Excellence</i></b>	This competency highlights the focus for excelling in one's own area of work and the drive for delivering results and on over-achieving the outcome. This competency stresses on the point that achieving high standards of quality within optimal cost and time is the basis for delivering superior performance. This competency aims at constantly raising the bar. On performance and focusing on improved processes, systems and procedures that help seamless delivery. It also looks at the ability to translate goals into workable action plans by planning effectively and using resources optimally
<b><i>Passion for Achievement</i></b>	This competency highlights the ability of an individual to inspire self and others in order to achieve beyond set expectations. It calls for an organizational commitment and deep sense of pride and attachment to the purpose of the business. It is the ability to analyze situations, think through problems, determine and prioritize action steps while keeping the long term strategic focus of the organization. It

	includes the need to take practical risks in order to enhance speed of decision making for the benefit of the organization.
<b>Customer Centricity / Focus</b>	This competency highlights the ability to orient and drive self and others to deliver as per customer needs. It implies an underlying desire and understanding of the importance of providing excellent service to delight the customer. It includes the ability to build and maintain customer relationships as well as work on customer feedback, in order to retain the customer. It also includes the ability to proactively identify and satisfy implicit and explicit needs to customers. The customer may be an external or internal customer.
<b>Effective Influencing</b>	This competency focuses on the ability of individuals to have a positive effect on others. It is the ability to persuade, convince, influence or facilitate others in order to get their support in achieving work related goals. It includes building and maintaining relationships/ network of contacts with people to achieve desired results. Presence of this competency at a lower level enables individuals to successfully achieve personal objectives that would contribute to organizational success. At higher levels, this competency enables the role holder to impact decisions in the organization as well as the trends in the industry.
<b>Engaging and Emerging Teams</b>	This competency has facets of Team Leadership as well as Team Membership. Team Leadership is about effectively managing teams towards common goal, sometimes with conflicting individual priorities. It focuses on being intensely involved with the team, managing conflicts and inspiring them to perform. It involves building trust. It may or may not include a formal level of authority. Team membership is about being a part of the team and working together as opposed to working alone or in competition. It involves being committed to achieving team goals by developing a deep sense of trust and relationship amongst team mates.
<b>Active Learning</b>	This competency focuses on the desire and pursuit of an individual towards continuous learning for self as well as for others. It is the drive to build knowledge in areas beyond one's current responsibilities. It focuses on the genuine intent to foster development of others for the benefit of the individual and the organization. It is also the ability to leverage an individual's skills and abilities to the maximum and to create further opportunities for growth. It includes the ability to understand the impact of knowledge on business and promote knowledge management from external and internal sources.