

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No.O&M/304(1)/2001-IED

Office of the VC & MD,
Mushirabad, Hyderabad-20.

Circular No. 9/2003-IED, Dt. 17-6-2003

Sub: MRR-Re-designing of format for Merit Rating Report for EDs/HODS (Corporate Office, EDs (Zone), Principals, ATMs, AMEs of TA & ZSTCs, SSOs/JSOs, Security Officers- Communication of Features of New MRR Formats and instructions for filling up the format - Reg.

The existing MRR is common to all Officers of all disciplines/departments. It is felt necessary to design a MRR which is specific to the content for Officers working in specialized jobs wherever necessary and a general MRR for all other staff officers. Specific MRRs have been designed for EDs/HODs of Corporate Office duly taking into account the job requirements which require inter-alia Strategic Planning, Vision, Knowledge and insight, etc. A separate MRR has also been designed for EDs of the Zone which besides replicating the major managerial traits required of Corporate EDs also includes items covering other job requirements pertaining to Zonal Workshops, Stores, Training, Establishment, etc.

MRR - STRUCTURE

The revised MRR comprises of personality and other traits relevant to the job. Appropriate marks are assigned to each parameter based on their importance and impact on overall performance.

METHOD OF RATING:

The rating of the MRR for all parameters is done on a scale of 1 to 10 ranging from poor to outstanding, the details of which are indicated on the right hand top corner of the first page of the MRR.

Each rating parameter viz. Leadership, Attitudes, etc. have in turn sub-parameters listed out under them. All these sub-parameters should be kept in view while rating the main parameters.

The Rating Officer has to initial in the appropriate cell from 1/10 to 10/10 based on the evaluation in the particular "Professional Skill" for all other parameters. The Rating Officer can give his suggestions for improvement in the space provided. The Countersigning Authority can either confirm or modify the rating duly furnishing adequate justification for modifications if any.

IDENTIFICATION OF TRAINING NEEDS THROUGH MRRS:

The MRR provides for "Training Needs Identification" wherein the Rating/Countersigning Officers can indicate the training needs of the Officer being rated, so that appropriate in-house/external training programmes can be planned.

FORMATS AT APPENDICES:

The revised proforma for EDs/HOD(Corporate Office, EDs(Zone), Principals, ATMs, AMEs/TA & ZSTC, SSOs/JSOs, Security Officers of the MRR may please be seen at Appendices-1, 2, 3, 4&5.
Encl: Appendices 1 to 5.

Sd/-

VICE CHAIRMAN & MANAGING DIRECTOR

Copy to Secy. to Chairperson/ PA to VC&MD
All EDs/HODs/SSOs/JSOs of Corporate Office/EDs(Zone)

//ATTESTED//


17/6/2003
EXECUTIVE DIRECTOR(MIS)



MERIT RATING REPORT

EDs/HODs (Corporate Office)
FOR THE YEAR.....
Pay and Scale of Pay:
Substantive Post:
If Officiating Present Post:

Name:
Designation:
Staff.No.
Posts held during the year From To
1
2
3

Note:

- 1) Marks shown against each parameter are for information only for Rating and Countersigning Officers
- 2) Based on the rating given by R.O./C.S.A, the PD will calculate the actual marks obtained for each parameter and the total marks for all parameters combined.
- 3) Rating parameters should be evaluated keeping in view all the sub-parameters listed under them.
- 4) R.O : Rating Officer C.S.A : Countersigning Authority

RATING SCALE

10/10,9/10	-	Outstanding
8/10,7/10	-	Good
6/10,5/10,4/10	-	Average
3/10,2/10,1/10	-	Poor

