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CIRCULAR NO. 24 OF 2000

No. EP-17-1/89-Vol. V

Dated : July 4, 2000

Subject : Reduction in incurrence of Over Time Allowance expenditure – review thereof.

A reference is invited to Headquarters Circular No. 21 of 2000 dated 9.6.2000 imposing a complete ban on deployment of staff working in the Headquarters/Zonal Offices/Regional Offices and Distt. Offices on O.T.A. basis.

2. Considering the genuine problems faced in the smooth functioning of the official work, the instructions have further been reviewed. It has been noted that there is an imperative need for engagement of skeleton staff like drivers/personal staff of Senior Officers beyond office hours and on holidays. It has, therefore, been decided by the management to consider the deployment of staff on O.T.A. on holidays (except Sundays and National holidays), beyond office hours in a very rare

and exceptional circumstances but not in a routine manner. The deployment of staff on C.C.L. basis shall, however, continue.

3. All administrative authorities are to ensure that due care and caution is exercised in passing O.T.A. claims and the total expenditure on this account should in no case, exceed the overall budgetary ceiling as recently communicated by the Managing Director through his D.O. letter No. BC&F/1(64)/98-99 Dated 29.6.2000.

Sd/-
L.B. Sinate
Executive Director (Pers.)

CIRCULAR NO. EP-14-2002-06

No. EP-17(1)/89-Vol. V

Dated : April 16, 2002

Subject : Payment of overtime allowance to the employees of the Corporation on revision of pay scales working in Offices covered by the definition of "Establishment" under shops & Establishment Act.

Attention is invited to this office Circular No. 46/1987 dated 3rd July, 1987 (issued from file No. EP-17(16)/87) inter-alia providing uniform formula for calculation of hourly rates of wages for payment of Over Time Allowance to the employees where the Corporation has not got exemption from the provisions of the Local Shops and Establishments Acts.

2. Consequent upon revision of scales of pay and allowances of Category-III & IV employees on IDA pattern and thereby changes in the working hours vide circular No. Wr-09200204 dated 19 Feb., 2002 (issued from file No. WRC/1/5/2001), it has been decided to revise the formula consistent to the revised working hours for calculation of hourly rates of wages for payment of OTA to the employees where FCI has not got exemption from the local shops and establishments Acts. of the States/UTs. The revised formula is as under :-

$$\text{O.T.A. per hour} = \frac{\text{Month's Wage}}{182}$$

3. As the timings of employees both under CDA & IDA pattern of pay scales have been brought at par, the above formula will also applicable for the employees under CDA pattern.
4. The revised formula will be effective from 1.3.2002.
5. The other terms and conditions laid down from time to time shall remain unchanged.

Sd/-
Ishwari Prasad
Manager Pers. (P&IR)
for Executive Director (Pers.)

CIRCULAR NO. 40 OF 1985

No. EP 32-21/82

Dated : 29.7.1985

Subject : Scheme for provision of incentives to the employees of the Corporation for acquiring additional qualifications by them during service in the Corporation.

The Food Corporation of India, since its inception, has been pursuing the policy of Management Development by providing suitable training facilities both within the Corporation as well as by nominating its employees to short-term professional courses, work-shops, seminars, conferences etc. organised by leading management institutions in India and abroad.

2. These efforts can get an uplift and possibly be supplemented to a great extent by the involvement of its employees in acquiring professional management qualifications on their own. In order, therefore, to fill the basic gaps to acquire knowledge, the matter has been under consideration for introducing suitable incentive scheme for motivating the employees of the Corporation to encourage them to acquire professional qualifications for rapid career advancement and enabling the Corporation to build a reserve of qualified professionals from within to back up key positions and to improve the overall performance and efficiency of the organisation. This will further create an atmosphere of "professionalism" in the working of the Corporation. With this end in view, it has been decided with the approval of the Board of Directors to introduce the following incentive scheme with effect from 1st April, 1984.

3. The following Courses of study have been approved for grant of the two increments as indicated in subsequent pages.

- (A) Post-Graduate Diploma in Business Management, Industrial Relations, Computer Science, Personnel Management, Labour Welfare, etc.
- (B) High professional qualifications viz. MBA, ACA, AMIE, LLB, BL, ACS etc.

