

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

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

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

Circular No. 8/2003-IED, Dt.3-6-2003

Sub: MRR-Re-designing of format for Merit Rating Report for WM/AWM/AME(T) of Zonal Workshops, WM/AWM:BBW/PP, Dy.CPM/PO(Zone/Region)-Communication of features of New MRR Formats and instructions for filling up the format - Reg.

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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 Production Units and staff officers working in the Zones/Regions. The redesigned MRRs are formulated in such a manner that, traits which are specific to the job are incorporated apart from personality traits.

MRR - STRUCTURE

The revised MRR comprises of two Parts i.e. Part-A & Part-B. Part-A consists of personality and other traits relevant to the job while Part-B consists of parameters measuring performance efficiency in key indicators. All the parameters in both Part-A & Part-B have been assigned weightage according to 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 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 % 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 by the Rating Officer 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/ZMIS**

Performance data in the SAR has to be taken from RMIS/ZMIS Performance review reports generated in the Department and the same should be cross checked for accuracy by the Rating Officer.

**IDENTIFICATION OF TRAINING NEEDS THROUGH MRRS:**

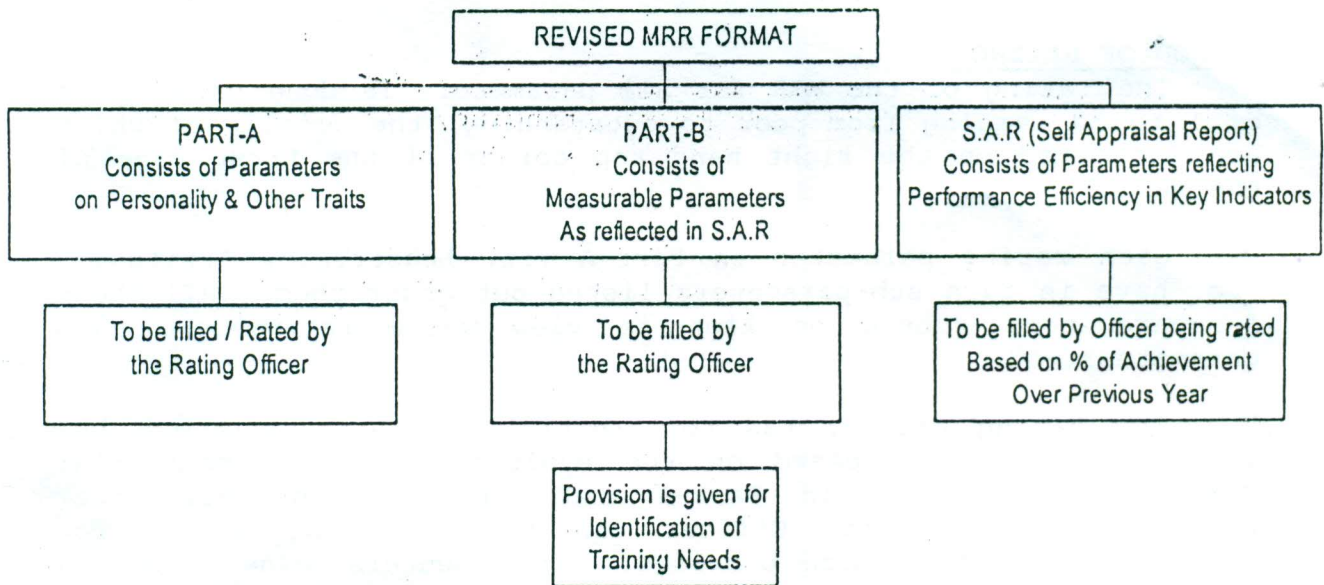
The MRR provides for "Training Needs Identification" wherein the Rating/Countersigning Officers can indicate the training needs of the Officer being rated, so that appropriate in-house/external training programmes can be planned.

**FORMATS AT APPENDICES:**

The revised proforma for WM/AWM(Chassis Shop)/AWM(Body Shop) AME(T) of Zonal Workshops, WM/AWM:BBW/PP, Dy.CPM/PO(Zone/Region), of the MRR may please see at Appendices 1,2 & 3.

Encl: Appendices 1 to 3.