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10		
1	VISION (4 Marks) ➤Ability to visualise future scenario affecting the organisation	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
2	LEADERSHIP (10 Marks) ➤Leadership by setting personal example with integrity, commitment & a pro-active nature ➤Ability to make quick and appropriate decisions ➤Ability to organise resources for optimum results ➤Time management based on priorities ➤Ability to innovate by coming up with new ideas and techniques ➤Ability to guide and co-ordinate team/team effort ➤Effective oral and written communication	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
3	ATTITUDES (10 Marks) ➤Degree to which amenable to attitudinal change ➤Commitment to excellence ➤Consistent focus on implementation of Corporate goals	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
4	PHYSICAL & MENTAL ENERGY (7 Marks) ➤Tactful handling of critical situations ➤Ability to withstand physical & mental stress & strain	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
5	MANAGERIAL SKILLS (8 Marks) ➤Developing a learning Organisation ➤Promoting a positive work culture in the organisation ➤Ability to manage internal and external environment ➤Effective negotiating skills with unions ➤Encouraging and developing participative style of management ➤Dovetailing departmental goals with organisational goals ➤Carrying out regular SWOT Analysis to facilitate continuous improvement in efficiency & effectiveness	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
6	STRATEGIC PLANNING (8 Marks) ➤Capability of developing long/short term policies ➤Ability to prepare strategic plan for the department ➤Preparation and execution of effective human resource plan for the department	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
7	BUSINESS OUTLOOK (8 Marks) ➤Ability to think, plan and take decisions on business lines ➤Evolving specific strategies for revenue maximisation and cost reduction	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
8	KNOWLEDGE AND INSIGHT (8 Marks) ➤ Awareness of Developments and strengths of other STUs ➤ Awareness of fiscal policies of Central and State Government with respect to Passenger Road Transport Sector ➤ Insight of National Economy and its impact on the Organisation ➤ Awareness of the latest market scenario and extent and strength of competition ➤ Keeping abreast with latest technological developments pertaining to the department	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
9	LIAISON (7 Marks) ➤ Regular liaison with the State Government on matters pertaining to Corporation / Department ➤ Effective liaison with other departments & field units	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
10	MOBILITY/MBWA(Management By Wandering About) / INSPECTORS (5 Marks) ➤ Regular interaction with Managers/Supervisors and employees ➤ Follow-up of the progress of work in different sections/units ➤ Inspection of units as per prescribed periodicity	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
11	BUDGET (5 Marks) ➤ Timely preparation of Budget proposals pertaining to the department ➤ Effectiveness of Budgetary control systems	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
12	OFFICE ADMINISTRATION (5 Marks) ➤ Maintenance of office discipline and punctuality ➤ Preparation, updation/release of manuals and circular instructions pertaining to their department from time to time ➤ Prompt clearance of files ➤ Regular clearance of CAG/Internal Audit paras ➤ Control over expenditure on telephones & power	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
13	TRAINING (5 Marks) ➤ Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates ➤ Training Initiatives both in-house and external relevant to the Department	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
14	KNOWLEDGE OF COMPUTERS (5 Marks) ➤ Knowledge of software relevant to the job ➤ Use of computer outputs for decision making	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										
15	CLEAN & GREEN CAMPAIGN (5 Marks) ➤ Clean & Green initiatives at all units/sections	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O										
		C.S.A										

TRAINING NEEDS IDENTIFICATION :

R.O :
C.S.A :

Signature of R.O:
 Designation:
 Date:

ANY OTHER COMMENTS

R.O :
C.S.A :

Signature of C.S.A:
 Designation:
 Date:

THE MRR AND HOW TO RATE IT

ABOUT THE MRR:

The MRR comprises of personality and behavioural traits and other professional skills relevant to the job. There are a total of 15 rating parameters. Each of these major rating parameters have in turn, sub parameters. Rating parameters should be evaluated keeping in view all the sub parameters listed under them.

The rating scale of 1 to 10 is given in the columns provided against each rating parameter. The Rating Officer has to initial in the appropriate cell after a comprehensive evaluation of all its sub parameters.

ILLUSTRATION OF THE CALCULATION (for the guidance of the Personnel Department):

PARAMETER : "VISION" (4 Marks)

Let us assume that the sub parameter "VISION" is rated as 8/10.

Marks assigned to the sub parameter "VISION" is 4 Marks.

$$\begin{aligned} \text{Marks scored} &= \frac{\text{Points on scale of rating} \times \text{Marks assigned}}{\text{Max. possible marks}} \\ &= \frac{8 \times 4}{10} = 3.20 \text{ Marks} \end{aligned}$$

***Note: Marks have to be worked out up to 2 decimal places

The same methodology as indicated above has to be adopted for all the 15 (Fifteen) parameters. Now the individual marks of all the rating parameters have to be summed up to arrive at the overall marks obtained out of 100.

After working out the total marks obtained as per the above procedure, the marks shall be rounded off to the next higher integer in case the decimal is 0.5 or higher.

NOTE: THE PERSONNEL DEPARTMENT HAS TO CALCULATE THE MARKS AS INDICATED ABOVE AND ENTER THE SAME IN THE 'MARKS OBTAINED' COLUMN OF THE MRR.



APSRTC

S.No

MERIT RATING REPORT

ED(ZONE)

FOR THE YEAR

Pay and Scale of Pay

Substantive Post

if Officiating Present Post

Name:

Designation:

Staff.No.