All the above courses (Diplomas/Degrees) should be at least of two years duration.

4. The following are the details of the scheme for grant of incentive :-

ELIGIBILITY :

All regular employees of the Corporation would be eligible for benefit under the Scheme subject to the following terms and conditions :

- i) The Scheme would apply to all the regular employees of the Corporation except deputationists/ those employed on contract basis/casual or on tenure basis.
- ii) Employees covered under (i) above should have acquired or may acquire higher professional qualifications from recognised Institutions/Universities during the course of their service in the FCI with prior permission from the competent authority of the Corporation. The acquisition of said qualifications should be useful to the Corporation in its operations.
- iii) Employees involved in vigilance cases or under suspension will not be eligible to get the benefit under this scheme till they are fully exonerated.

- iv) The eligible employees shall have to satisfy the competent authority about the fact of having acquired higher qualifications during the course of service in the Corporation by production of relevant original certificates of the recognised Institution/University concerned along with attested copies thereof which would ultimately form part of the service record of the employee concerned. The permission of competent authority for acquiring such qualification should also be enclosed.
- v) Acquiring of part qualifications would not entitle the employees to the benefit under this Scheme e.g., Intermediate/Previous or 1st year etc. of any course leading to final examination would be deemed as part or incomplete.
- vi) Eligible employees shall have to apply in the prescribed proforma (Annexure-A) to the Competent Authority to establish their claim within prescribed time limit specified hereinafter.
- vii) Grant of qualification incentive shall be subject to the good records and satisfactory work performance and CRs in respect of the concerned employee.
- viii) Performance of normal official duties during the period when the employee(s) pursue course of higher qualifications should be rated as 'Good' atleast.
- ix) In cases where the employee, who joins the higher post under direct recruitment and where for such higher post the prescribed minimum qualification is the same as acquired by the employee while in the lower post, the incentive already granted to him/her in the lower post would not be allowed to continue on his/her appointment to the higher post.

INCENTIVE ADMISSIBLE :

Employees fulfilling the eligibility conditions referred to above would only be entitled to the benefits under the scheme. The incentives offered under this Scheme would be in the form of two special increments as 'personal pay', to be merged in pay at the time of promotion to the next higher grade. This incentive would be admissible only on written orders by the competent authority on merit of each case. The incentive in the form of two increments would be granted starting from first day of the following month when the employee concerned has been declared to have passed the listed Courses or the date of enforcement of this scheme whichever is later.

ENTITLEMENT :

Ina order to overcome the administrative difficulties and financial implications in implementation of the Scheme with retrospective effect covering all the cases of eligible employees who might have acquired such higher management or professional qualifications prescribed in this Scheme once or more

than once in the past and might be holding higher post on promotion or direct recruitment within the Corporation, the employees would be entitled to the incentive under this Scheme with effect from 1.4.84 only. Eligible employees would be entitled to draw incentive increments at the rates applicable to their present pay scales. Arrears of incentive increments shall be payable.

In the case of past cases, eligible employees should apply within six months from the date the Scheme is circulated. In case of employees who may acquire any of the above qualifications hereafter, they may apply as and when they acquire the higher qualifications in the prescribed proforma enclosed.

COMPETENT AUTHORITY TO GRANT INCENTIVE UNDER THIS SCHEME

For different categories of employees working in the Corporation in Headquarters, Zonal or Regional offices etc., the benefit under this Scheme would be sanctioned, on merits of each case, by the authorities as detailed below :

| Office / Category | I | II | III | IV |
|-------------------|-------------------------|--------|--------|-------------|
| Hqrs. | MD For JMs and above | PM/CCM | MP(E) | JM (H.Qrs.) |
| | P.M. (for DMs) | ZM | | |
| Zonal | -do- | ZM | DZM | JM(E/P) |
| Regional | -do- | ZM | SRM/RM | RM/JM(E/P) |
| District | -do- | ZM | SRM/RM | RM/JM(E/P) |

(Authority : 162nd Meeting of the Board of Directors held on 19-6-1985)