**SCHEMATIC REPRESENTATION OF MRR**



Sd/-

**VICE CHAIRMAN & MANAGING DIRECTOR**

Copy to Secy. to Chairperson/PA to VC&MD/Secy.to Corporation  
All EDs /HODs of Corporate Office/EDs (Zone)/All WMs/AWMs/AME(T)s  
All Dy.CPMs/Pos (Zone/Region.)

//ATTESTED//

*[Signature]*  
EXECUTIVE DIRECTOR(MIS)





MERIT RATING REPORT

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	
<b>PART-A (30 Marks)</b>													
1	<b>LEADERSHIP (6 Marks)</b> ➤ 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	<b>ATTITUDES (4 Marks)</b> ➤ 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	<b>MOBILITY/MBWA (Management By Wandering About) (4 Marks)</b> ➤ Covering all sections of the unit daily & interacting with Supervisors and employees ➤ Regular checkup of the progress of work in different sections/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.	
4	<b>HUMAN RELATIONS/INDUSTRIAL RELATIONS(4Marks)</b> ➤ Inter-personnel skills with superiors, colleagues and subordinates ➤ 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.	
5	<b>PLANNING OF WORK (5 Marks)</b> ➤ Preparation of monthly Production Plan ➤ Man Power Planning as per Work Load ➤ Material Planning without keeping excess Stocks/Avoiding Stockouts	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	<b>PERSONNEL MANAGEMENT (3 Marks)</b> ➤ Training Initiatives both in-house and external ➤ Compliance with Statutory Provisions	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	<b>KNOWLEDGE OF COMPUTERS(3 Marks)</b> ➤ 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.	
8	<b>CLEAN AND GREEN CAMPAIGN (1 Mark)</b> ➤ Upkeep of Plant and Machinery ➤ Upkeep of working area ➤ Clearance of Scrap Material and Units ➤ Tree Plantation and Greenery	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 ( 70 Marks )				
SNo	Performance efficiency	Rating	COMMENTS OF	Marks Scored
<b>9 PRODUCTIVITY (30 Marks)</b>				
9.1	Overall Performance Efficiency Level of Workshop		R.O:    C.S.A:	
9.2	Performance Level of Engines			
9.3	Performance Level of FIEs			
9.4	Performance Level of UNITS			
9.5	Performance Level of CO Section			
9.6	Avg Cycle time of CO Vehicles			
9.7	Performance efficiency level of TRS			
<b>10 QUALITY (20 Marks)</b>				
10.1	% of Premature Failure of Engines		R.O:    C.S.A:	
10.2	% of Premature Failure of FIPs			
10.3	% of Premature Failure of Gear Boxes			
10.4	% of Premature Failure of Front Axles			
10.5	% of Premature Failure of Rear Axles			
10.6	Process Failures as a % of total production			
10.7	Service Failures as a % of total production			
10.8	Patch Failures as a % to Repair, RC & Re-use inflow			
<b>11 COST CONTROL (Consumption compared to norms for items 11.1 to 11.8) (20 Marks)</b>				
11.1	Pistons		R.O:    C.S.A:	
11.2	Nozzles			
11.3	FIP Elements			
11.4	Crown wheel & Pinion			
11.5	Ply wood			
11.6	Aluminium sheets			
11.7	Paints			
11.8	Tread Rubber consumption			
11.9	Value of local purchases			
11.10	Value of local repairs			
11.11	Amount saved in Reclamation activity			

**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 S.A.R.

## 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 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	% Achievement	Rating
1	<b>PRODUCTIVITY</b>				
a)	Overall Performance efficiency Level of Workshop				
b)	Performance Level of Engines				
c)	Performance Level of FIEs				
d)	Performance Level of UNITS				
e)	Performance Level of CO Section				
f)	Avg. Cycle time of CO Vehicles				
g)	Performance efficiency level of TRS				
2	<b>QUALITY</b>				
a)	% of Premature Failure of Engines				
b)	% of Premature Failure of FIPs				
c)	% of Premature Failure of Gear Boxes				
d)	% of Premature Failure of Front Axles				
e)	% of Premature Failure of Rear Axles				
f)	Process Failures as a % of total production				
g)	Service Failures as a % of total production				
h)	Patch Failures as a % to Repair, RC&Re-use inflow				
3	<b>COST CONTROL(Consumption compared to norms for items 3(a) to 3(h))</b>				
a)	Pistons				
b)	Nozzles				
c)	FIP Elements				
d)	Crown wheel & Pinion				
e)	Ply wood				
f)	Aluminium sheets				
g)	Paints				
h)	Tread Rubber consumption				
i)	Value of local purchases				
j)	Value of local repairs				
k)	Amount saved in Reclamation activity				

