

**CENTRAL WAREHOUSING CORPORATION**  
**(A Government of India Undertaking)**

**PERFORMANCE**  
**APPRAISAL**

**(FOR BELOW BOARD LEVEL EXECUTIVES)**  
**E VI & above (Secretary/CE/GM & Equivalent)**  
**FOR THE YEAR .....**

**NAME:**

**DESG:**

**PLACE OF POSTING:**

# PERFORMANCE & POTENTIAL APPRAISAL FORM

(FOR BELOW BOARD LEVEL EXECUTIVES – E VI & ABOVE (Secy/CE/GM & Equivalent)  
FOR THE YEAR.....

**PERSONAL DATA:**

(To be filled in by the Personnel Deptt.)

NAME OF PSU : CENTRAL WAREHOUSING COPORATION

NAME :

CPF CODE :

DESIGNATION :

SCALE OF PAY :

PLACE OF POSTING :

QUALIFICATION: (Academic & Professional)

DATE OF BIRTH:

DATE OF JOINING:

DATE OF RETIREMENT:

(To be filled in by the Appraisee)

**PAST POSITIONS HELD FOR THE LAST 10 YEARS**

FROM	TO	PLACE OF POSTING	POSITION HELD	KEY RESPONSIBILITIES

**SIGNATURE OF APPRAISEE:**

**DATE:**

Property Returns due as on 1.1.....were filed by me on dt.....

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

**PART I : PERFORMANCE**

**A: PERFORMANCE PLAN AND MID YEAR REVIEW**

Key Performance Areas together with measures / indicators and max. marks to be jointly agreed upon between the Appraiser and Appraisee at the beginning of the review period and then filled in the format given below – (Copy can be taken by Appraisee).

PERFORMANCE PLAN		MID YEAR REVIEW		
Key Performance Areas (KPA) <b>(Please select from the attached list)</b>	Measures / Indicators	Maximum Marks Total (100)	Actual Achievement (given by Appraisee)+	* Review (by Appraiser)
1.				
2.				
3.				
<b>Total</b>				

**Signature of the Appraisee**

**Appraiser's Name}  
and Designation}**

+ Reasons for variance, if any to be given by the Appraisee

\*During mid year review if the appraiser & appraisee mutually agree to amend KPAs, measures and marks, the same may be recorded (Copy can be taken by Appraisee)

**Signature of the Appraiser**

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

**B: YEAR END PERFORMANCE REVIEW**

The KPAs and measures after incorporating changes, will be recast from the previous page and year-end review will be carried out.

Key Performance Areas <b>(Please select from the attached list)</b>	Measures / Indicators	Max. Marks 100	YEAR-END REVIEW			
			Actual Achievement (given by Appraisee)*	Review (by Appraiser)	Marks Awarded	
1.					Appraiser	Rev. Officer
2.						
	Total					
				<b>Average Total Marks</b>		

Total Performance Marks for the year =  $\frac{\text{Av. Total Marks Obtained} \times 50}{\text{Total Maximum Marks (100)}} =$

Prorated to total marks of (50)

**Signature of the Appraisee**

**Signature of the Appraiser**

**Signature of the Reviewing Officer**

\*Reasons for variance, if any to be given by the Appraisee

\*Appraiser may record whether he agrees or disagrees with the reasons if any given by Appraisee for variance.



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

## D: Performance Review Sheet

**COMMENTS ON PERFORMANCE AND REVIEW DISCUSSIONS IF ANY, BY APPRAISER**

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**Signature of the Appraiser**

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

**PART II COMPETENCIES**

(This section consists of functional/technical and managerial competencies required for successful performance on the job)

SI. NO.	COMPETENCIES	Ratings 1-2-3-4-5	
		Appraiser	Rev. Officer
1.	Business Environment Knowledge – Knowledge and understanding of economic, legal, socio-political trends.		
2.	Profession specific Knowledge – Knowledge related, to profession as a whole, knowledge which is determined by authority and responsibility of other positions; knowledge of mission, values and standard operating procedures, policies.		
3.	Making Business Decision – Use business related data to support effective and timely business decisions by *Systemically gathering relevant business information *Identifying the strengths and weaknesses of a particular business like *Recognizing opportunities or threats and acting on them rapidly *Using business facts collected in daily decision making.		
4.	Vision – Develop a vision for the future of the organisation by: *Grasping the meaning of trends and interrelationships between the organisation and its environment at the local, national and international level *Identifying fundamental values and beliefs to guide the organisation into the future.		
5.	Systematic Thinking – Identifying connections between situations that are not obviously related *Using common sense. past experience and basic rules to identify key underlying issues *Generating and testing bunches which may explain complex situations or problems.		
6.	Networking – To cultivate an informal network which may help to get things done through *Developing contacts with people outside of the immediate work unit *Using networks as a source of information and support.		
7.	Organising Resources – Ensure that all financial personnel and / or other resources are in place to meet needs by *Identifying and		

	acquiring the resources *Allocating and utilising the resources in a timely and cost effective way *Monitoring and controlling all resources required to maintain the efficiency of operations.		
8.	Inspire people – to generate a sense of purpose for the work done by the organisation through instilling enthusiasm, loyalty and commitment among team members at all levels of the organisations *Inspiring, motivating and guiding other towards organisational goals and objectives *Setting an example for others by behaving in ways that are consistent with espoused beliefs and values and the organisation’s vision and direction.		
9.	Team Player – To contribute to group objectives in a team environment through *Cooperating and interacting well with others *contributing actively and fully to team projects *Working collaboratively as opposed to competitively with others *Acknowledging diverse opinions, addressing relevant and working towards consensual solutions that enhance the output of the team.		
<b>Total</b>			
<b>Average Total Ratings</b>			