Sd. (P.P. KHANNA)
Manager (P & IR)

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THE FOOD CORPORATION OF INDIA
16-20, RAJAPALACE ROAD,
HEAD OFFICE, NEW DELHI

No.16-1/76-EP Vol.II

Dated: 7th January, 1977

C I R C U L A R

Attention is invited to para 7 of the 'Brochure' on revised annual performance appraisal system which has been enforced for the Annual Confidential Reports on the officers and staff of the Food Corporation of India for the year 1976 onwards (circulated vide PM's d.o. letter of even number dated 30.9.1976). Para 7 ibid inter alia indicates various officers who have been designated as the Reporting, Reviewing and Countersigning Officers for the purposes of performance appraisal reports of Category I Officers in the Corporation. It has now been decided to designate OSD (Movement) and CTM as the Reviewing and Countersigning Officers respectively in the case of IM/S.M (Movement) in the Head Office. Similarly OSD (Movement) and CTM would be the Reporting and Reviewing Officers in the case of Dy.Managers/Sr.Dy.Managers (Movt.) in the Head Office. It is requested that necessary addition may please be made in para 7 ibid.

Chopra
(M.G.CHOPRA)
ASSTT.MANAGER (EP)
for PERSONNEL MANAGER

Contd.....2/-

4-7/75-EP JPM

15-3/75-EP

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To:-

1. All Zonal/Sr. Regional/Regional Managers, FCI.
2. Joint Manager (PO), FCI, Calcutta/Madras/Kandla/V.
3. Joint Manager (Res. Cell), FCI, New Pusa, New Delhi.
4. J.M. (E)/D.M. - E.I/E.II/A.M. CR Cell./CTM/OSD (Moy)
5. P.S. to Chairman/M.D.
6. Unit Manager, Food Nitro Unit, FCI, Ujjain.
7. Principal, CII, New Delhi.
8. Unit Manager, Maize Mill, FCI, NIT Faridabad.
9. Manager Engg. II, Project Wing, New Delhi.
10. Dy. Manager (Engg.) FCI, A-7, Krishna Nagar, Kanpur
Lucknow.
11. BRP (3 copies).

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MEMORANDUM ON THE REVISED ANNUAL PERFORMANCE APPRAISAL SYSTEM TO BE ENFORCED FROM AN ANNUAL CONFIDENTIAL REPORTS ON THE OFFICERS AND STAFF OF THE FCU FROM THE YEAR 1976 ONWARDS.

The question of revising the existing forms for writing the Annual Confidential Reports on the various categories of officers & staff of the Corporation has been under our active consideration for some time. It was felt that the old forms did not provide for a scientific appraisal of performance or an inbuilt system of merit rating. After studying the system in vogue in certain other Organisations as also the latest thinking on the subject, revised performance Appraisal Forms have been devised to take the place of Annual Confidential Report Forms for the various categories of officers and staff. These new forms are to be brought into use v.e.f. the reports for the year 1976. The salient features of the revised Annual Performance Appraisal system are given below:-

1. INTRODUCTION:

The basic objectives of the Performance Appraisal are:

1. Assessment of performance against job assignments,
2. Assessment of career goals, their realism and identification of the potential.
3. Assessment of training and development needs,
4. Assessment of the joint performance of the work teams and
5. Assessment of the competence of the technical and R&D personnel.

2. It has been decided that the new Appraisal System be introduced in the Corporation from January, 1977 i.e. the performance appraisal of the employees for the year 1976 would be made on the new format.

3. STRUCTURE OF THE FORMATS:

It has been observed that the various organisations have specified more or less the same attributes for assessment as the FCU has in its existing formats. The basic attributes effecting performance are of two types- i) Output traits which indicate the quality and output of work, and ii) Input traits which indicate the qualities or the personal traits effecting his quality and quantum of work. Input traits are those which define the working capability, knowledge for the job, conduct and behaviour and personal discipline etc. Output traits are those which reflect the quantum and quality of the work of the person concerned. Though there is a clear difference between the input and output traits yet it is very common that no distinction is made between the two. In every organisation the output traits are of paramount importance since they directly accelerate or retard the efficiency and working of an organisation.