Note:1 Items 1(a) to (d), 2(a) to (e) & 3(a) to (d) pertains to AWM-Chassis Shop

Items 1(e) to (f) & 3(e) to (g) pertains to AWM-Body Shop

Items 1(g) and 2(f) to (h) and 3(h) pertains to AME(Tyres)

Note:2 This is common SAR for WM/AWM-Chassis /AWM-Body Shop/AME(T).

The Officer submitting the SAR should fill up the performance data pertaining to his production unit & leave the other rating columns blank.

Note:3 The SAR has to be evaluated for 70 Marks for all the officers who are being rated.

SIGNATURE OF THE  
OFFICER BEING RATED

**ABOUT THE SELF APPRAISAL REPORT(SAR)**

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) Overall Performance efficiency Level of Workshop 2) Performance Level of Engines 3) Performance Level of FIEs 4) Performance Level of Units 5) Performance Level of CO Section 6) Performance efficiency level of TRS 7) Amount saved in Reclamation activity.

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) Avg.Cycle time of CO Vehicles 2) % of Premature Failure of Engines 3) % of Premature Failure of FIPs 4) % of Premature Failure of Gear Boxes 5) % of Premature Failure of Front Axles 6) % of Premature Failure of Rear Axles 7) Process Failure as a % of total production 8) Service Failures as a % of total production 9) Patch Failures as a % to Repair, RC & Re-use inflow 10) Pistons 11) Nozzles 12) FIP Elements 13) Crown wheel & Pinion 14) Ply wood 15) Aluminium sheets 16) Paints 17) Tread Rubber consumption 18) Value of local purchases 19) Value of local repairs.

**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>
Performance Efficiency Level of Workshop	112.75	110.25

$$\% \text{ of achievement} = \frac{112.75}{110.25} \times 100 = 102.27$$

% of achievement is 102.27, 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>
Avg.Cycle time of CO Vehicle	13.6	14.2

$$\% \text{ of achievement} = \frac{14.2}{13.6} \times 100 = 104.41$$

% of achievement is 104.41, hence rating is 7/10.

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## 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 70% 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 30%.

### **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.

## RATING PROCEDURE OF MRR

The Merit Rating Report for WM/AWM/AME(T) comprises of two parts. The first one consisting of personality and behavioural traits relevant to the job and 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 70% 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 30%.

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 counselling 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) Overall Performance efficiency Level of Workshop 2) Performance Level of Engines  
3) Performance Level of FIEs 4) Performance Level of Units 5) Performance Level of CO Section 6) Performance efficiency level of TRS 7) Amount saved in Reclamation activity.

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) Avg.Cycle time of CO Vehicles 2) % of Premature Failure of Engines 3) % of Premature Failure of FIPs 4) % of Premature Failure of Gear Boxes 5) % of Premature Failure of Front Axles 6) % of Premature Failure of Rear Axles 7) Process Failure as a % of total production 8) Service Failures as a % of total production 9) Patch Failures as a % to Repair, RC & Re-use inflow 10) Pistons 11) Nozzles 12) FIP Elements 13) Crown wheel & Pinion 14) Ply wood 15) Aluminium sheets 16) Paints 17) Tread Rubber consumption 18) Value of local purchases 19) Value of local repairs.



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 11 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 8 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.

As it is a common appraisal report for WM/AWM-Chassis/AWM-Body Shop/AME(T), Part-B consists of parameters pertaining to all these Officers, rating has to be awarded in the columns pertaining to his production unit and leave the other columns blank. Irrespective of number of sub parameters under each of the three main parameters, the total number of marks assigned to the main parameter remain the same at 30 marks for productivity, 20 marks for quality and 20 marks for cost control. Hence, Part-B has to be evaluated for 70 marks for all the Officers (WM/AWM-Chassis/AWM-Body Shop/AME(T)) who are being rated.

