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ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

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

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

Circular No. 6/2003-IED, Dt. 9-4-2003

Sub MRR-Re-designing of format for Merit Rating Report for Field Managers -
Communication of features of New MRR Formats and instructions for filling
up the format - Reg

The existing Merit Rating Reports for Field Managers i.e. DM/DVM/RM have been designed a long time ago. It was felt necessary now to critically examine the format and its content with the objective of redesigning the same to enable rating managers for their personality traits and performance amid present day challenges of competitive market and also to provide for greater objectivity in its evaluation.

After detailed discussions with a select group of Zonal EDs, RMs, DVMs and DMs besides EDs at the Corporate Office, the Industrial Engineering Department has come up with the revised format of the MRR.

Taking into account the role of the RM/DVM as an Inspecting Officer besides the work of preparation of strategic operational planning, suitable modifications have been made in the MRRs of these Officers duly incorporating these items in the MRR format and providing appropriate weightages to them.

MRR - STRUCTURE

The revised MRR comprises of two Parts i.e. **Part-A & Part-B**. Weightages of 40% and 60% are given to Part-A & Part-B respectively in the MRR for DM's to lay a greater emphasis on measurable parameters and a weightage of 50% each has been given for Part-A & Part-B respectively in the MRR for RM's/DVM's.

There are totally sixteen (16) parameters to be rated. Each of these 16 parameters have been assigned appropriate marks based on their importance and impact on overall performance. Part-A consists of personality and behavioural traits relevant to the job. Part-B consists of parameters, which reflect performance efficiency in key indicators.

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 in Part-A 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 box from 1/10 to 10/10 based on the evaluation in the particular "Professional Skill" in Part-A and similarly 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.

The rating of Part-B is based on the annual Self-Appraisal Report (SAR) to be submitted at the year-end by the Officer being rated. The Officer being rated has to fill up the Annual Self Appraisal Report in full and also do a "Self-Rating" exercise based on the %

P.T.O

of achievement and indicate the appropriate rating from 1/10 to 10/10 based on the guidelines given on the reverse side of the SAR.

The rating for all parameters in Part-B should be the same as reflected in the Self Appraisal Report as it is totally objective and performance based

SOURCE FOR PERFORMANCE DATA - RMIS

The DM, DVM & RM have to use the RMIS performance figures to fill up the performance data in the SAR and the same should be crosschecked for accuracy by the Rating Officer. Similarly the profitability trends for the Depot, Division and Region should be obtained from the Regional P&L Account

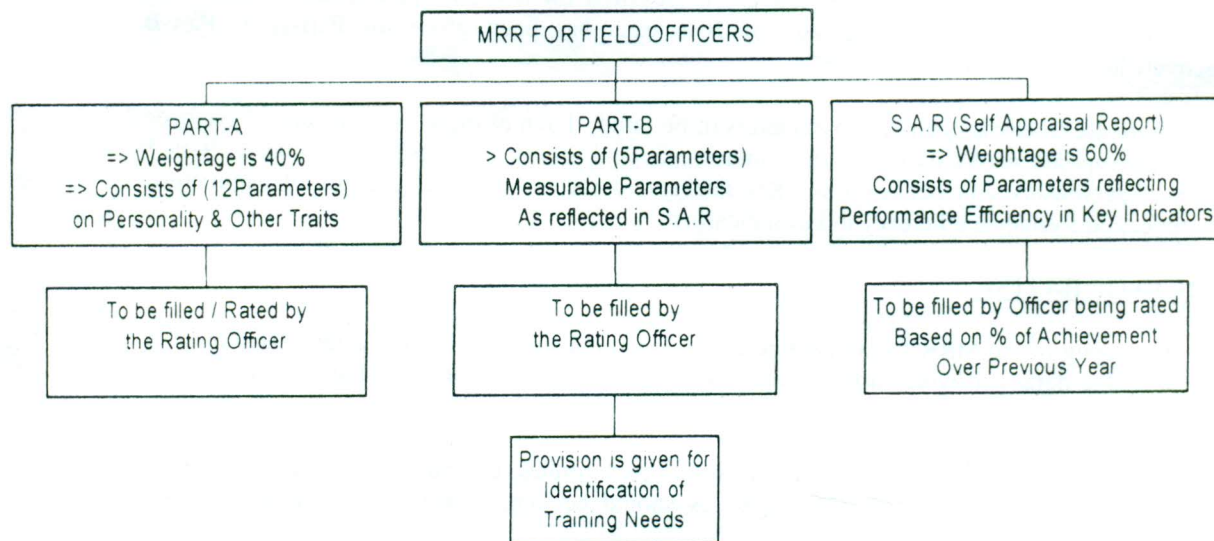
IDENTIFICATION OF TRAINING NEEDS THROUGH MRRS:

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 DM/DVM/RM of the MRR may please be seen at Appendices-1, 2&3. The comparison of the features in the revised format of MRR vis-a-vis the earlier MRR can be seen at Appendix-4. The format of the Self Appraisal Report and the methodology to be adopted for filling it up may please be seen at Appendix-5. The detailed procedure for rating the MRR may please be seen at Appendix-6

SCHEMATIC REPRESENTATION OF MRR



The revised format of the MRR will come into effect from the Financial Year 2002-03.

Encl Appendices 1 to 6

al Singh
VICE CHAIRMAN & MANAGING DIRECTOR

Copy to Secy to Chairperson/ PA to VC&MD/Secy to Corporation
All EDs of Corporate Office/EDs(Zone)
All RMs/DVMs/DMs



APSRTC

S.No. APPENDIX-3

MERIT RATING REPORT

RM

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 ; Counter Signing Authority

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

S No	Professional skills	Rating Comments and suggestions for improvement										Marks Scored	
PART-A (50 Marks)													
1	VISION AND PLANNING (6 Marks) > Ability to visualise future scenario affecting the Region's performance > Preparation of appropriate short and long term operational strategies	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: (7 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	
3	ATTITUDES: (6 Marks) > Degree to which amenable to attitudinal change > Ability to bring about attitudinal change in subordinates > 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	MOBILITY(MBWA-Management By Wandering About) (4 Marks) > Regular interaction with Managers/ Supervisors/ Employees > Coverage of low paying routes by Bus	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	HUMAN RELATIONS/ INDUSTRIAL RELATIONS (5 Marks) > Inter-personnel skills with superiors, colleagues and subordinates > Pro-active approach to union meetings by giving management agenda > Holding joint meetings with unions > Incidence of GO Slow Work Stoppages	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
6	BUSINESS OUTLOOK AND MARKETING INITIATIVES (4 Marks) ➤ Business oriented decision making (Planning, acting and taking decisions with business orientation) ➤ Initiative taken to exploit traffic potential through extra operations ➤ Followup on Promoting Special hires Package tours ➤ Drive given to promote publicise marketing schemes(CAT Cards JET Tickets Season Tickets) ➤ Followup on Realisation of Commercial Earnings	R.O	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10	
		C.S.A		
7	LIAISON (4 Marks) ➤ Effective liaison with Govt. officials within the jurisdiction ➤ Effective liaison with public representatives ➤ Effective liaison with travelling public ➤ Liaison with Zonal Workshop/Zonal Stores for adequate supply of units/spares	R.O	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10	
		C.S.A		
8	INSPECTIONS/REVIEW & CONTROL (7 Marks) ➤ Inspections of Depots as per specified periodicity ➤ Inspections of Bus stations/Control points ➤ Physical inspection of vehicles for upkeep ➤ Follow up on compliance of CO/SR programme ➤ Holding regular meetings with DVMTs/DMTs/Depot Supervisors ➤ Effective control over inter intra Regional schedules	R.O	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10	
		C.S.A		
9	OFFICE ADMINISTRATION/ TRAINING (3 Marks) ➤ Timeliness of preparation & despatch of periodicals ➤ Disposal of disciplinary cases, appeals ➤ Prompt redressal of employee grievances ➤ Follow up on reduction in quantum of suspense balances ➤ Follow up on clearance of Internal/AG Audit paras ➤ Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates	R.O	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10	
		C.S.A		
10	KNOWLEDGE OF COMPUTERS (2 Marks) ➤ Follow up on implementation of modules (VEMAS, DOL TAS, STOINS, etc) at Depots ➤ Use of computer outputs for decision making	R.O	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10	
		C.S.A		
11	CLEAN AND GREEN (2 Marks) ➤ Follow up on Upkeep of garage and vehicles ➤ Follow up on Upkeep of Bus Stations ➤ Tree Plantation Drive at units under jurisdiction	R.O	1/10 2/10 3/10 4/10 5/10 6/10 7/10 8/10 9/10 10/10	
		C.S.A		