Depending upon the various levels of officers/ personnel job responsibilities and the hierarchy levels in the Corporation, four different types of formats have been designed. The performance criteria has also been proposed accordingly.

4. CATEGORISATION:

At present there are four types of formats for four different categories of employees in the Corporation. Usually different formats are prescribed for different categories of staff and officers in hierarchical organisations.

tions. It is now proposed to have four different proformae for performance appraisal as below:-

- i) Proforma I -for the officers of the rank of Joint Managers or equivalent and above,
- ii) Proforma II -for Assistant Managers to Senior Deputy Managers,
- iii) Proforma III -for category III officers and
- iv) Proforma IV -for category IV staff and vehicle drivers.

The above system has been designed taking into account the varied job responsibilities at the different hierarchy levels, organisational structure and operational requirements etc. The reasons for two different proformae one for senior level officers and the other for junior/middle level executives is due to their job responsibilities. Officers at the higher level form top of the pyramid of the hierarchy where their decision making ability directly influences the performance of the organisation. On the other hand, the Assistant Managers are the front line supervisors and the operational success depends to a large extent on their performance. In field offices junior/middle level executives play a key role in successful implementation of the plans in various functions. It is in this light that two proformae have been prescribed.

5. SELF APPRAISAL

A trend has recently been introduced of including self-appraisal in the performance appraisal formats in some of the leading organisations. In case of the F.C.I. this is already included in the existing formats. This part perhaps can only be meaningful if the assessee's appraisal is accordingly commented upon by the reporting officer to whom an employee often reports. Under the existing system the practice is not being followed in the F.C.I. It may be mentioned here that the latest appraisal forms introduced in the Government of India offices include this system of comments on the self-appraisal by the reporting officer. It must be clearly understood that the self-appraisal is not an opportunity for self-praise or for defending one-self. Any weakness or failure should be treated as a valuable data for ensuring training, guidance and help for growth of an employee. It is really doubtful how far one can evaluate impartially to highlight one's achievements in his own opinion overlooking one's performance and output for consideration for his fitness for promotion or for any incentives or otherwise. Counselling on the basis of self-appraisal to the employees might be welcomed by the staff and the officers and bring the desired results in organisational efficiency. The self-appraisal part has, therefore, the reporting officer has also been advised to comment upon the self-appraisal put up by the rates.

It has been sad experience in the Corporation that very often the officers do not submit their self-appraisal in time, thereby delaying the submission of their performance appraisal forms. As would be observed from the existing formats the forms is divided into four parts. Part-I deals with the self-appraisal which is to be filled in by the assessee. At present when the format is handed over to the assessee and is delayed by him, the reporting officer is unable to forward the report even though he is willing since the format is not with him. Keeping this in view it is proposed that Part-I which is desired to be filled in by the assessee be exclusive. This may be on a sheet perforated on the left hand margin with the main format. This would enable the reporting officer to forward the Part-I exclusively to the assessee to obtain his bio-data and self-appraisal part filled in by him.

The self-appraisal part has now been required to be completed and forwarded to the reporting officer by the assessee within 15 days of its receipt. It is quite possible that at times an assessee is on official tour or on leave and in such cases it might not be possible to forward the proforma to him. In such cases it is proposed that as soon as he reports back at his normal place of posting after tour or leave the proforma be given to him and he may be allowed 15 days' time for submitting the self-appraisal part. In case the duration of the absence for the above mentioned reasons is more than a month and if found feasible, the proforma may be forwarded to his temporary place of duty and he may be required to submit the self-appraisal part duly filled in within 15 days' of its receipt. In case there is delay in submission beyond the time prescribed in submitting the self-appraisal by the assessee, the reporting officer should be required to submit the appraisal report on part-II alongwith the note that the self-appraisal part has not been received in time and therefore not enclosed. In case the self-appraisal part has been made available in time, the same may be got stapled or pasted and this be forwarded on the proforma under part-II so that this is not misplaced and is also recorded. The advantage of this system would be that the reporting system would not delay the submission of the reports.