For Part-B, rating has to be given to all applicable sub parameters individually. The rating awarded to the rating parameter will finally be calculated based on the weighted average of all the sub parameters under it.

**Illustration:**

**Part-A: PARAMETER: LEADERSHIP(6 Marks)**

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

Then, marks scored = Rating x Marks assigned.

$$= \frac{7 \times 6}{10} \text{ 4.20 Marks}$$

**PART-B: PRODUCTIVITY (30 Marks)**

Let us assume that the rating for sub parameters under the above heading is as follows:

<u>SUB PARAMETER:</u>	<u>Rating awarded</u>
1) Over all performance of Workshop	6/10
2) Performance Level of Engine	7/10
3) " of FIEs	8/10
4) " of UNITS	9/10
5) " of CO Section	7/10
6) Avg cycle time of CO Vehicle	8/10
7) Performance Efficiency Level of TRS	6/10
Total	<u>51/10</u>

Step 1:

Marks assigned to the parameter "PRODUCTIVITY" 30  
Total number of parameters 7  
Total rating 51/10

Marks scored =  $\frac{\text{Total rating} \times \text{Marks assigned}}{\text{Total number of parameters}}$

$$= \frac{51}{10} \times \frac{30}{7} = \frac{153}{7} = 21.85 \text{ Marks}$$

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 3 (Three) parameters under 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) IT IS THE RESPONSIBILITY OF THE PERSONNEL DEPARTMENT TO ARRIVE AT THE TOTAL MARKS DULY FOLLOWING THE PROCEDURE OUTLINED ABOVE  
3) IN PART-B, FOR AWM-BODY SHOP ONLY TWO RATING PARAMETERS ARE GIVEN, WHICH CARRY 30 & 20 MARKS RESPECTIVELY; SO RATING WILL BE AWARDED ONLY FOR 50 MARKS, WHICH IN TURN SHOULD BE CONVERTED ON PRORATA BASIS FOR 70 MARKS



**APSRTC  
MERIT RATING REPORT**

S.No  
WM/AWM of BBW/PP

Name: \_\_\_\_\_  
 Designation: \_\_\_\_\_  
 S.No. \_\_\_\_\_  
 Posts held during the year      From      To  
 1 \_\_\_\_\_  
 2 \_\_\_\_\_  
 3 \_\_\_\_\_

FOR THE YEAR.....  
 Pay and Scale of Pay: \_\_\_\_\_  
 Substantive Post: \_\_\_\_\_  
 If Officiating Present Post: \_\_\_\_\_

**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	Mark Scored										
<b>PART-A (30 Marks)</b>													
1	<b>LEADERSHIP (6 Marks)</b> > 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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>ATTITUDES (4 Marks)</b> > Degree to which amenable to attitudinal change > 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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>MOBILITY/MBWA (Management By Wandering About) (4 Marks)</b> > Covering all sections of the unit daily & interacting with Supervisors and employees > Regular checkup of the progress of work in different sections/units	<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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>HUMAN RELATIONS/INDUSTRIAL RELATIONS(4Marks)</b> > Inter-personnel skills with superiors, colleagues and subordinates > 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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>PLANNING OF WORK (5 Marks)</b> > Preparation of monthly Production Plan > Man Power Planning as per Work Load > Material Planning without keeping excess Stocks/Avoiding Stockouts	<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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>PERSONNEL MANAGEMENT (3 Marks)</b> > Training Initiatives both in-house and external > Compliance with Statutory Provisions	<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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>KNOWLEDGE OF COMPUTERS (3 Marks)</b> > Knowledge of software relevant to the job > Use of computer outputs for decision making	<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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	<b>CLEAN AND GREEN CAMPAIGN (1 Mark)</b> > Upkeep of Plant and Machinery > Upkeep of working area > Clearance of Scrap Material and Units > Tree Plantation and Greenery	<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> </table>	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		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	Performance efficiency	Rating	COMMENTS OF	Marks Scored
<b>PART-B (70 Marks)</b>				
<b>9</b>	<b>BUS BODY BUILDING WORKSHOP(BBW): (45 Marks)</b>		<b>R.O</b>	
9.1	Performance Efficiency Level of BBW			
9.2	Avg.Cycle time of the New Bus Body			
9.3	% of Aluminium wastage per bus during fabrication		<b>C.S.A</b>	
9.4	% of MS wastage per bus during fabrication			
<b>10</b>	<b>PRINTING PRESS: (25 Marks)</b>		<b>R.O</b>	
10.1	PEL of Ticket Printing on T-24 Machine			
10.2	PEL of Computer Stationery on T-24 Machine			
10.3	PEL of Rotary Machine			
10.4	PEL of Stationery & Forms Section		<b>C.S.A</b>	
10.5	% of missing tickets in Printing Press			
10.6	% of machine hours lost in Printing Press			