PART-B (50 Marks)			Marks Scored
PERFORMANCE EFFICIENCY IN KEY INDICATORS	Rating	COMMENTS OF	
12 OPERATIONAL PARAMETERS(18 Marks)		R.O :	
12.1 Vehicle Utilisation(on held)(6Marks)			
12.2 OR(8 Marks)		C.S.A :	
12.3 EPB (4 Marks)			
13 MAINTENANCE PARAMETERS (14Marks)		R.O :	
13.1 Fleet Utilisation(1 Mark)			
13.2 HSD KMPL(Gross)(6 Marks)			
13.3 Total LUB KMPL(1Mark)			
13.4 Total Tyre Life(3 Marks)		C.S.A :	
13.5 Spring Consumption per lakh Kms(1 Mark)			
13.6 % Coverage of Sch.III / IV with respect to Plan(2Marks)			
14 PRODUCTIVITY(6 Marks)		R.O :	
14.1 SBR on held (4 Marks)			
14.2 % of TIMs schedules & % of single crew schedules(2 Marks)		C.S.A :	
15 QUALITY OF SERVICES(6 Marks)		R.O :	
15.1 % of Total Cancellation (2 Marks)			
15.2 Breakdown Rate(2Marks)		C.S.A :	
15.3 Punctuality of services(Departures) (1 Mark)			
15.4 Punctuality of services(Arrivals) (1 Mark)			
16 PROFITABILITY TRENDS(6 Marks)		R.O :	
➤ Increase in profits			
➤ Losses to profits			
➤ Reduction in losses			
➤ Reduction in profits		C.S.A :	
➤ Increase in losses			
➤ Profits to losses			

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 :

NOTE : PART-B IS TOTALLY OBJECTIVE, RATING WILL BE BASED ON ACTUAL PERFORMANCE LEVEL IN SELF APPRAISAL REPORT(SAR)

THE MRR AND HOW TO RATE IT

I. ABOUT THE MRR:

The MRR comprises of two parts i.e. Part-A & Part-B. Part-A consists of personality and behavioural traits relevant to the job, while Part-B is totally objective wherein the Manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the financial year in both the cases. To lay greater emphasis on measurable parameters, a weightage of 50% has been earmarked for Part-B, which is purely an objective assessment vis-à-vis, the personality traits in Part-A which carry a weightage of 50%.

II. METHODOLOGY FOR RATING THE MRR:

Part-A has to be rated based on the evaluation of the manager during personal interaction and through field inspections.

In Part-A a 10-point scale is provided against each "QUALITY" that has to be rated. The Rating Officer has to initial in the appropriate cell from 1/10 to 10/10, after evaluating the Officer in totality duly considering all the traits that are indicated under them.

Part-B has to be rated only after the submission of the Annual Self Appraisal Report by the Officer being rated.

The authenticity of data furnished and the self-rating method adopted by the Officer being rated has to be confirmed/validated and the same rating should be reflected in Part-B in its totality.

Note: The methodology to be adopted for rating the Self Appraisal Report has been given in detail in the Self Appraisal Report.

III. 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. Judgment should not be done in haste, as it involves the career of the Officer concerned.
- 6) The Rating Officer, based on the half yearly Self Appraisal Report has to compliment/counsel the Officer being rated suitably, thus not only motivating the Officer but also enabling the Officer being rated to correct defects and improve overall performance in future which in turn will help in developing a good working relationship and foster mutual trust and openness.

RM

SELF APPRAISAL REPORT (SAR)

- 1) Year means Financial Year from April to March.
- 2) Self Appraisal to be prepared by Officer being rated twice a year.
Appraisal Report for the period April to Sept: to be sent by OCT 10th;
April to March: to be sent by APR 30th to the Controlling Officer.
- 3) Based on the Annual Self-Appraisal Report, the relevant performance indicators in Part-B of the MRR should be rated accordingly.

S.No.	PERFORMANCE PARAMETER	Previous Year performance	Current Year Performance	% of Achievement	Rating
	PERFORMANCE EFFICIENCY IN KEY INDICATORS				
1	OPERATIONAL PARAMETERS				
1.1	Vehicle Utilisation(on held)				
1.2	OR				
1.3	EPB				
2	MAINTENANCE PARAMETERS				
2.1	Fleet Utilisation				
2.2	HSD KMPL(Gross)				
2.3	Total LUB KMPL				
2.4	Total Tyre Life				
2.5	Spring Consumption per lakh Kms				
2.6	% Coverage of Sch.III / IV with respect to Plan				
3	PRODUCTIVITY				
3.1	SBR on held				
3.2	% of TIMs schedules & % of single crew schedules				
4	QUALITY OF SERVICES				
4.1	% of Total Cancellation				
4.2	Breakdown Rate				
4.3	Punctuality monitoring of services(Departures)				
4.4	Punctuality monitoring of services(Arrivals)				
5	PROFITABILITY TRENDS(6 Marks)				
	➤ Increase in profits (10/10)				
	➤ Losses to profits (9/10)				
	➤ Reduction in losses (8/10)				
	➤ Reduction in profits (6/10)				
	➤ Increase in losses (5/10)				
	➤ Profits to losses (4/10)				

SIGNATURE OF THE
OFFICER BEING RATED

ABOUT THE SELF APPRAISAL REPORT (SAR) (DVM/RM)

The Officer being rated has to furnish the details of performance of all key indicators in the columns provided and then calculate the % of achievement against each parameter. Rating has to be given based on the criteria prescribed below:

METHOD OF CALCULATION OF % OF ACHIEVEMENT:

a) Parameters for which improvement in performance level indicates positive trend. The following formula should be adopted to calculate the % of achievement.

$$\% \text{ of Achievement} = \frac{\text{Current Year performance}}{\text{Previous Year performance}} \times 100$$

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 106	-- 10/10	% of Achievement equal to 96 & below 98--	5/10
% of Achievement equal to 104 & below 106 --	9/10	% of Achievement equal to 94 & below 96--	4/10
% of Achievement equal to 102 & below 104--	8/10	% of Achievement equal to 92 & below 94 --	3/10
% of Achievement equal to 100 & below 102--	7/10	% of Achievement equal to 90 & below 92--	2/10
% of Achievement equal to 98 & below 100--	6/10	% of Achievement below 90	-- 1/10

PARAMETERS:

1) Vehicle utilization (on held) 2) OR 3) EPB4) Fleet Utilisation 5) HSD KMPL(Gross) 6) Total LUB KMPL 7) Total Tyre Life 8) % Coverage of Sch III/IV with respect to Plan 9) % of TIMs schedules & % of single crew schedules 10) Punctuality of services(Departures) 11) Punctuality monitoring of services(Arrivals).

b) Parameters for which reduction in performance level indicates positive trend.