It is also observed that where the assessee/reporting/reviewing officer has duly filled in his part of the proforma and forwarded the same to the reporting/reviewing/counter signing officers, very often the processing is delayed at the next higher level. It is therefore recommended that the reporting/reviewing/counter-signing officer be given a time limit of 15 days from the receipt of the proforma for onward submission to the next higher level or to the custodian officer.

Under the new system proforma-I and II have been divided into 4 parts each. Part-I deals with personal bio-data and self-appraisal. Parts II, III and IV have been desired to be filled in by the reporting/reviewing/counter signing officers respectively. In addition to above Part V is being included in the light of the necessity and requirement of management development and training. At present while making nominations for the various training courses/seminars etc. except the bio-data of the officers (which is also at compilation stage in the P&R Division) no more information is available regarding the suitability and desirability of a particular officer for a training course. The Corporation usually nominates the officers at the cost of the employee time and financial burden. It is expected that this investment should bring a fair return in due course i.e. the employees should be able to show improvement in their performance after having attended such training courses. This can be most appropriately judged by the reporting and the reviewing officers if the training has brought any improvement in the employee or not. Keeping this in view it is suggested that one more part i.e. Part-V dealing with the training be included in the format which may again be on a left hand perforated margin sheet. This part may be forwarded to the P&R Division which is responsible for the management development and training in the Corporation. The reporting and reviewing officers are advised to recommend the areas of management development in which a particular employee needs training but such recommendations should be in the light of his earlier performance on training courses attended by him. In case of category-III employees the recommendations for training may be forwarded by the custodian officers to the Zonal Training Centres.

6. As would be noted in case of proforma I, II & III each of the attributes have further been divided into the graphic scale indicating excellent/very good/good/poor performance. It has been desired that the reporting officer would first grade the employees on the graphic scale indicated on the proforma. After having done so, the reporting officer would calculate the total points obtained by an employee. Calculation of score obtained by an employee has been so designed so as to take into account the relative importance of 'A', 'B' and 'C' attributes and also to eliminate subjective assessment. The class-wise attributes and their graphic scoring has been explained in the Instructions Part. The reporting officer would calculate average scoring class-wise (A/B/C) and this will be added. This total is required to be multiplied by 10 so as to determine the rating of an employee.

In case of proforma-I under classification 'A' the maximum marks which would correspond to outstanding performance are 10. Under classification 'B' corresponding grading is 5. The graphic scale-wise scoring is as under:-

| | | | | |
|-------------|------|---|---|---|
| Class - 'A' | : 10 | 8 | 6 | 4 |
| Class - 'B' | : 5 | 3 | 2 | 1 |

Under such system in case of officers of the rank of Joint Managers and above the overall assessment would be adjudged on the basis of following score which will be worked out as per the procedure indicated in the proforma.

| | | |
|---------------|---|---------------|
| 150 and above | - | Outstanding |
| 110 to 129 | - | Very good |
| 95 to 109 | - | Good |
| 80 to 94 | - | Average |
| Below 80 | - | Below average |

In case of proforma-II the above classification is proposed to be followed as under:-

| | | | | |
|-------------|-----|---|---|---|
| Class - 'A' | : 9 | 7 | 5 | 3 |
| - 'B' | : 7 | 5 | 3 | 2 |
| - 'C' | : 4 | 3 | 2 | 1 |

Under the above system the overall assessment would be adjudged on the basis of the following scores:-

| | | |
|---------------|---|---------------|
| 175 and above | - | Outstanding |
| 150 to 174 | - | Very good |
| 125 to 149 | - | Good |
| 100 to 124 | - | Average |
| Below 100 | - | Below average |

In case of category-III employees (proforma-III) the grading system is as follows:-

| | | | | |
|-----------|-----|---|---|---|
| Class 'A' | : 9 | 7 | 5 | 3 |
| Class 'B' | : 7 | 5 | 3 | 2 |
| Class 'C' | : 4 | 3 | 2 | 1 |

The overall assessment in case of this category employees is as follows:-

| | | |
|---------------|---|---------------|
| 175 and above | - | Outstanding |
| 150 to 174 | - | Very Good |
| 125 to 149 | - | Good |
| 100 to 124 | - | Average |
| Below 100 | - | Below Average |