Posts held during the year From To

- 1
- 2
- 3

Note:

- 1) Marks shown against each parameter are for information only for Rating and Countersigning Officers.
- 2) Based on the rating given by R.O./C.S.A, the PD will calculate the actual marks obtained for each parameter and the total marks for all parameters combined
- 3) Rating parameters should be evaluated keeping in view all the sub-parameters listed under them.
- 4) R.O : Rating Officer C.S.A : Countersigning Authority

RATING SCALE

- 10/10 9/10 - Outstanding
- 8/10 7/10 - Good
- 6/10 5/10 4/10 - Average
- 3/10 2/10 1/10 - Poor

S.No	Professional skills	Rating / Comments and suggestions for improvement	Marks Scored
1	VISION (4 Marks) > Ability to visualise future scenario affecting the organisation	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
2	LEADERSHIP (8 Marks) > Leadership by setting personal example with integrity, commitment & a pro-active nature > Ability to make quick and appropriate decisions > Ability to organise resources for optimum results > Time management based on priorities > Ability to innovate by coming up with new ideas and techniques > Ability to guide and co-ordinate team/team effort > Effective oral and written communication	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
3	ATTITUDES (7 Marks) > Degree to which amenable to attitudinal change > Commitment to excellence > Consistent focus on implementation of Corporate goals	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
4	PHYSICAL & MENTAL ENERGY (5 marks) > Factual handling of critical situations > Ability to withstand physical & mental stress & strain	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
5	MANAGERIAL SKILLS (6 Marks) > Developing a learning Organisation > Promoting a positive work culture in the organisation > Ability to manage internal and external environment > Effective negotiating skills with unions > Encouraging and developing participative style of management > Dovetailing departmental goals with organisational goals > Carry out regular SWOT Analysis to facilitate continuous improvement in efficiency & effectiveness	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	

12

S.No	Professional skills	Rating / Comments and suggestions for improvement	Marks Scored
6	STRATEGIC PLANNING (8 Marks) ➤ Capability of developing long/short term policies ➤ Ability to prepare strategic plan of operations for the zone ➤ Preparation and execution of effective human resource plan for the zone	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
7	BUSINESS OUTLOOK (6 Marks) ➤ Ability to think, plan and take decisions on business lines ➤ Evolving specific strategies for revenue maximisation and cost reduction ➤ Preparing and implementing appropriate Marketing strategies for the zone ➤ Drive given to promote / pubhuse Marketing Schemes ➤ Initiatives taken to exploit the traffic potential ➤ Initiatives taken to effectively combat the competition	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
8	KNOWLEDGE AND INSIGHT (6 Marks) ➤ Awareness of Developments and strengths of other STUs ➤ Awareness of fiscal policies of Central and State Government with respect to Passenger Road Transport Sector ➤ Insight of National Economy and its impact on the Organisation ➤ Awareness of the latest market scenario and extent and strength of competition ➤ Keeping abreast with latest technological developments pertaining to the department	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
9	LIASON (5 Marks) ➤ Effective liaison with Govt officials within the jurisdiction ➤ Effective liaison with public representatives ➤ Effective liaison with other STUs on Inter-state operations ➤ Effective liaison with the other EOs at corporate office ➤ Effective liaison with travelling public	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
10	MOBILITY/BWA (Management By Wandering About) (7 Marks) ➤ Regular interaction with Managers/ Supervisors and employees ➤ Follow-up of the progress of work in different sections/units	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
11	HUMAN RELATIONS & INDUSTRIAL RELATIONS (5 Marks) ➤ Conducting of Joint Meetings with Unions ➤ Redressal of grievances	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
12	BUDGET (5 Marks) ➤ Timely preparation/consolidation of Budget proposals pertaining to the zone ➤ Effectiveness of Budgetary control systems	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	
13	OFFICE ADMINISTRATION (4 Marks) ➤ Maintenance of office discipline and punctuality ➤ Timely submission of information to Corporate Office pertaining to VISION - 2020 ➤ Prompt clearance of files ➤ Regular clearance of CAC/Financial Audit papers	Rating: 1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10 R.O C.S.A	

(5)

THE MRR AND HOW TO RATE IT (EDs-7)

ABOUT THE MRR:

The MRR comprises of personality and behavioural traits and other professional skills relevant to the job. There are a total of 19 rating parameters. Each of these major rating parameters have in turn, sub parameters. Rating parameters should be evaluated keeping in view all the sub parameters listed under them.

The rating scale of 1 to 10 is given in the columns provided against each rating parameter. The Rating Officer has to initial in the appropriate cell after a comprehensive evaluation of all its sub parameters.

ILLUSTRATION OF THE CALCULATION (for the guidance of the Personnel Department):

PARAMETER : "VISION" (4 Marks)

Let us assume that the sub parameter "VISION" is rated as 8/10

Marks assigned to the sub parameter "VISION" is 4 Marks

$$\begin{aligned} \text{Marks scored} &= \text{Rating} \times \text{Marks assigned} \\ &= \frac{8}{10} \times 4 = 3.20 \text{ Marks} \end{aligned}$$

***Note: Marks have to be worked out up to 2 decimal places.

The same methodology as indicated above has to be adopted for all the 19 (Nineteen) parameters. Now the individual marks of all the rating parameters have to be summed up to arrive at the overall marks obtained out of 100.