The following formula should be adopted to calculate the % of achievement.

$$\% \text{ of Achievement} = \frac{\text{Previous Year performance}}{\text{Current year performance}} \times 100$$

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 115	-- 10/10	% of Achievement equal to 90 & below 95--	5/10
% of Achievement equal to 110 & below 115 --	9/10	% of Achievement equal to 85 & below 90 --	4/10
% of Achievement equal to 105 & below 110--	8/10	% of Achievement equal to 80 & below 85 --	3/10
% of Achievement equal to 100 & below 105--	7/10	% of Achievement equal to 75 & below 80 --	2/10
% of Achievement equal to 95 & below 100--	6/10	% of Achievement below 75	-- 1/10

PARAMETERS:

1) Spring Consumption per lakh Kms 2) SBR on held 3) % of total Cancellation 4) Breakdown Rate

Rating of "Profitability Trends" Parameter: The Officer being rated has to compare the "Profitability Trends" of the depot for the Current and Previous Years as per the "Profit and Loss Account". The P&L Account for both years upto February has to be considered, since the final P&L A/c upto March may not be available by April (for the current year).

Since the entire range of profitability trends cannot be covered by single formula/method of calculation, the rating for the six different identified trends are indicated against each of them.

The appropriate rating based on the profitability trend applicable to the depot should be indicated in the rating column against Item 16.

Illustration - 1

Parameters for which improvement in performance level indicates positive trend.

<u>Parameter</u>	<u>Current Year Performance</u>	<u>Previous Year Performance</u>
OR	72	70

$$\% \text{ of achievement} = \frac{72}{70} \times 100 = 102.85$$

% of achievement is 102.85, hence rating is 8/10.

Illustration - 2

Parameters for which reduction in performance level indicates positive trend.

<u>Parameter</u>	<u>Current Year Performance</u>	<u>Previous Year performance</u>
% of Total Canc.	3.0	3.2

$$\% \text{ of achievement} = \frac{3.2}{3.0} \times 100 = 106.66$$

% of achievement is 106.66, hence rating is 8/10.

RATING PROCEDURE OF MRR

The Merit Rating Report for RM/DVMS comprises of two parts, the first one consisting of personality and behavioural traits relevant to the job; the second part being a totally objective component wherein the Manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the Financial Year, in both cases. To lay greater emphasis on measurable parameters, a weightage of 50% has been earmarked for Part 'B' which is purely an objective assessment vis-à-vis the personality traits in Part 'A' which carry a weightage of 50%

Part 'A' is to be rated based on the evaluation of the Manager during personal interaction and through field inspections whereas Part 'B' has to be rated strictly based on the % of achievement and its appropriate rating as reflected in the Self-Appraisal Report.

The pre-requisite for filling up the MRR is the submission of the Annual Self-Appraisal by the Officer being rated. However, the half yearly Self-Appraisal Report sent by the Officer being rated should form the basis for any counseling or imparting necessary training inputs for improving both personal and professional skills, which in turn should be reflected in improved performance

The rating of the Officer both under Part "A" & Part "B" should be evaluated on a 10-point scale

The SAR should be rated by the Officer being rated based on the criteria indicated below.

a) **Parameters for which improvement in performance level indicates positive trend.**

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement \geq 106	-- 10/10	% of Achievement equal to 96 & below 98	-- 5/10
% of Achievement equal to 104 & below 106	-- 9/10	% of Achievement equal to 94 & below 96	-- 4/10
% of Achievement equal to 102 & below 104	-- 8/10	% of Achievement equal to 92 & below 94	-- 3/10
% of Achievement equal to 100 & below 102	-- 7/10	% of Achievement equal to 90 & below 92	-- 2/10
% of Achievement equal to 98 & below 100	-- 6/10	% of Achievement below 90	-- 1/10

PARAMETERS:

1) Vehicle utilization (on held), 2) OR, 3) EPB, 4) Fleet Utilisation, 5) HSD KMPL (Gross), 6) Total LUB KMPL, 7) Total Tyre Life, 8) % Coverage of Sch III/IV with respect to Plan, 9) % of TIMs schedules & % of single crew schedules, 10) Punctuality of services (Departures), 11) Punctuality monitoring of services (Arrivals).

b) **Parameters for which reduction in performance level indicates positive trend.**

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement \geq 115	-- 10/10	% of Achievement equal to 90 & below 95	-- 5/10
% of Achievement equal to 110 & below 115	-- 9/10	% of Achievement equal to 85 & below 90	-- 4/10
% of Achievement equal to 105 & below 110	-- 8/10	% of Achievement equal to 80 & below 85	-- 3/10
% of Achievement equal to 100 & below 105	-- 7/10	% of Achievement equal to 75 & below 80	-- 2/10
% of Achievement equal to 95 & below 100	-- 6/10	% of Achievement below 75	-- 1/10

PARAMETERS:

1) Spring Consumption per lakh Kms; 2) SBR on held; 3) % of total Cancellation; 4) Breakdown Rate

c) **For Profitability:**

The appropriate rating based on the profitability trend applicable to the Depot should be indicated in the rating column provided against it; the rating for the Six different identified trends are furnished here under

Increase in profits (profits to profits)	--	10/10
Losses to profits	--	9/10
Reduction in losses	--	8/10
Reduction in profits	--	6/10
Increase in losses	--	5/10
Profits to losses	--	4/10

Rating in Part "B" of the MRR should exactly reflect the same rating for each parameter as per the SAR.

The Officer being rated should enclose the supporting documents confirming the performance levels indicated in the Self-Appraisal Report.

The Rating Officer should be satisfied about the authenticity of the performance data, the % of achievement indicated and the rating and the same should be reflected in their totality in Part 'B' of the MRR. This will ensure total objectivity in the rating in Part 'B' of the MRR and make it strictly performance based.

The methodology to be adopted for rating the MRR is described in brief below:-

There are a total of 16 rating parameters for which appropriate marks have been allocated (as shown against each) based on their importance and impact on the overall performance. These rating parameters in turn consist of sub-parameters.

In part A, there are 11 parameters to be rated. Each of these major rating parameters like Leadership, Attitudes, etc. have in turn, sub-parameters. The Manager has to be evaluated in totality keeping in view all the sub-parameters each of which represent a particular personality trait of the major parameters.

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.

For part B, rating has to be given to all sub-parameters individually.

Illustration:

PART-A: PARAMETER : LEADERSHIP (7 Marks)

Let us assume that the sub parameter LEADERSHIP is rated as 7/10.

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

Marks scored = Rating x Marks assigned

$$= \frac{7}{10} \times 7 = 4.90 \text{ Marks}$$

***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 parameters under Part "A" & Part "B". Now the individual marks of all the rating parameters under part A and part B 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: 1) IT IS THE RESPONSIBILITY OF THE RATING OFFICER TO RATE ALL THE PARAMETERS IN PART-A & PART-B.