In case of Category IV employees and the vehicle drivers for whom the proforma is the same (proforma-IV) each attribute carries maximum 100 marks. In this case no averages need to be calculated. The overall assessment would be calculated directly on the basis of the total score gained by the individual assessee. In case of Category IV employees (excluding vehicle drivers) the overall assessment would be determined on the basis of the following score:-

| | | |
|--------------|---|-----------|
| 40 and above | - | Very good |
| 35 to 39 | - | Good |
| 25 to 34 | - | Average |
| Below 25 | - | Poor |

For vehicle Drivers the overall assessment would be on the basis of the following total score:-

| | | |
|--------------|---|-----------|
| 90 and above | - | Very Good |
| 75 to 89 | - | Good |
| 55 to 74 | - | Average |
| Below 55 | - | Poor |

7. REPORTING SYSTEM:

Very often clarifications on reporting system are received from the various offices of the Corporation. Most of the times the queries relate to (i) as to which officer should initiate, review or countersign with regard to certain ranks of the officers of the Corporation; (ii) at times it is also enquired as to who should submit the technical assessment report in case of specified cadre officers of the Corporation.

The above issues were also discussed by the Managing Director with a Committee of Senior Officers of the Corporation in a meeting held on 18.8.1975 at New Delhi. At that time it was observed that:-

- i) the performance reports of the Deputy Managers/Senior Deputy Managers need not be countersigned by the Managing Director as the number of such reports was quite large and moreover the Managing Director did not come directly in contact of the work of the Deputy Managers/Senior Deputy Managers in the Corporation. In the light of this difficulty it was decided that the report of these officers be countersigned by the Commercial Managers/Chief Commercial Managers/Financial Advisor/Zonal Managers depending upon the placement of posting;
- ii) in connection with specified cadre officers it was quite probable that at times a particular officer of the cadre might not be working directly under an officer of the same cadre, but was under the supervision of an officer of some other cadre. For example an Assistant Manager (Quality Control) might be working in a District Office where he is directly under the supervision of the District Manager. In such cases though the officer concerned is under the administrative control of the District Manager, it would be agreed that his work needs to be assessed by higher officer of the same cadre also. Under the existing arrangement, a parallel technical assessment report is submitted to the countersigning officer directly by a technical officer (usually the head of the Division) of the same cadre as that of the assessee. It was decided in the meeting that the reviewed officer would now ask simultaneously for a separate report regarding the competence of the officer in his technical field from an officer the same cadre immediately superior to him in the Regional/Zonal/Head Office. On the basis

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Keeping the above points, in view of the following system is proposed for reporting, reviewing and countersigning of the performance appraisal reports of the employees in the Corporation.

CATEGORY-I EMPLOYEES

HEAD OFFICE

| <u>Assessee</u> | <u>Reporting Officer</u> | <u>Reviewing Officer</u> | <u>Countersigning Officer</u> | <u>Custodian Officer</u> |
|--|--|--|--|---------------------------------|
| SAM/EM/ DM/SDM/EM/ JM/AFA/EM/ M/DFA/ Addl.FA/ CM/CCM/FA | DM/SDM JM/AFA M/DFA CM/CCM/FA EM | JM/AFA M/DFA CM/CCM/FA MD Chairman | M/DFA CM/CCM/FA MD Chairman Chairman | JM(E) -de- PM MD MD |

ZONAL OFFICE

| | | | | |
|---|-----------------------------------|----------------------------------|---------------------------------|---------------------------|
| SAM EM/SDM JM/AFA DZM/DFA Addl.FA | DM/SDM JM/AFA DZM/DFA ZM | JM/AFA ZEM/DFA EM ZM MD | DZM/DFA ZM MD Chairman | JM(E) -de- PM MD |
|---|-----------------------------------|----------------------------------|---------------------------------|---------------------------|

(A parallel technical assessment report from the FA also to be made available in case of DFA and Addl.FA)

| | | | | |
|----|----|----------|----------|----|
| ZM | MD | Chairman | Chairman | MD |
|----|----|----------|----------|----|