After working out the total marks obtained as per the above procedure, the marks shall be rounded off to the next higher integer in case the decimal is 0.5 or higher

NOTE: THE PERSONNEL DEPARTMENT HAS TO CALCULATE THE MARKS AS INDICATED ABOVE AND ENTER THE SAME IN THE 'MARKS OBTAINED' COLUMN OF THE MRR.



S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
14	TRAINING (5 Marks) > Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates > Training Initiatives both in-house and external > Approving Annual Training Calendar and Budget for ZSTC	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
15	INSPECTIONS (4 Marks) > Inspections of Depots/Production units/Zonal Stores/ZSTC as per prescribed periodicity > Surprise inspections of Bus stations > Coverage of low paying routes by BUS > Follow-up on inspection reports	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
16	REVIEW & CONTROL (4 Marks) > Holding regular meetings with DM's/DVM's/RM's & follow up on minutes > Holding regular production review meetings with WM's/AWM's & follow up on minutes > Effective control over inter region / zonal schedules > Review of functioning of DYCME's for effective fleet management > Ensuring proper functioning of zonal enforcement squads > Ensuring timely preparation of P&L account of regions & regular review > Ensuring proper inputs to the depots from Stores/ZWS/IRS	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
17	PRODUCTIVITY (6 Marks) > Optimisation of production levels in the Production Units > Approval of augmentation & curtailment of buses during peak & slack seasons > Efforts made in achieving Consistent improvement in production & operational units > Ensuring effective and optimum utilisation training facilities at ZSTC	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
18	KNOWLEDGE OF COMPUTERS (3 Marks) > Knowledge of software relevant to the job > Use of computer outputs for decision making	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
19	CLEAN & GREEN CAMPAIGN (2 Marks) > Clean & Green initiatives at all units/Bus Stations	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										

TRAINING NEEDS IDENTIFICATION :

R.O :
C.S.A :

Signature of R.O
 Designation
 DATE
 PLACE

ANY OTHER COMMENTS

R.O :
C.S.A :

Signature of C.S.A
 Designation
 DATE
 PLACE

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**APSRTC
MERIT RATING REPORT**

S.No. 4

PRINCIPAL/ATM/AME/TA/Z/STC
FOR THE YEAR.....
Pay and Scale of Pay:
Substantive Post:
If Officiating Present Post:

Name: _____
Designation: _____
Staff No. _____
Posts held during the year From _____ To _____
1
2
3

Note:

- 1) Marks shown against each parameter are for information only for Rating and Countersigning Officers.
- 2) Based on the rating given by R.O. C.S.A, the PD will calculate the actual marks obtained for each parameter and the total marks for all parameters combined.
- 3) Rating parameters should be evaluated keeping in view all the sub-parameters listed under them.
- 4) R.O : Rating Officer C.S.A : Countersigning Authority

RATING SCALE	
10/10,9/10	- Outstanding
8/10,7/10	- Good
6/10,5/10,4/10	- Average
3/10,2/10,1/10	- Poor

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
1	LEADERSHIP (7 Marks) >Leadership by setting personal example of integrity, commitment & a pro-active nature >Ability to organise training resources for optimum results >Time management based on priorities >Ability to innovate by coming up with new ideas and techniques >Ability to guide and co-ordinate team/team effort >Effective oral and written communication	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
2	ATTITUDES (6 Marks) >Degree to which amenable to attitudinal change >Commitment to excellence >Consistent focus on creating awareness and implementation of Corporate goals	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
3	KNOWLEDGE & INTEREST IN JOB (10 Marks) >Possessing knowledge & skills relevant to the job >Vital interest in the job	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
4	MBWA(Mobility by Wandering About) (5 Marks) >Regular visits to all classes for ensuring effectiveness of training >Interaction with the trainees to get direct feed back on training relevance and quality >Interaction with the faculty to get feedback about trainees involvement and interest	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
5	PLANNING OF TRAINING (9 Marks) >Maintaining computerised database of all employees of the zone on programmes attended >Developing faculty resource persons list/databank >Identifying training needs for Employees at various levels >Preparation of Annual Training Calendar >Drawing up of training schedule for Supervisors/employees/trade union leaders	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
6	ORGANISING TRAINING ACTIVITY (9 Marks) >Ensure optimum utilisation of training infrastructure >Organising induction training to new entrants >Organising regular refresher training classes for supervisors/staff >Arranging training inputs by reputed guest faculty. >Organising training classes for Leaders of trade unions to encourage participative management >Organise physical training classes & other recreational facilities	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	