**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 CSA:  
 Designation:  
 DATE :  
 PLACE :

NOTE: PART-B IS TOTALLY OBJECTIVE, RATING WILL BE BASED ON ACTUAL PERFORMANCE LEVEL IN S.A.R.

WM / AWM of BBW/PP

**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 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
I	<b>BUS BODY BUILDING WORKSHOP(BBW):</b>				
a)	Performance Efficiency Level of BBW				
b)	Avg.Cycle time of the New Bus Body				
c)	% of Aluminium wastage per bus during fabrication				
d)	% of MS wastage per bus during fabrication				
II	<b>PRINTING PRESS:</b>				
a)	PEL of Ticket Printing on T-24 Machine				
b)	PEL of Computer Stationery on T-24 Machine				
c)	PEL of Rotary Machine				
d)	PEL of Stationery & Forms Section				
e)	% of missing tickets in Printing Press				
f)	% of machine hours lost in Printing Press				

- Note:
- 1) All Items pertain to WM-BBW/PP
  - 2) Items mentioned under Bus Body Building pertain to AWM-BBW
  - 3) Items mentioned under Printing Press pertain to AWM:PP
  - 4) Evaluation has to be done for 70 Marks for all Officers i.e WM:BBW/PP, AWM-BBW,AWM-PP

SIGNATURE OF THE OFFICER BEING RATED

**ABOUT THE SELF APPRAISAL REPORT(SAR)**

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) Performance Efficiency Level of BBW 2) PEL of T-24 machine 3) PEL of Computer Stationery of T-24 machine 4) PEL of Rotary machine 5) PEL of stationery & forms section

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) Avg. Cycle time of the New Bus Body 2) % of Aluminium wastage per bus during fabrication 3) % of MS wastage per bus during fabrication 4) % of missing tickets in Printing Press 5) % of machine hours lost in Printing Press.

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>
Performance Efficiency Level of BBW	112.75	110.25
% of achievement =	$\frac{112.75}{110.25} \times 100 = 102.27$	

% of achievement is 102.27, 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>
Avg Cycle time of the New Bus Body	13.6	14.2
% of achievement =	$\frac{14.2}{13.6} \times 100 = 104.41$	

% of achievement is 104.41, hence rating is 7/10.

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**I. In Part-B: UNIT : BBW (70 Marks) for AWM:BBW**

Let us assume that the rating for sub parameters under the above heading is as follows:

<u>SUB PARAMETER:</u>	<u>Rating awarded</u>
1) Performance Efficiency Level of BBW	6/10
2) Avg. Cycle time of New Bus Body	7/10
3) Aluminium scrap generated per bus	8/10
4) MS Scrap generated per bus	9/10
Total rating	30/10

**Method of calculation:**

Marks assigned to the UNIT "BBW"	70
Total number of parameters	4
Total rating	30/10

$$\text{Marks scored} = \frac{\text{Total rating} \times \text{Marks assigned}}{\text{Total number of parameters}}$$

$$= \frac{30 \times 70}{10 \times 4} = \frac{210}{4} = 52.50 \text{ Marks}$$

**II. In Part-B: UNIT : PRINTING PRESS (70 Marks) for AWM:PP.**

Let us assume that the rating for sub parameters under the above heading is as follows:

<u>SUB PARAMETER:</u>	<u>Rating awarded</u>
1) PEL of Ticket Printing on T-24 M/c.	6/10
2) PEL of Computer Stationery on T-24 M/c.	7/10
3) PEL of Rotary M/c.	8/10
4) PEL of Stationery & Forms Section	7/10
5) % of missing tickets in Printing Press	9/10
6) % of machine hours lost in Printing Press	6/10
Total rating	43/10

**Method of calculation:**

Marks assigned to the UNIT "PRINTING PRESS"	70
Total number of parameters	6
Total rating	43/10

$$\text{Marks scored} = \frac{\text{Total rating} \times \text{Marks assigned}}{\text{Total number of parameters}}$$

$$= \frac{43 \times 70}{10 \times 6} = \frac{301}{6} = 50.16 \text{ Marks}$$

**PART-B: ILLUSTRATION: WM (BBW/PP): (70 Marks)**

**(A) UNIT "BBW" (45 Marks)**

Let us assume that the rating for sub parameters under the above heading is as follows:

<u>SUB PARAMETER:</u>	<u>Rating awarded</u>
1) Performance Efficiency Level of BBW	6/10
2) Avg. Cycle time of New Bus Body	7/10
3) Aluminium scrap generated per bus	8/10
4) MS Scrap generated per bus	9/10
Total rating	30/10

**Method of calculation:**

Marks assigned to the parameter "BBW" 45  
 Total number of parameters 4  
 Total rating 30/10  
 Marks scored =  $\frac{\text{Total rating} \times \text{Marks assigned}}{\text{Total number of parameters}}$

$$= \frac{30 \times 45}{10 \times 4} = \frac{135}{4} = 33.75 \text{ Marks}$$

**(B) UNIT "PRINTING PRESS" (25 Marks):**

Let us assume that the rating for sub parameters under the above heading is as follows:

<u>SUB PARAMETER:</u>	<u>Rating awarded</u>
1) PEL of Ticket Printing on T-24 M/c.	6/10
2) PEL of Computer Stationery on T-24 M/c.	7/10
3) PEL of Rotary M/c.	8/10
4) PEL of Stationery & Forms Section	7/10
5) % of missing tickets in Printing Press	9/10
6) % of machine hours lost in Printing Press	6/10
Total Rating	43/10

**Method of calculation:**

Marks assigned to the UNIT "PRINTING PRESS" 25  
 Total number of parameters 6  
 Total rating 43/10  
 Marks scored =  $\frac{\text{Total rating} \times \text{Marks assigned}}{\text{Total number of parameters}}$

$$= \frac{43 \times 25}{10 \times 6} = \frac{301}{6} = 17.91 \text{ Marks}$$

Total marks scored by WM:BBW/PP = Marks scored in the Unit BBW+  
 Marks scored in the Unit Printing Press  
 Therefore Total marks scored by WM.BBW/PP are 33.75+17.91 = 51.66

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

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) IT IS THE RESPONSIBILITY OF THE PERSONNEL DEPARTMENT TO ARRIVE AT THE TOTAL MARKS DULY FOLLOWING THE PROCEDURE OUTLINED ABOVE



## RATING PROCEDURE OF MRR

The Merit Rating Report for WM/AWM of BBW/PP 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 70% 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 30%.

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 counselling 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.**

Percentage of achievement	Rating	Percentage of achievement	Rating
% 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) Performance Efficiency Level of BBW 2) PEL of T-24 machine 3) PEL of Computer Stationery of T-24 machine 4) PEL of Rotary machine 5) PEL of stationery & forms section

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

Percentage of achievement	Rating	Percentage of achievement	Rating
% 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) Avg. Cycle time of the New Bus 2) % of Aluminium wastage per bus during fabrication 3) % of MS wastage per bus during fabrication 4) % of missing tickets in Printing Press 5) % of machine hours lost in Printing Press.

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 10 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 8 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.

A 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.

As it is a common appraisal report for WM:BBW/AWM:BBW/AWM:PP, part-B consists of parameters pertaining to all these officers. Rating has to be awarded in the relevant columns pertaining to the production unit and the other columns should be left blank. Part-B has to be evaluated for 70 Marks for all the Officers (WM:BBW/PP, AWM:BBW, AWM:PP) who are being rated.

For evaluation of Part-B for WM:BBW/PP weightage of 45 marks is given to BBW and a weightage of 25 marks is given to Printing Press.