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

CHANGES INCORPORATED IN THE RE-DESIGNED MRR

- Latest job requirements like Business Outlook/Customer Relationship Management/ Marketing Initiatives, Knowledge of Computers and Clean & Green have been incorporated
- Greater level of objectivity is ensured duly providing higher weightage for measurable parameters.
- There are clear guidelines prescribed for rating the measurable parameters.
- Number of Parameters to be rated is reduced from 37 to 16.
- A structured format of Self Appraisal Report is prescribed
- Half-yearly and Annual Self-Appraisal Reports have been prescribed for submission
- Scope is provided to evaluate/counsel/train the officer midway through the Annual Appraisal
- Appropriate weightages have been given to various managerial traits and measurable parameters based on their importance and impact on overall performance.
- Greater emphasis and weightage has been given to the Operations/Maintenance parameters for Field Managers.



MERIT RATING REPORT

DVM

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 ; Counter Signing Authority

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
PART-A (50 Marks)													
1	VISION AND PLANNING (6 Marks) >Ability to visualise future scenario affecting the Division's performance >Preparation of appropriate short and long term operational strategies	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: (7 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.	
3	ATTITUDES: (6 Marks) >Degree to which amenable to attitudinal change >Ability to bring about attitudinal change in subordinates >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	MOBILITY(MBWA-Management By Wandering About) (4 Marks) >Regular interaction with Managers/Supervisors/ Employees >Coverage of low paying routes by Bus	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	HUMAN RELATIONS/ INDUSTRIAL RELATIONS (5 Marks) >Inter-personnel skills with superiors, colleagues and subordinates >Incidence of GO Slow/Work Stoppages at Depots under jurisdiction	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										
6	BUSINESS OUTLOOK AND MARKETING INITIATIVES (4 Marks) ➤ Business oriented decision making (Planning, acting and taking decisions with business orientation) ➤ Initiative taken to exploit traffic potential through extra operations ➤ Followup on Promoting Special hires/Package tours ➤ Drive given to promote/publicise marketing schemes(CAT Cards/JET Tickets/Season Tickets) ➤ Followup on Realisation of Commercial Earnings	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	LIAISON (4 Marks) ➤ Effective liaison with Govt. officials within the jurisdiction ➤ Effective liaison with public representatives ➤ Effective liaison with travelling public	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	INSPECTIONS/REVIEW & CONTROL (7 Marks) ➤ Inspections of Depots as per specified periodicity ➤ Inspections of Bus stations/Control points ➤ Physical inspection of vehicles for upkeep ➤ Holding regular meetings with DMs/Depot Supervisors ➤ Effective control over inter/intra divisional schedules	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	OFFICE ADMINISTRATION/ TRAINING (3 Marks) ➤ Timeliness of preparation & despatch of periodicals ➤ Disposal of disciplinary cases/ appeals ➤ Prompt redressal of employee grievances ➤ Follow up on reduction in quantum of suspense balances ➤ Follow up on clearance of Internal/AG Audit paras ➤ Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates	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	KNOWLEDGE OF COMPUTERS (2 Marks) ➤ Follow up on implementation of modules (VEMAS, DOLTAS, STOINS, etc) at Depots ➤ 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.
11	CLEAN AND GREEN (2 Marks) ➤ Follow up on Upkeep of garage and vehicles ➤ Follow up on Upkeep of Bus Stations ➤ Tree Plantation Drive at units under jurisdiction	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.

PART-B (50 Marks)		Rating	COMMENTS OF	Marks Scored
12 PERFORMANCE EFFICIENCY IN KEY INDICATORS				
12.1 OPERATIONAL PARAMETERS(18 Marks)				
12.1	Vehicle Utilisation(on held)(6Marks)		R.O :	
12.2	OR(8 Marks)		C.S.A :	
12.3	EPB (4 Marks)			
13 MAINTENANCE PARAMETERS (14Marks)				
13.1	Fleet Utilisation(1 Mark)		R.O :	
13.2	HSD KMPL(Gross)(6 Marks)			
13.3	Total LUB KMPL(1Mark)		C.S.A :	
13.4	Total Tyre Life(3 Marks)			
13.5	Spring Consumption per lakh Kms(1 Mark)			
13.6	% Coverage of Sch.III / IV with respect to Plan(2Marks)			
14 PRODUCTIVITY(6 Marks)				
14.1	SBR on held (4 Marks)		R.O :	
14.2	% of TIMs schedules & % of single crew schedules(2 Marks)		C.S.A :	
15 QUALITY OF SERVICES(6 Marks)				
15.1	% of Total Cancellation (2 Marks)		R.O :	
15.2	Breakdown Rate(2MarkS)		C.S.A :	
15.3	Punctuality of services(Departures) (1 Mark)			
15.4	Punctuality of services(Arrivals) (1 Mark)			
16 PROFITABILITY TRENDS(6 Marks)				
	➤ Increase in profits		R.O :	
	➤ Losses to profits			
	➤ Reduction in losses		C.S.A :	
	➤ Reduction in profits			
	➤ Increase in losses			
	➤ Profits to losses			

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 :

NOTE : PART-B IS TOTALLY OBJECTIVE, RATING WILL BE BASED ON ACTUAL PERFORMANCE LEVEL IN SELF APPRAISAL REPORT(SAR)

THE MRR AND HOW TO RATE IT

I. ABOUT THE MRR:

The MRR comprises of two parts i.e. Part-A & Part-B. Part-A consists of personality and behavioural traits relevant to the job, while Part-B is totally objective wherein the Manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the financial year in both the cases. To lay greater emphasis on measurable parameters, a weightage of 50% has been earmarked for Part-B, which is purely an objective assessment vis-à-vis, the personality traits in Part-A which carry a weightage of 50%.

II. METHODOLOGY FOR RATING THE MRR:

Part-A has to be rated based on the evaluation of the manager during personal interaction and through field inspections.

In Part-A a 10-point scale is provided against each "QUALITY" that has to be rated. The Rating Officer has to initial in the appropriate cell from 1/10 to 10/10, after evaluating the Officer in totality duly considering all the traits that are indicated under them.

Part-B has to be rated only after the submission of the Annual Self Appraisal Report by the Officer being rated.

The authenticity of data furnished and the self-rating method adopted by the Officer being rated has to be confirmed/validated and the same rating should be reflected in Part-B in its totality.

Note: The methodology to be adopted for rating the Self Appraisal Report has been given in detail in the Self Appraisal Report.

III. 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. Judgment should not be done in haste, as it involves the career of the Officer concerned.
- 6) The Rating Officer, based on the half yearly Self Appraisal Report has to compliment/counsel the Officer being rated suitably, thus not only motivating the Officer but also enabling the Officer being rated to correct defects and improve overall performance in future which in turn will help in developing a good working relationship and foster mutual trust and openness.

SELF APPRAISAL REPORT (SAR)

- 1) Year means Financial Year from April to March.
- 2) Self Appraisal to be prepared by Officer being rated twice a year.
Appraisal Report for the period April to Sept: to be sent by OCT 10th;
April to March: to be sent by APR 30th to the Controlling Officer.
- 3) Based on the Annual Self-Appraisal Report, the relevant performance indicators in Part-B of the MRR should be rated accordingly.