S No	Professional skills	Rating / Comments and suggestions for improvement										
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
7	TRAINING METHODOLOGY (9 Marks) ➤ Display of latest cut models, exploded views of units ➤ Initiatives taken in development/deployment of CBT(Computer Based Training) software packages/application ➤ Imparting training through Audio-Visual equipment like OHP/LCD projector, etc. ➤ Organising practical training classes at depots & workshops on serviceable units with special tools ➤ Arranging in-situ training programmes through vehicle manufacturers/OE suppliers											R.O C.S.A
8	TRAINING ADMINISTRATION (9 Marks) ➤ Pro-active role in taking classes for the participants ➤ Maintenance of training infrastructure ➤ Improving patronage/attendance for the training programmes ➤ Ensuring taking of classes by the in-house officers and supervisors ➤ Maintenance of Hostels/Quality of food served ➤ Maintenance of discipline among the Trainees regarding punctuality/ wearing uniform											R.O C.S.A
9	REVIEW (8 Marks) ➤ Response to training programmes ➤ Developing Question Bank on all subjects of Transport ➤ Conducting evaluation tests at the end of the training ➤ Fulfilment of course objectives ➤ Obtain feed back on effectiveness of training											R.O C.S.A
10	TRAINING EFFECTIVENESS (10 Marks) ➤ Maintaining stock of all manuals of Leyland/ Tata/ OE manufacturers/ Depot manuals ➤ Preparation of course material ➤ Upkeep & regular additions to library ➤ Regular upgradation of training material viz. charts, display boards, quotations, cut models/serviceable units, etc. ➤ Development of case studies through experienced & qualified experts in the relevant field ➤ Regular updation of training syllabus duly incorporating latest developments/circular instructions. ➤ Giving wide publicity to the pamphlets/messages released by Chairperson/VC&MD											R.O C.S.A
11	BUSINESS OUTLOOK (7 Marks) ➤ Developing business oriented initiatives among all the trainers and trainees ➤ Revenue generation by arranging training programmes/MDPs (Management Development Programmes) for outsiders at ZSTCs											R.O C.S.A
12	KNOWLEDGE OF COMPUTERS (8 Marks) ➤ Knowledge of software relevant to the job ➤ Utilisation of computer facilities for training ➤ Using computerised data base in developing training activities											R.O C.S.A
13	CLEAN & GREEN (3 Marks) ➤ Upkeep of the Class Rooms/Hostels/Canteen/Open area ➤ Tree plantation drive in premises											R.O C.S.A

TRAINING NEEDS IDENTIFICATION :

R.O :

C.S.A :

Signature of RO
 Designation
 DATE
 PLACE :

ANY OTHER COMMENTS :

R.O :

C.S.A :

Signature of CSA
 Designation
 DATE
 PLACE

THE MRR AND HOW TO RATE IT

ABOUT THE MRR

The MRR comprises of personality and behavioural traits and other professional skills relevant to the job. There are a total of 13 rating parameters. Each of these major rating parameters have in turn, sub parameters. Rating parameters should be evaluated keeping in view all the sub parameters listed under them.

The rating scale of 1 to 10 is given in the columns provided against each rating parameter. The Rating Officer has to initial in the appropriate cell after a comprehensive evaluation of all its sub parameters.

IMPORTANT GUIDELINES FOR RATING:

- 1) Do not rate a person based on personal likes and dislikes.
- 2) The rating should be based on the value/contribution of the Officer's actions to the Corporation.
- 3) Performance during the entire period under review should be the criteria for rating and not an isolated incident, however good or bad it may be.
- 4) The Rating Officer should exercise equal fairness and care in rating, on the assumption that he himself is being rated.
- 5) The rating should not be done in a hurry or in a cursory manner. Judgement should not be done in haste, as it involves the career of the Officer concerned.

ILLUSTRATION OF THE CALCULATION (for the guidance of the Personnel Department):

PARAMETER : "LEADERSHIP" (7 Marks)

Let us assume that the sub parameter "LEADERSHIP" is rated as 9/10.

Marks assigned to the sub parameter "LEADERSHIP" is 7 Marks.

$$\begin{aligned}
 \text{Marks scored} &= \text{Rating} \times \text{Marks assigned} \\
 &= \frac{9}{10} \times 7 = 6.30 \text{ Marks}
 \end{aligned}$$

***Note: Marks have to be worked out up to 2 decimal places.

The same methodology as indicated above has to be adopted for all the 13 (Thirteen) parameters. Now the individual marks of all the rating parameters have to be summed up to arrive at the overall marks obtained out of 100.

After working out the total marks obtained as per the above procedure, the marks shall be rounded off to the next higher integer in case the decimal is 0.5 or higher.

NOTE: THE PERSONNEL DEPARTMENT HAS TO CALCULATE THE MARKS AS INDICATED ABOVE AND ENTER THE SAME IN THE 'MARKS SCORED' COLUMN OF THE MRR.

MERIT RATING REPORT

SSOs/ISOs(GENERAL)

FOR THE YEAR.....

Pay and Scale of Pay:

Substantive Post:

If Officiating Present Post:

Name:

Designation:

Staff.No.