For evaluation of Part-B for AWM:BBW, parameters under BBW only should be taken into consideration and should be evaluated for 70 marks. Similarly for evaluation of Part-B for AWM:PP parameters under Printing Press only should be taken into consideration and should be evaluated for 70 Marks

For Part-B rating has to be given to all applicable sub parameters individually.

The rating awarded to the rating parameter will finally be calculated based on the weighted average of all the sub parameters under it

**Illustration:**

**Part-A: PARAMETER: LEADERSHIP(6 Marks)**

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

Marks scored = Rating x Marks assigned.

$$= \frac{7 \times 6}{10} = 4.20 \text{ Marks}$$

## 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 70% 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 30%.

### **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.



**MERIT RATING REPORT**

**DY.CPM/PO(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																														
<b>PART-A (70 Marks)</b>																																	
1	<b>LEADERSHIP: (6 Marks)</b> >Leadership by setting personal example of integrity, commitment & a proactive 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																																	
4	<b>HUMAN RELATIONS/INDUSTRIAL RELATIONS (5 Marks)</b> >Inter-personnel skills with superiors, colleagues and subordinates >Keeping track of joint meetings with Unions and Depot Advisory Committee meetings >Prompt attention to employee grievances	<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																																	
5	<b>HUMAN RESOURCE MANAGEMENT(5 Marks)</b> >Preparation/Follow up on Annual Man Power Plan >Initiation/Completion of recruitment(s) as per schedule >Preparation of panels and filling up of vacancies >Timely preparation and exhibition of seniority lists >Regularisation of staff as per prescribed procedure	<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																																	
6	<b>OFFICE DISCIPLINE AND UPKEEP(6 Marks)</b> >Maintenance of office discipline >Timely dispatch of periodicals >Despatch of para wise comments in court cases >Maintaining records/registers upto date >Promptness in dealing with correspondence >Upkeep of record room and prompt disposal (A/B/C/D) of files >Ensuring compliance of all statutory provisions as prescribed especially with respect to utilisation of contract labour >Compliance with Office Manual/Regulations >Upkeep of Stock Files and Records >Assisting the ED(Z)/RM in all the Personnel and Legal Matters	<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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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		
7	<b>BUDGET(4 Marks)</b> >Compilation of Budget on man power, establishment, recruitment & training >Monitoring and follow up for clearance of advances drawn >Scrutiny of retirement, resignation, settlement cases, etc. for compliance with procedures >Monitoring of telephone/stationery expenditure with respect to budget allocation											R.O C.S.A	
8	<b>TRAINING(4 Marks)</b> > Manager as a Trainer - Ability of the Manager to improve the capabilities of his subordinates >Ensuring that training needs of the employees in various categories are communicated to Transport Academy/ZSTC >Conducting of departmental tests for promotion and designing necessary training modules for the employees											R.O C.S.A	
9	<b>LIAISON(6 Marks)</b> >Maintain good relations and liaison with unions and labour representatives >Liaison with ZSTC Principal for designing Training programmes to cover all categories of employees >Liaison with Standing Counsels and Chief Law Officer on Legal Matters											R.O C.S.A	
10	<b>REVIEW &amp; CONTROL(7 Marks)</b> >Review of realisation of amounts on stall rents and commercial revenues >Review of staff norms, sanctions, vacancies and obtaining sanction from Head Office(wherever required) >Review of payment of property taxes & factory licences on due dates >Review of overtime payments in correletion with crew actuals, long absenteeism/long sick >Review of SBR with reference to targets and sanction >Proper control over deployment/utilisation of panels											R.O C.S.A	
11	<b>WELFARE MATTERS(5 Marks)</b> >Prompt Clearance of proposals on furniture/festival advance & two wheeler advance cases >Clearance of leave encashment cases and issue of bus passes >Fixation of pay, drawal of increments, pay & allowances and medical reimbursement, etc >Declaration of probation and confirmation of employees											R.O C.S.A	
12	<b>LEGAL MATTERS(5 Marks)</b> >Compliance with labour laws of all units under jurisdiction >Rendering proper advice on legal matters to higher authorities whenever necessary >Implementation of the instructions issued on legal matters by the Legal Department/Head Office from time to time >Contesting of legal cases before various Courts, Industrial Tribunals and Filing of Writs in appropriate courts >Keeping track of all MACT cases >Clearance on cases through Lok Adalats											R.O C.S.A	
13	<b>KNOWLEDGE OF COMPUTERS(3 Marks)</b> >Knowledge of software relevant to the job >Use of computer outputs for decision making											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	
14	<b>CLEAN &amp; GREEN (3 Marks)</b> >>Clean & Green initiatives at all Sections/Units											
		<b>R.O</b> <b>C.S.A</b>										
SNo	Performance Efficiency	Rating	Comments of									Marks Scored
<b>PART-B: (30 Marks)</b>												
15	Inspection of Personal Records & Leave Cards(5% to be checked)		<b>R.O</b>									
16	Ensuring Updation of nominations in all P cases pertaining to SRBS/SBT/CCS/PF/GRATUITY(5% to be checked)											
17	% of Clearance of Internal and Statutory Audit paras(All paras pending upto the previous year & paras arisen during the current year)											
18	Timely preparation and publication of seniority lists for all categories											
19	Fixation of Pay/drawal of increments in cases of punishments/re-instatements(to be done within a month)											
20	Ensuring Clearance of settlement cases(on the date of retirement)											
21	Ensuring submission of all MRRs by Unit Officers as per schedule		<b>C.S.A</b>									
22	No.of units inspected with respect to prescribed inspection schedule (100% has to be done)											
23	Conducting of monthly meetings of all Personnel Officers/Supervisors											