S.No.	PERFORMANCE PARAMETER	Previous Year performance	Current Year Performance	% of Achievement	Rating
	PERFORMANCE EFFICIENCY IN KEY INDICATORS				
1	OPERATIONAL PARAMETERS				
1.1	Vehicle Utilisation(on held)				
1.2	OR				
1.3	EPB				
2	MAINTENANCE PARAMETERS				
2.1	Fleet Utilisation				
2.2	HSD KMPL(Gross)				
2.3	Total LUB KMPL				
2.4	Total Tyre Life				
2.5	Spring Consumption per lakh Kms				
2.6	% Coverage of Sch.III / IV with respect to Plan				
3	PRODUCTIVITY				
3.1	SBR on held				
3.2	% of TIMs schedules & % of single crew schedules				
4	QUALITY OF SERVICES				
4.1	% of Total Cancellation				
4.2	Breakdown Rate				
4.3	Punctuality monitoring of services(Departures)				
4.4	Punctuality monitoring of services(Arrivals)				
5	PROFITABILITY TRENDS(6 Marks)				
	➤ Increase in profits (10/10)				
	➤ Losses to profits (9/10)				
	➤ Reduction in losses (8/10)				
	➤ Reduction in profits (6/10)				
	➤ Increase in losses (5/10)				
	➤ Profits to losses (4/10)				

SIGNATURE OF THE
OFFICER BEING RATED

ABOUT THE SELF APPRAISAL REPORT (SAR) (DVM/RM)

The Officer being rated has to furnish the details of performance of all key indicators in the columns provided and then calculate the % of achievement against each parameter. Rating has to be given based on the criteria prescribed below:

METHOD OF CALCULATION OF % OF ACHIEVEMENT:

a) **Parameters for which improvement in performance level indicates positive trend.**

The following formula should be adopted to calculate the % of achievement.

$$\% \text{ of Achievement} = \frac{\text{Current Year performance}}{\text{Previous Year performance}} \times 100$$

Percentage of achievement	Rating	Percentage of achievement	Rating
% of Achievement >= 106	-- 10/10	% of Achievement equal to 96 & below 98	-- 5/10
% of Achievement equal to 104 & below 106	-- 9/10	% of Achievement equal to 94 & below 96	-- 4/10
% of Achievement equal to 102 & below 104	-- 8/10	% of Achievement equal to 92 & below 94	-- 3/10
% of Achievement equal to 100 & below 102	-- 7/10	% of Achievement equal to 90 & below 92	-- 2/10
% of Achievement equal to 98 & below 100	-- 6/10	% of Achievement below 90	-- 1/10

PARAMETERS:

1) Vehicle utilization (on held) 2) OR.3) EPB4) Fleet Utilisation 5) HSD KMPL(Gross) 6) Total LUB KMPL 7) Total Tyre Life 8) % Coverage of Sch.III/IV with respect to Plan 9) % of TIMs schedules & % of single crew schedules 10) Punctuality of services(Departures) 11) Punctuality monitoring of services(Arrivals).

b) **Parameters for which reduction in performance level indicates positive trend.**

The following formula should be adopted to calculate the % of achievement.

$$\% \text{ of Achievement} = \frac{\text{Previous Year performance}}{\text{Current year performance}} \times 100$$

Percentage of achievement	Rating	Percentage of achievement	Rating
% of Achievement >= 115	-- 10/10	% of Achievement equal to 90 & below 95	-- 5/10
% of Achievement equal to 110 & below 115	-- 9/10	% of Achievement equal to 85 & below 90	-- 4/10
% of Achievement equal to 105 & below 110	-- 8/10	% of Achievement equal to 80 & below 85	-- 3/10
% of Achievement equal to 100 & below 105	-- 7/10	% of Achievement equal to 75 & below 80	-- 2/10
% of Achievement equal to 95 & below 100	-- 6/10	% of Achievement below 75	-- 1/10

PARAMETERS:

1) Spring Consumption per lakh Kms 2) SBR on held 3) % of total Cancellation 4) Breakdown Rate

Rating of "Profitability Trends" Parameter: The Officer being rated has to compare the "Profitability Trends" of the depot for the Current and Previous Years as per the "Profit and Loss Account". The P&L Account for both years upto February has to be considered, since the final P&L A/c upto March may not be available by April (for the current year).

Since the entire range of profitability trends cannot be covered by single formula/method of calculation, the rating for the six different identified trends are indicated against each of them:

The appropriate rating based on the profitability trend applicable to the depot should be indicated in the rating column against Item 16.

Illustration - 1

Parameters for which improvement in performance level indicates positive trend.

Parameter	Current Year Performance	Previous Year Performance
OR	72	70

$$\% \text{ of achievement} = \frac{72}{70} \times 100 = 102.85$$

% of achievement is 102.85, hence rating is 8/10.

Illustration - 2

Parameters for which reduction in performance level indicates positive trend.

Parameter	Current Year Performance	Previous Year performance
% of Total Canc.	3.0	3.2

$$\% \text{ of achievement} = \frac{3.2}{3.0} \times 100 = 106.66$$

% of achievement is 106.66, hence rating is 8/10.

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RATING PROCEDURE OF MRR

The Merit Rating Report for RM/DVMs comprises of two parts, the first one consisting of personality and behavioural traits relevant to the job, the second part being a totally objective component wherein the Manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the Financial Year, in both cases. To lay greater emphasis on measurable parameters, a weightage of 50% has been earmarked for Part 'B' which is purely an objective assessment vis-a-vis the personality traits in Part 'A' which carry a weightage of 50%.

Part 'A' is to be rated based on the evaluation of the Manager during personal interaction and through field inspections whereas Part 'B' has to be rated strictly based on the % of achievement and its appropriate rating as reflected in the Self-Appraisal Report.

The pre-requisite for filling up the MRR is the submission of the Annual Self-Appraisal by the Officer being rated. However, the half yearly Self-Appraisal Report sent by the Officer being rated should form the basis for any counseling or imparting necessary training inputs for improving both personal and professional skills, which in turn should be reflected in improved performance.

The rating of the Officer both under Part "A" & Part "B" should be evaluated on a 10-point scale.

The SAR should be rated by the Officer being rated based on the criteria indicated below.

a) **Parameters for which improvement in performance level indicates positive trend.**

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 106	-- 10/10	% of Achievement equal to 96 & below 98	-- 5/10
% of Achievement equal to 104 & below 106	-- 9/10	% of Achievement equal to 94 & below 96	-- 4/10
% of Achievement equal to 102 & below 104	-- 8/10	% of Achievement equal to 92 & below 94	-- 3/10
% of Achievement equal to 100 & below 102	-- 7/10	% of Achievement equal to 90 & below 92	-- 2/10
% of Achievement equal to 98 & below 100	-- 6/10	% of Achievement below 90	-- 1/10

PARAMETERS

1) Vehicle utilization (on held); 2) OR; 3) EPB; 4) Fleet Utilisation; 5) HSD KMPL (Gross); 6) Total LUB KMPL; 7) Total Tyre Life; 8) % Coverage of Sch III/IV with respect to Plan; 9) % of TIMs schedules & % of single crew schedules; 10) Punctuality of services (Departures); 11) Punctuality monitoring of services (Arrivals)

b) **Parameters for which reduction in performance level indicates positive trend.**

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 115	-- 10/10	% of Achievement equal to 90 & below 95	-- 5/10
% of Achievement equal to 110 & below 115	-- 9/10	% of Achievement equal to 85 & below 90	-- 4/10
% of Achievement equal to 105 & below 110	-- 8/10	% of Achievement equal to 80 & below 85	-- 3/10
% of Achievement equal to 100 & below 105	-- 7/10	% of Achievement equal to 75 & below 80	-- 2/10
% of Achievement equal to 95 & below 100	-- 6/10	% of Achievement below 75	-- 1/10

PARAMETERS

1) Spring Consumption per lakh Kms; 2) SBR on held; 3) % of total Cancellation; 4) Breakdown Rate

c) **For Profitability:**

The appropriate rating based on the profitability trend applicable to the Depot should be indicated in the rating column provided against it; the rating for the Six different identified trends are furnished here under:

Increase in profits (profits to profits)	--	10/10
Losses to profits	--	9/10
Reduction in losses	--	8/10
Reduction in profits	--	6/10
Increase in losses	--	5/10
Profits to losses	--	4/10

Rating in Part "B" of the MRR should exactly reflect the same rating for each parameter as per the SAR.