Posts held during the year From

To

1

2

3

Note:

- 1) Marks shown against each parameter are for information only for Rating and Countersigning Officers.
- 2) Based on the rating given by R.O./C.S.A. the PD will calculate the actual marks obtained for each parameter and the total marks for all parameters combined.
- 3) Rating parameters should be evaluated keeping in view all the sub-parameters listed under them.

RATING SCALE	
10/10,9/10	- Out Standing
8/10,7/10	- Good
6/10,5/10,4/10	- Average
3/10,2/10,1/10	- Poor

4) R.O : Rating Officer C.S.A : Countersigning Authority

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
1	LEADERSHIP (8 Marks) > Leadership by setting personal example of integrity, commitment & a pro-active nature > Ability to make quick and appropriate decisions > Ability to organise resources for optimum results > Time management based on priorities > Ability to innovate by coming up with new ideas and techniques > Ability to guide and co-ordinate team/team effort > Effective oral and written communication	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
2	ATTITUDES (8 Marks) > Degree to which amenable to attitudinal change > Commitment to excellence > Consistent focus on implementation of Corporate goals	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
3	PHYSICAL & MENTAL ENERGY (4 Marks) > Ability to withstand physical & mental stress & strain	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
4	KNOWLEDGE & INTEREST IN JOB (8 Marks) > Possessing knowledge & skills relevant to the job > Vital interest in the job	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
5	PLANNING & ORGANISING (8 Marks) > How good are the short long term action plans > Preparation and implementation of daily action plan > Ability to organise resources for optimum productivity.	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
6	BUSINESS OUT LOOK (6 Marks) > Business oriented decision making (Planning, acting and taking decisions with business orientation keeping decision variables in mind) > Initiatives taken / Assistance provided to the field units to improve their productivity & financial viability	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
7	INTERNAL CUSTOMER RELATIONSHIP MANAGEMENT (7 Marks) > Ability to provide quick & correct information to the user departments > Inter / intra department Co-ordination for quick clearance of proposals/cases and for achieving effective end results	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
8	INTERNAL MANAGEMENT INFORMATION SYSTEM (7 Marks) > Ready availability of relevant information pertaining to the department > Timeliness & adequate information flow to the Government. > Timeliness & adequate supply of information to the other departments for speedy clearance of proposals/projects.	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										

S.No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
9	MOBILITY/MBWA(Management By Wandering About) / INSPECTIONS(6 marks) ➤ Regular interaction with Managers, Supervisors and employees ➤ Follow-up of the progress of work in different sections units ➤ Inspection of units as per prescribed periodicity	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
10	HUMAN RELATIONS/INDUSTRIAL RELATIONS(5Marks) ➤ Inter personal skills with superiors, colleagues & subordinates ➤ Redressal of grievances	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
11	REVIEW & CONTROL. (6 Marks) ➤ Holding regular intra-department meetings and follow up on minutes ➤ Regular/Daily review of projects & important cases with respect to plan	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
12	QUALITY & QUANTITY (6 Marks) ➤ Thoroughness, Neatness, Accuracy & clarity in executing work duly accomplishing standards ➤ Ability to surpass excel work targets consistently	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
13	OFFICE ADMINISTRATION (6 Marks) ➤ Adherence to prescribed systems & procedures ➤ Maintenance of office discipline & punctuality ➤ Keeping the file pendency level to the minimum ➤ Preparation, Updation Release of manuals & circular instructions pertaining to the department from time to time ➤ Availability of Job descriptions work lists of all employees & implementing the same	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
14	TRAINING (5 Marks) ➤ Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates ➤ Training initiatives both in-house and external	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
15	KNOWLEDGE OF COMPUTERS(5 Marks) ➤ Knowledge of software relevant to the job ➤ Use of computer outputs for decision making	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
16	CLEAN & GREEN (5 Marks) ➤ Upkeep of the section units ➤ Tree plantation drive	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	

TRAINING NEEDS IDENTIFICATION :

R.O :
C.S.A :

Signature of RO
 Designation:
 DATE :
 PLACE :

ANY OTHER COMMENTS :

R.O :
C.S.A :

Signature of CSA:
 Designation:
 DATE :
 PLACE :

THE MRR AND HOW TO RATE IT

ABOUT THE MRR

The MRR comprises of personality and behavioural traits and other professional skills relevant to the job. There are a total of 16 rating parameters. Each of these major rating parameters have in turn, sub parameters. Rating parameters should be evaluated keeping in view all the sub parameters listed under them.

The rating scale of 1 to 10 is given in the columns provided against each rating parameter. The Rating Officer has to initial in the appropriate cell after a comprehensive evaluation of all its sub parameters.