REGIONAL OFFICE

| | | | | |
|-----|--------|---------|------|-------|
| SAM | DM/SEM | EM/SRM* | DZM* | JM(E) |
|-----|--------|---------|------|-------|

(*in cases where SRMs are posted and there is not EM the report will be reviewed as well as countersigned by the SRMs)

| | | | | |
|--------|---------------|---------|-------|-------|
| DM/SEM | EM/SRM AFA | DZM/DFA | ZM ** | JM(E) |
|--------|---------------|---------|-------|-------|

** (if the report is written by a SRM then it would be reviewed as well as countersigned by the ZM. Also in case there is an AFA in a RO, then the reports of DM (A/Cs) would be initiated reviewed and the countersigned by AP, SRM and ZM respectively. Also in cases where AFA and EM are working in RO, the report would then be reviewed by the DZM and not EM).

| | | | | |
|--------|--------------|----|----|----|
| JM/AFA | SRM/DZM/UNIT | ZM | MD | PM |
|--------|--------------|----|----|----|

Manager (technical assessment report in case of DFA/Addl.FA from the DFA also to be made available)

| | | | | |
|---------------------------|-----------|----------|----------------|----------|
| EM SRM/DFA/ Addl.FA | DZM ZM | ZM MD | MD Chairman | PM MD |
|---------------------------|-----------|----------|----------------|----------|

(technical assessment report in case of DFA/Addl.FA from the FA also to be made available)

| | | | | |
|---|--------|-----|----|-------|
| Distt. Managers in the rank of DMs/SAMs | EM/SRM | DZM | ZM | JM(E) |
|---|--------|-----|----|-------|

*** (in case of SRM writing the report, ZM will review as well as countersign the report)

MODIFICATIONS

| | | | |
|-----|-----|----|----------|
| RM | ZM | MD | Chairman |
| SRM | ZM | MD | Chairman |
| RM | SRM | ZM | MD |

1. In case working under independently.
2. In case working under SRM

| | | | | |
|---------------|-----------|-----------|------------------------|-------------|
| AFA/DFA DM | FA AFA | MD DFA | Chairman Addl.FA/FA | MD JM(E) |
|---------------|-----------|-----------|------------------------|-------------|

In cases where an officer as indicated above is not available as the reporting officer, the next officer i.e. the reviewing officer will write the reports. In such cases the countersigning officer as mentioned above would review as well as countersign the reports. Similarly, in cases where a reviewing officer of the rank indicated above is not available the countersigning officer will review as well as countersign the reports. In cases where SRMs are posted and there are no posts of RMs, the reports will be reviewed as well as countersigned by the SRMs. In such cases the reports need not be countersigned by the DZM.

CATEGORY-II EMPLOYEES

In this case the following system may be adopted:-

| <u>HEAD OFFICE</u> | <u>Assessee</u> | <u>Reporting Officer</u> | <u>Reviewing Officer</u> | <u>Countersigning Officer</u> | <u>Custodian Officer</u> |
|-----------------------------|-----------------|--------------------------|--------------------------|--|--------------------------|
| AM | | DM/SDM | JM/AFA | M/DFA | JM(E) |
| <u>ZONAL OFFICE</u> | | | | | |
| AM | | DM/SDM | JM/AFA | DZM/DFA | ZM |
| <u>REGIONAL OFFICE</u> | | | | | |
| AM | | DM/SDM | RM/SRM | DZM* | ZM |
| | | | | (*SRM will review as well as countersign the report) | |
| <u>DIST. OFFICES/DEPOTS</u> | | | | | |
| AM | | Distt. Manager | RM/SRM* | DZM | ZM |

In all the cases indicated above if the reporting officer is not of the same cadre as the assessee, the reviewing officer would also call for a technical assessment report in the prescribed format from an officer of the same cadre but of a higher rank than the assessee. This would not usually arise in case of Head Office, Zonal Office and Regional Offices. The technical assessment report in the prescribed proforma is to be asked by the Reviewing Officer from a technical officer in the same cadre as that of the assessee to whom he often reports or if not available there, from the next higher officer. On the basis of these two reports, the Reviewing Officer would make his comments and assessment.

In case of category - III and IV employees the existing reporting system may be continued.