The Officer being rated should enclose the supporting documents confirming the performance levels indicated in the Self-Appraisal Report.

The Rating Officer should be satisfied about the authenticity of the performance data, the % of achievement indicated and the rating and the same should be reflected in their totality in Part 'B' of the MRR. This will ensure total objectivity in the rating in Part 'B' of the MRR and make it strictly performance based.

The methodology to be adopted for rating the MRR is described in brief below:-

There are a total of 16 rating parameters for which appropriate marks have been allocated (as shown against each) based on their importance and impact on the overall performance. These rating parameters in turn consist of sub-parameters.

In part A, there are 11 parameters to be rated. Each of these major rating parameters like Leadership, Attitudes, etc. have in turn, sub-parameters. The Manager has to be evaluated in totality keeping in view all the sub-parameters each of which represent a particular personality trait of the major parameters.

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.

For part B, rating has to be given to all sub-parameters individually.

Illustration:

PART-A: PARAMETER : LEADERSHIP (7 Marks)

Let us assume that the sub parameter LEADERSHIP is rated as 7/10.

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

Marks scored = Rating x Marks assigned

$$= \frac{7}{10} \times 7 = 4.90 \text{ Marks}$$

***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 parameters under Part "A" & Part "B". Now the individual marks of all the rating parameters under part A and part B 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: 1) IT IS THE RESPONSIBILITY OF THE RATING OFFICER TO RATE ALL THE PARAMETERS IN PART-A & PART-B.

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

RATING PROCEDURE OF MRR

The Merit Rating Report for RM/DVMs comprises of two parts, the first one consisting of personality and behavioural traits relevant to the job, the second part being a totally objective component wherein the Manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the Financial Year, in both cases. To lay greater emphasis on measurable parameters, a weightage of 50% has been earmarked for Part 'B' which is purely an objective assessment vis-a-vis the personality traits in Part 'A' which carry a weightage of 50%.

Part 'A' is to be rated based on the evaluation of the Manager during personal interaction and through field inspections whereas Part 'B' has to be rated strictly based on the % of achievement and its appropriate rating as reflected in the Self-Appraisal Report.

The pre-requisite for filling up the MRR is the submission of the Annual Self-Appraisal by the Officer being rated. However, the half yearly Self-Appraisal Report sent by the Officer being rated should form the basis for any counseling or imparting necessary training inputs for improving both personal and professional skills, which in turn should be reflected in improved performance.

The rating of the Officer both under Part "A" & Part "B" should be evaluated on a 10-point scale.

The SAR should be rated by the Officer being rated based on the criteria indicated below

a) Parameters for which improvement in performance level indicates positive trend.

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 106	-- 10/10	% of Achievement equal to 96 & below 98	-- 5/10
% of Achievement equal to 104 & below 106	-- 9/10	% of Achievement equal to 94 & below 96	-- 4/10
% of Achievement equal to 102 & below 104	-- 8/10	% of Achievement equal to 92 & below 94	-- 3/10
% of Achievement equal to 100 & below 102	-- 7/10	% of Achievement equal to 90 & below 92	-- 2/10
% of Achievement equal to 98 & below 100	-- 6/10	% of Achievement below 90	-- 1/10

PARAMETERS

1) Vehicle utilization (on held); 2) OR; 3) EPB; 4) Fleet Utilisation; 5) HSD KMPL (Gross); 6) Total LUB KMPL; 7) Total Tyre Life; 8) % Coverage of Sch. III/IV with respect to Plan; 9) % of TIMs schedules & % of single crew schedules; 10) Punctuality of services (Departures); 11) Punctuality monitoring of services (Arrivals)

b) Parameters for which reduction in performance level indicates positive trend.

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 115	-- 10/10	% of Achievement equal to 90 & below 95	-- 5/10
% of Achievement equal to 110 & below 115	-- 9/10	% of Achievement equal to 85 & below 90	-- 4/10
% of Achievement equal to 105 & below 110	-- 8/10	% of Achievement equal to 80 & below 85	-- 3/10
% of Achievement equal to 100 & below 105	-- 7/10	% of Achievement equal to 75 & below 80	-- 2/10
% of Achievement equal to 95 & below 100	-- 6/10	% of Achievement below 75	-- 1/10

PARAMETERS

1) Spring Consumption per lakh Kms; 2) SBR on held; 3) % of total Cancellation; 4) Breakdown Rate

c) For Profitability:

The appropriate rating based on the profitability trend applicable to the Depot should be indicated in the rating column provided against it; the rating for the Six different identified trends are furnished here under:

Increase in profits (profits to profits)	--	10/10
Losses to profits	--	9/10
Reduction in losses	--	8/10
Reduction in profits	--	6/10
Increase in losses	--	5/10
Profits to losses	--	4/10



APSRTC

APPENDIX-1

MERIT RATING REPORT

S.No.

DM

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 ; Counter Signing Authority

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

S No	Professional skills	Rating/Comments and suggestions for improvement	Marks Scored																														
PART-A (40 Marks)																																	
1	LEADERSHIP: (7 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	<table border="1"> <tr> <td>1/10</td><td>2/10</td><td>3/10</td><td>4/10</td><td>5/10</td><td>6/10</td><td>7/10</td><td>8/10</td><td>9/10</td><td>10/10</td> </tr> <tr> <td colspan="10">R.O</td> </tr> <tr> <td colspan="10">C.S.A.</td> </tr> </table>	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.										
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R.O																																	
C.S.A.																																	
2	ATTITUDES: (3 Marks) >Degree to which amenable to attitudinal change >Ability to bring attitudinal changes in subordinates >Commitment to excellence >Consistent focus on implementation of Corporate goals	<table border="1"> <tr> <td>1/10</td><td>2/10</td><td>3/10</td><td>4/10</td><td>5/10</td><td>6/10</td><td>7/10</td><td>8/10</td><td>9/10</td><td>10/10</td> </tr> <tr> <td colspan="10">R.O</td> </tr> <tr> <td colspan="10">C.S.A.</td> </tr> </table>	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.										
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3	MOBILITY/ MBWA (Management By Wandering About) (3 Marks) >Covering all sections of the depot daily & interacting with Supervisors and employees >Regular checkup of the progress of work in different sections of the depot >Inspection of bus stations/control points	<table border="1"> <tr> <td>1/10</td><td>2/10</td><td>3/10</td><td>4/10</td><td>5/10</td><td>6/10</td><td>7/10</td><td>8/10</td><td>9/10</td><td>10/10</td> </tr> <tr> <td colspan="10">R.O</td> </tr> <tr> <td colspan="10">C.S.A.</td> </tr> </table>	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.										
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4	HUMAN RELATIONS/INDUSTRIAL RELATIONS (3 Marks) >Inter-personnel skills with superiors, colleagues and subordinates >Pro-active approach to union meetings by giving management agenda >Holding joint meetings with unions >Incidence of GO Slow/Work Stoppages	<table border="1"> <tr> <td>1/10</td><td>2/10</td><td>3/10</td><td>4/10</td><td>5/10</td><td>6/10</td><td>7/10</td><td>8/10</td><td>9/10</td><td>10/10</td> </tr> <tr> <td colspan="10">R.O</td> </tr> <tr> <td colspan="10">C.S.A.</td> </tr> </table>	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.										
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R.O																																	
C.S.A.																																	