IMPORTANT GUIDELINES FOR RATING:

- 1) Do not rate a person based on personal likes and dislikes.
- 2) The rating should be based on the value/contribution of the Officer's actions to the Corporation.
- 3) Performance during the entire period under review should be the criteria for rating and not an isolated incident, however good or bad it may be.
- 4) The Rating Officer should exercise equal fairness and care in rating, on the assumption that he himself is being rated.
- 5) The rating should not be done in a hurry or in a cursory manner. Judgement should not be done in haste, as it involves the career of the Officer concerned.

ILLUSTRATION OF THE CALCULATION (for the guidance of the Personnel Department):

PARAMETER : "LEADERSHIP" (8 Marks)

Let us assume that the sub parameter "LEADERSHIP" is rated as 8/10.

Marks assigned to the sub parameter "LEADERSHIP" is 8 Marks.

$$\begin{aligned} \text{Marks scored} &= \text{Rating} \times \text{Marks assigned} \\ &= \frac{8}{10} \times 8 = 6.40 \text{ Marks} \end{aligned}$$

***Note: Marks have to be worked out up to 2 decimal places.

The same methodology as indicated above has to be adopted for all the 16 (Sixteen) parameters. Now the individual marks of all the rating parameters have to be summed up to arrive at the overall marks obtained out of 100.

After working out the total marks obtained as per the above procedure, the marks shall be rounded off to the next higher integer in case the decimal is 0.5 or higher.

NOTE: THE PERSONNEL DEPARTMENT HAS TO CALCULATE THE MARKS AS INDICATED ABOVE AND ENTER THE SAME IN THE 'MARKS OBTAINED' COLUMN OF THE MRR.

P.T.O

APPLICABILITY OF THE MRR FOR THE FOLLOWING OFFICERS

All SSOs working at Head Office units (excluding WM:BBW & Principal TA)
All Secretaries to EDs(Zones)
All Dy.CTMs/ATMs working at HCR
All LW & IROs (W/s, BBW)
All JSOs working at Head Office units (excluding AWM:BBW, AWM:PP, ATM & AME at TA and ZSTC)
All ATMs working at Bus Stations
All Law Officers
All PROs & STOs

--oOo-

**APSRTC
MERIT RATING REPORT**

S.No.

6

Security Officers (Zn/Rn)

FOR THE YEAR
Pay and Scale of Pay
Substantive Post
If Officiating Present Post

Name:

Designation:

Staff No.

Posts held during the year

From

To

1

2

3

Note:

- 1) Marks shown against each parameter are for information only for Rating and Countersigning Officers.
- 2) Based on the rating given by R.O./C.S.A, the PD will calculate the actual marks obtained for each parameter and the total marks for all parameters combined.
- 3) Rating parameters should be evaluated keeping in view all the sub-parameters listed under them.
- 4) R.O : Rating Officer C.S.A : Countersigning Authority

RATING SCALE

10/10,9/10 - Outstanding
8/10,7/10 - Good
6/10,5/10,4/10 - Average
3/10,2/10,1/10 - Poor

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10		
1	LEADERSHIP (9 Marks) ➤ Leadership by setting personal example of integrity, commitment & a pro-active nature ➤ Ability to make quick and appropriate decisions ➤ Ability to organise resources for optimum results ➤ Time management based on priorities ➤ Ability to innovate by coming up with new ideas and techniques ➤ Ability to guide and co-ordinate team/team effort ➤ Effective oral and written communication	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
2	ATTITUDES (8 Marks) ➤ Degree to which amenable to attitudinal change ➤ Commitment to excellence ➤ Commitment to safeguarding corporation's properties & premises ➤ Consistent focus on implementation of Corporate goals	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
3	PHYSICAL & MENTAL ENERGY (6 Marks) ➤ Ability to withstand physical & mental stress & strain	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
4	KNOWLEDGE & INTEREST IN JOB(6 Marks) ➤ Possessing knowledge & skills relevant to the job ➤ Vital interest in the job	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
5	PLANNING & ORGANISING (7 Marks) ➤ Effectiveness of short long term action plans ➤ Preparation and implementation of daily action plan ➤ Ability to organise resources for optimum productivity ➤ Deployment of Security personnel during Jathras and Specialoperation ➤ Ensuring proper security arrangement at all production/ operational /non-operational units	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
6	BUSINESS OUT LOOK (7 Marks) ➤ Constructive decision making (Planning, Acting and taking proactive steps in eradicating thefts/pilferages, malpractices, leakages, etc.) ➤ Efforts made to increase revenue by reduction in illicit operation	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
7	MOBILITY/MBWA(Management By Wandering About) / INSPECTIONS(8 marks) ➤ Inspection of units ➤ Regular interaction with Police officials, Depot Managers and other Security officers.	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
8	MANAGEMENT INFORMATION SYSTEM(7 Marks) ➤ Preparation and updation of information of district wise profile on illicit operation ➤ Collection of information of contract carriages, tourist permits, etc. ➤ Collecting information on Private vehicles unauthorisedly halting in the vicinity of Bus stations Bus stops ➤ Collection of information regarding union activities, strikes, Dharmas, etc.	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	