Rating on Competencies (Prorated to 20 marks) =  $\frac{\text{Av. Total ratings}}{45} \times \square \times 20 =$

**Signature of the Appraiser**

**Signature of the Reviewing Officer**

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

**PART III VALUES**

(This section consists of Values which are to be demonstrated in day to day activities)

Sl. NO.	VALUES	Ratings 1-2-3-4-5	
		Appraiser	Rev. Officer
1.	Fairness – Decisions are made objectively, free from patronage and reflect the just treatment of employees and applicants.		
2.	Transparency – There is open communication about every aspect of managerial decisions which concern people.		
3.	Trust – Trustworthiness leading to confidence *Allow staff the freedom to grow- and –develop *relate to others on the basis of mutual respect *Courage to stand by our convictions.		
4.	Candour – Frank and forthright *Give and receive constructive criticism/suggestions *Openly discuss performance deficiencies and take corrective action *Appreciate good performance *Be consistent in words and deeds *Face upto your mistakes.		
5.	Collaboration – working in tandem *Be open in sharing information and seeking suggestions/opinions *Be sensitive to concerns of others *Honour your commitment *encourage team work across departments/function.		
6.	Involvement – total commitment *Be dedicated and committed to work *Build commitment by encouraging wide participation in decision making process to the maximum extent possible.		
7.	Flexibility – ability to participate and adapt to changing circumstances using sound judgement. *Be open to accepting new ideas *Be willing to learn from anyone and to do things differently *Be prepared to operate and adapt to different environments.		

8.	Willingness to accept challenge – Be willing to experiment *Allow for freedom to fail, but learn from it too		
9.	Discipline – Adherence to accepted norms *Honour the promises and adhere to agreed system *Respect for others time and space *Exercise self control.		
10.	Ethical Behaviour – Demonstrate honestly and sincerity in every action *apply sound business and professional ethics *show consistency with principles, values and behaviours.		
		<b>Total</b>	
<b>Average Total Ratings</b>			

Rating on Values =  $\frac{\text{Av. Total ratings}}{50} \times 15 =$

(Prorated to 15 marks)

**Signature of the Appraiser**

**Signature of the Reviewing Officer**

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

**PART IV – POTENTIAL APPRAISAL**

(This section consists of Attributes which are to be demonstrated in day to day activities. Attributes would represent the leadership and managerial qualities required to go to higher position)

S. N	Generic Attributes	Ratings (1-2-3-4-5)	
		Appraiser	Rev. Officer
1.	Leadership Abilities – Demonstrates ability * For guiding collective decision making * For succession planning * Crisis Management and * Ability to take risks.		
2.	Team Building – Demonstrates effectiveness in re-organising his-her own department *Manage diverse and divergent views and group processes without losing sight of objectives.		
3.	Ability to build a Strategic Vision – Demonstrates ability to manage change *Focus on long term issues *Strategic thinking *Translate vision into goals.		
4.	Business Sense - *Commitment to bottomline results by enhancing revenue generation by addressing interest of customers and stakeholders *Balancing need for viable short and long term performance *Optimising unit/organisation's contribution while supporting Corporate objectives *Spotting and pursuing new business opportunities wherever possible.		
5.	Communication Skill – Communicate ideas and information effectively and market key points effectively through public speaking and presentation, ability to convert ideas through action plan and ensure acceptability within the organisation and performance at Board meetings.		
	<b>Total</b>		
	<b>Average Total Rating</b>		

Rating on Values =  $\frac{\text{Av. Total ratings}}{25} \times 15 =$

(Prorated to 15 marks)

Signature of the Appraiser

Signature of the Reviewing Officer

**Comments on Potential Suitability**

*The Appraiser/Reviewing Officer will indicate suitability of the Appraisee for higher Positions or horizontal movement in different functions/organisations and/or suitability for any specific or particular sector or further continuance.*

<b>Appraiser</b>	<b>Reviewing Officer</b>
<b>Signature of the Appraiser</b>	<b>Signature of the Reviewing Officer</b>

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

**PART V : PERFORMANCE & POTENTIAL PROFILE**

**Final Marks Scored (To be filled by Reviewing Officer)**

		<b>Max. Marks</b>	<b>Prorated Ratings</b>
PART I	PERFORMANCE	50	
PART II	COMPETENCIES	20	
PART III	VALUES	15	
PART IV	POTENTIAL	15	
	<b>TOTAL</b>	<b>100</b>	

Name and Designation of Reviewing Officer

**Signature & Date**

Comments of Reviewing Officer / Functional Director / CVO

**Signature & Date**

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:**