S No	Professional skills	Rating/Comments and suggestions for improvement										Ma Score	
5	BUSINESS OUTLOOK & MARKETING INITIATIVES (6 Marks) >Business oriented decision making (Planning, acting and taking decisions with business orientation) >Initiative taken to exploit traffic potential through extra operations >Promoting Special hires/Package tours >Drive given to promote/publicise marketing schemes(CAT Cards/JET Tickets/Season Tickets) >Realisation of Commercial Earnings	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	CUSTOMER RELATIONSHIP MANAGEMENT (4 Marks) >Holding of Customer meets >Redressal of public complaints >Display of current timings/information at Bus Stations/Shelters/Bus Stops	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	OFFICE ADMINISTRATION(3 Marks) >Timeliness of preparation & despatch of periodicals >Prompt redressal of employee grievances >Disposal of disciplinary cases >Reduction in quantum of suspense balances >Clearance of Internal/AG Audit paras	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	REVIEW & CONTROL (4 Marks) >Scrutiny of SRs & Log sheets and analysis of important registers >Analysis of ABCD classification of routes & 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.	
9	TRAINING (3 Marks) >Crash training programmes for crew >Crash training programmes for maintenance staff >Holding of gate meetings >Deputing employees for training as per Calendar to TA/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.	
10	KNOWLEDGE OF COMPUTERS (2 Marks) >Extent of implementation of modules (VEMAS, DOLTAS, STOINS, etc) >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.	
11	CLEAN AND GREEN (2 Marks) >Upkeep of garage and vehicles >Upkeep of bus stations >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.	

PERFORMANCE EFFICIENCY IN KEY INDICATORS

OPERATIONAL PARAMETERS (20 Marks)	Rating	COMMENTS OF	Marks Scored
12.1 Vehicle Utilisation(on held)(7Marks)		R.O :	
12.2 OR(9 Marks)		C.S.A :	
12.3 EPB (4 Marks)		R.O :	
13 MAINTENANCE PARAMETERS (16Marks)			
13.1 Fleet Utilisation(1 Mark)			
13.2 HSD KMPL(Gross)(6 Marks)		C.S.A :	
13.3 Total LUB KMPL(1Mark)			
13.4 Total Tyre Life(4 Marks)			
13.5 Spring Consumption per lakh Kms(2 Marks)			
13.6 % Coverage of Sch.III / IV with respect to Plan(2Marks)			
14 PRODUCTIVITY(8 Marks)		R.O :	
14.1 Crew Utilisation(Kms)(5 Marks)		C.S.A :	
14.2 Employee Productivity (Kms)(3Marks)		R.O :	
15 QUALITY OF SERVICES(8 Marks)			
15.1 % of Total Cancellation (2 Marks)		C.S.A :	
15.2 Breakdown Rate(2Marks)			
15.3 Punctuality of services(Departures) (2 Marks)			
15.4 Punctuality of services(Arrivals) (2 Marks)			
16 PROFITABILITY TRENDS(8 Marks)		R.O :	
<ul style="list-style-type: none"> ➤ Increase in profits ➤ Losses to profits ➤ Reduction in losses ➤ Reduction in profits ➤ Increase in losses ➤ Profits to losses 		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:

NOTE : PART-B IS TOTALLY OBJECTIVE, RATING WILL BE BASED ON ACTUAL PERFORMANCE LEVEL IN SELF APPRAISAL REPORT(SAR)

THE MRR AND HOW TO RATE IT

I. ABOUT THE MRR:

The MRR comprises of two parts i.e. Part-A & Part-B. Part-A consists of personality and behavioural traits relevant to the job, while Part-B is totally objective wherein the Manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the financial year in both the cases. To lay greater emphasis on measurable parameters, a higher weightage of 60% has been earmarked for Part-B, which is purely an objective assessment vis-à-vis, the personality traits in Part-A which carry a weightage of 40%.

II. METHODOLOGY FOR RATING THE MRR:

Part-A has to be rated based on the evaluation of the manager during personal interaction and through field inspections.

In Part-A a 10-point scale is provided against each "QUALITY" that has to be rated. The Rating Officer has to initial in the appropriate cell from 1/10 to 10/10, after evaluating the Officer in totality duly considering all the traits that are indicated under them.

Part-B has to be rated only after the submission of the Annual Self Appraisal Report by the Officer being rated.

The authenticity of data furnished and the self-rating method adopted by the Officer being rated has to be confirmed/validated and the same rating should be reflected in Part-B in its totality.

Note: The methodology to be adopted for rating the Self Appraisal Report has been given in detail in the Self Appraisal Report.

III. 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. Judgment should not be done in haste, as it involves the career of the Officer concerned.
- 6) The Rating Officer, based on the half yearly Self Appraisal Report has to compliment/counsel the Officer being rated suitably, thus not only motivating the Officer but also enabling the Officer being rated to correct defects and improve overall performance in future which in turn will help in developing a good working relationship and foster mutual trust and openness.

SELF APPRAISAL REPORT (SAR)

- 1) Year means Financial Year from April to March.
- 2) Self Appraisal to be prepared by Officer being rated twice a year
Appraisal Report for the period April to Sept: to be sent by OCT 10th.
April to March: to be sent by APR 30th to the Controlling Officer
- 3) Based on the Annual Self-Appraisal Report, the relevant performance indicators in Part-B of the MRR should be rated accordingly.

S.No.	PERFORMANCE PARAMETER	Previous Year performance	Current Year Performance	% of Achievement	Rating
	PERFORMANCE EFFICIENCY IN KEY INDICATORS				
1	OPERATIONAL PARAMETERS				
1.1	Vehicle Utilisation(on held)				
1.2	OR				
1.3	EPB				
2	MAINTENANCE PARAMETERS				
2.1	Fleet Utilisation				
2.2	HSD KMPL(Gross)				
2.3	Total LUB KMPL				
2.4	Total Tyre Life				
2.5	Spring Consumption per lakh Kms(2 Marks)				
2.6	% Coverage of Sch III / IV with respect to Plan				
3	PRODUCTIVITY				
3.1	Crew Utilisation(Kms)				
3.2	Employee Productivity (Kms)				
4	QUALITY OF SERVICES				
4.1	% of Total Cancellation				
4.2	Breakdown Rate				
4.3	Punctuality of services(Departures)				
4.4	Punctuality of services(Arrivals)				
5	PROFITABILITY TRENDS				
	➤ Increase in profits (10/10)				
	➤ Losses to profits (9/10)				
	➤ Reduction in losses (8/10)				
	➤ Reduction in profits (6/10)				
	➤ Increase in losses (5/10)				
	➤ Profits to losses (4/10)				

SIGNATURE OF THE
OFFICER BEING RATED

ABOUT THE SELF APPRAISAL REPORT(SAR) (DM)

The Officer being rated has to furnish the details of performance of all key indicators in the columns provided and then calculate the % of achievement against each parameter. Rating has to be given based on the criteria prescribed below

METHOD OF CALCULATION OF % OF ACHIEVEMENT:

a) Parameters for which improvement in performance level indicates positive trend. The following formula should be adopted to calculate the % of achievement.

$$\% \text{ of Achievement} = \frac{\text{Current Year performance}}{\text{Previous year performance}} \times 100$$

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement \geq 106	-- 10/10	% of Achievement equal to 96 & below 98	-- 5/10
% of Achievement equal to 104 & below 106	-- 9/10	% of Achievement equal to 94 & below 96	-- 4/10
% of Achievement equal to 102 & below 104	-- 8/10	% of Achievement equal to 92 & below 94	-- 3/10
% of Achievement equal to 100 & below 102	-- 7/10	% of Achievement equal to 90 & below 92	-- 2/10
% of Achievement equal to 98 & below 100	-- 6/10	% of Achievement below 90	-- 1/10