S No	Professional skills	Rating / Comments and suggestions & improvement										
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
9	HUMAN RELATIONS/INDUSTRIAL RELATIONS(6 Marks) ➤ Ensuring peaceful atmosphere in the units ➤ Prompt action on the Reports of Depot Managers and complaints received. ➤ Redressal of grievances pertaining to Security staff.											R.O C.S.A
10	LIAISON (8 Marks) ➤ Effective liaison with the ED(Z)/RMs/DVMs/ DMs. ➤ Effective liaison with the Police and Transport Department officials of the zone. ➤ Effective liaison with the Security Officers of the zone.											R.O C.S.A
11	REVIEW & CONTROL (6 Marks) ➤ Vigilance on union activities, strikes and other incidents. ➤ Control over entry and exit of staff movement during working hours. ➤ Control over electronic attendance monitoring systems wherever installed. ➤ Control over new/serviceable/scrap vehicles during transit to Depots/Zonal workshops/Scrap yard. ➤ Control over entry of un-authorized personnel at all units under his control. ➤ Control over implementation of systems and procedures for disposal of Scrap vehicles and Materials. ➤ Conducting enquiries regarding thefts, misappropriation, assaults, etc. ➤ Holding monthly meetings with police officials, security officers. ➤ Inspection of hired buses											R.O C.S.A
12	OFFICE ADMINISTRATION (6 Marks) ➤ Adherence to prescribed procedures and systems ➤ Maintenance of office discipline and punctuality including wearing of uniform and name badge by all security personnel ➤ Timely submission of reports on punctuality of services to Corporate/ Zonal offices. ➤ Timely submission of DSR/FIR. ➤ Preparation of seniority list, declaration of probation, sanction of long leaves, etc. ➤ Regular submission of periodicals ➤ Disposal of disciplinary cases of security staff in the zone.											R.O C.S.A
13	TRAINING (6 Marks) ➤ Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates ➤ Training Initiatives both in-house and external											R.O C.S.A
14	KNOWLEDGE OF COMPUTERS(5 Marks) ➤ Knowledge of software relevant to the job ➤ Use of computer outputs for decision making											R.O C.S.A
15	CLEAN & GREEN (5 Marks) ➤ Upkeep of the section/units ➤ Tree plantation drive											R.O C.S.A

TRAINING NEEDS IDENTIFICATION :

R.O :
C.S.A :

Signature of RO:
 Designation:
 DATE :
 PLACE :

ANY OTHER COMMENTS :

R.O :
C.S.A :

Signature of CSA:
 Designation:
 DATE :
 PLACE :

THE MRR AND HOW TO RATE IT

ABOUT THE MRR

The MRR comprises of personality and behavioural traits and other professional skills relevant to the job. There are a total of 15 rating parameters. Each of these major rating parameters have in turn, sub parameters. Rating parameters should be evaluated keeping in view all the sub parameters listed under them.

The rating scale of 1 to 10 is given in the columns provided against each rating parameter. The Rating Officer has to initial in the appropriate cell after a comprehensive evaluation of all its sub parameters

IMPORTANT GUIDELINES FOR RATING:

- 1) Do not rate a person based on personal likes and dislikes
- 2) The rating should be based on the value/contribution of the Officer's actions to the Corporation.
- 3) Performance during the entire period under review should be the criteria for rating and not an isolated incident, however good or bad it may be.
- 4) The Rating Officer should exercise equal fairness and care in rating, on the assumption that he himself is being rated.
- 5) The rating should not be done in a hurry or in a cursory manner. Judgement should not be done in haste, as it involves the career of the Officer concerned

ILLUSTRATION OF THE CALCULATION (for the guidance of the Personnel Department):

PARAMETER : "LEADERSHIP" (9 Marks)

Let us assume that the sub parameter "LEADERSHIP" is rated as 8/10.

Marks assigned to the sub parameter "LEADERSHIP" is 9 Marks.

$$\begin{aligned} \text{Marks scored} &= \text{Rating} \times \text{Marks assigned} \\ &= \frac{8}{10} \times 9 = 7.20 \text{ Marks} \end{aligned}$$

***Note. Marks have to be worked out up to 2 decimal places.

The same methodology as indicated above has to be adopted for all the 15 (Fifteen) parameters. Now the individual marks of all the rating parameters have to be summed up to arrive at the overall marks obtained out of 100

After working out the total marks obtained as per the above procedure, the marks shall be rounded off to the next higher integer in case the decimal is 0.5 or higher

NOTE: THE PERSONNEL DEPARTMENT HAS TO CALCULATE THE MARKS AS INDICATED ABOVE AND ENTER THE SAME IN THE 'MARKS OBTAINED' COLUMN OF THE MRR.