PARAMETERS:

1) Vehicle utilization (on held) 2) OR 3) EPB 4) Fleet Utilisation 5) HSD KMPL(Gross) 6) Total LUB KMPL 7) Total Tyre Life 8) % Coverage of Sch.III/IV with respect to Plan 9) Crew Utilisation(Kms) 10) Employee Productivity (Kms) 11) Punctuality of services(Departures) 12) Punctuality monitoring of services(Arrivals)

b) Parameters for which reduction in performance level indicates positive trend. The following formula should be adopted to calculate the % of achievement.

$$\% \text{ of Achievement} = \frac{\text{Previous Year performance}}{\text{Current year performance}} \times 100$$

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement \geq 115	-- 10/10	% of Achievement equal to 90 & below 95	-- 5/10
% of Achievement equal to 110 & below 115	-- 9/10	% of Achievement equal to 85 & below 90	-- 4/10
% of Achievement equal to 105 & below 110	-- 8/10	% of Achievement equal to 80 & below 85	-- 3/10
% of Achievement equal to 100 & below 105	-- 7/10	% of Achievement equal to 75 & below 80	-- 2/10
% of Achievement equal to 95 & below 100	-- 6/10	% of Achievement below 75	-- 1/10

PARAMETERS:

1) Spring Consumption per lakh Kms 2) % of total Cancellation 3) Breakdown Rate

Rating of "Profitability Trends" Parameter: The Officer being rated has to compare the "Profitability Trends" of the depot for the Current and Previous Years as per the "Profit and Loss Account". The P&L Account for both years upto February has to be considered, since the final P&L A/c upto March may not be available by April (for the current year).

Since the entire range of profitability trends cannot be covered by single formula/method of calculation, the rating for the six different identified trends are indicated against each of them.

The appropriate rating based on the profitability trend applicable to the depot should be indicated in the rating column against Item 16

Illustration - 1

Parameters for which improvement in performance level indicates positive trend.

<u>Parameter</u>	<u>Current Year Performance</u>	<u>Previous Year Performance</u>
OR	72	70

$$\% \text{ of achievement} = \frac{72}{70} \times 100 = 102.85$$

% of achievement is 102.85, hence rating is 8/10

Illustration - 2

Parameters for which reduction in performance level indicates positive trend.

<u>Parameter</u>	<u>Current Year Performance</u>	<u>Previous Year performance</u>
% of Total Canc.	3.0	3.2

$$\% \text{ of achievement} = \frac{3.2}{3.0} \times 100 = 106.66$$

% of achievement is 106.66, hence rating is 8/10

RATING PROCEDURE OF MRR

The Merit Rating Report for DMs comprises of two parts; the first one consisting of personality and behavioural traits relevant to the job, the second part being a totally objective component wherein the manager's performance in all key indicators is measured as a % achievement when compared to the same period of the previous year. The period under reckoning is the Financial Year, in both cases. To lay greater emphasis on measurable parameters, a higher weightage of 60% has been earmarked for Part 'B' which is purely an objective assessment vis-à-vis the personality traits in Part 'A' which carry a weightage of 40%.

Part 'A' is to be rated based on the evaluation of the Manager during personal interaction and through field inspections whereas Part 'B' has to be rated strictly based on the % of achievement and its appropriate rating as reflected in the Self-Appraisal Report

The pre-requisite for filling up the MRR is the submission of the Annual Self-Appraisal by the Officer being rated. However, the half yearly Self-Appraisal Report sent by the Officer being rated should form the basis for any counseling or imparting necessary training inputs for improving both personal and professional skills, which in turn should be reflected in improved performance.

The rating of the Officer both under Part "A" & Part "B" should be evaluated on a 10-point scale.

The SAR should be rated by the Officer being rated based on the criteria indicated below:

a) **Parameters for which improvement in performance level indicates positive trend.**

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement \geq 106	-- 10/10	% of Achievement equal to 96 & below 98	-- 5/10
% of Achievement equal to 104 & below 106	-- 9/10	% of Achievement equal to 94 & below 96	-- 4/10
% of Achievement equal to 102 & below 104	-- 8/10	% of Achievement equal to 92 & below 94	-- 3/10
% of Achievement equal to 100 & below 102	-- 7/10	% of Achievement equal to 90 & below 92	-- 2/10
% of Achievement equal to 98 & below 100	-- 6/10	% of Achievement below 90	-- 1/10

PARAMETERS

1) Vehicle utilization (on held); 2) OR; 3) EPB; 4) Fleet Utilisation; 5) HSD KMPL(Gross); 6) Total LUB KMPL; 7) Total Tyre Life; 8) % Coverage of Sch.III/IV with respect to Plan; 9) Crew Utilisation(Kms); 10) Employee Productivity (Kms); 11) Punctuality of services(Departures); 12) Punctuality monitoring of services(Arrivals).

b) **Parameters for which reduction in performance level indicates positive trend.**

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement \geq 115	-- 10/10	% of Achievement equal to 90 & below 95	-- 5/10
% of Achievement equal to 110 & below 115	-- 9/10	% of Achievement equal to 85 & below 90	-- 4/10
% of Achievement equal to 105 & below 110	-- 8/10	% of Achievement equal to 80 & below 85	-- 3/10
% of Achievement equal to 100 & below 105	-- 7/10	% of Achievement equal to 75 & below 80	-- 2/10
% of Achievement equal to 95 & below 100	-- 6/10	% of Achievement below 75	-- 1/10

PARAMETERS

1) Spring Consumption per lakh Kms; 2) % of total Cancellation; 3) Breakdown Rate

c) **For Profitability:**

The appropriate rating based on the profitability trend applicable to the Depot should be indicated in the rating column provided against it; the rating for the Six different identified trends are furnished here under:

Increase in profits (profits to profits)	--	10/10
Losses to profits	--	9/10
Reduction in losses	--	8/10
Reduction in profits	--	6/10
Increase in losses	--	5/10
Profits to losses	--	4/10

Rating in Part "B" of the MRR should exactly reflect the same rating for each parameter as per the SAR.

The Officer being rated should enclose the supporting documents confirming the performance levels indicated in the Self-Appraisal Report.

The Rating Officer should be satisfied about the authenticity of the performance data, the % of achievement indicated and the rating and the same should be reflected in their totality in Part 'B' of the MRR. This will ensure total objectivity in the rating in Part 'B' of the MRR and make it strictly performance based.

The methodology to be adopted for rating the MRR is described in brief below -

There are a total of 16 rating parameters for which appropriate marks have been allocated (as shown against each) based on their importance and impact on the overall performance. These rating parameters in turn consist of sub-parameters.

In part A, there are 11 parameters to be rated. Each of these major rating parameters like Leadership, Attitudes, etc. have in turn, sub-parameters. The Manager has to be evaluated in totality keeping in view all the sub-parameters each of which represent a particular personality trait of the major parameters.

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.

For part B, rating has to be given to all sub-parameters individually

Illustration:

PART-A: PARAMETER : LEADERSHIP (7 Marks)

Let us assume that the sub parameter LEADERSHIP is rated as 7/10.

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

Marks scored = Rating x Marks assigned

$$= \frac{7}{10} \times 7 = 4.90 \text{ Marks}$$

***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 parameters under Part "A" & Part "B". Now the individual marks of all the rating parameters under part A and part B 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: 1) IT IS THE RESPONSIBILITY OF THE RATING OFFICER TO RATE ALL THE PARAMETERS IN PART-A & PART-B.

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