**TRAINING NEEDS IDENTIFICATION :**

<b>R.O :</b>	
<b>C.S.A :</b>	

Signature of RO:  
Designation:  
DATE :  
PLACE :

**ANY OTHER COMMENTS**

<b>R.O :</b>	
<b>C.S.A :</b>	

Signature of CSA:  
Designation:  
DATE :  
PLACE :

NOTE : PART-B IS TOTALLY OBJECTIVE, GRADING WILL BE BASED ON ACTUAL PERFORMANCE LEVEL IN S.A.R.

## 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 where in the Manager's performance in all key indicators is measured as a % achievement. The period under reckoning is the financial year. A weightage of 30% 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 70%.

### **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. Judgement 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

DY.CPM/PO(Zn/Rn)

- 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 Self-Appraisal Report, the relevant performance indicators in PART-B of the MRR should be rated accordingly.

S.No.	PERFORMANCE EFFICIENCY	To be Done	Done	% Achievement	Rating
1	Inspection of Personal Records & Leave Cards(5% to be checked)				
2	Ensuring Updation of nominations in all P cases pertaining to SRBS/SBT/CCS/PF/GRATUITY(5% to be checked)				
3	% of Clearance of Internal and Statutory Audit paras(All paras pending upto the previous year & paras arisen during the current year)				
4	Timely preparation and publication of seniority lists for all categories				
5	Fixation of Pay/drawal of increments in cases of punishments/re-instatements(to be done within a month)				
6	Ensuring Clearance of settlement cases(on the date of retirement)				
7	Ensuring submission of all MRRs by Unit Officers as per schedule				
8	No.of units inspected with respect to prescribed inspection schedule (100% has to be done)				
9	Conducting of monthly meetings of all Personnel Officers/Supervisors				

SIGNATURE OF THE  
OFFICER BEING RATED



**ABOUT THE SELF APPRAISAL REPORT(SAR)(DY.CPM/PO)**

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:**

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

$$\% \text{ of Achievement} = \frac{\text{Done}}{\text{To be done}} \times 100$$

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 100	10/10	% of Achievement equal to 82 & below 86	5/10
% of Achievement equal to 97 & below 100	- 9/10	% of Achievement equal to 78 & below 82	4/10
% of Achievement equal to 94 & below 97	8/10	% of Achievement equal to 74 & below 78	3/10
% of Achievement equal to 90 & below 94	- 7/10	% of Achievement equal to 70 & below 74	2/10
% of Achievement equal to 86 & below 90	6/10	% of Achievement below 70	- 1/10

**Illustration:**

**Parameter**

“Inspection of Personal Records & Leave Cards(5% to be checked)”

To be done = Let us assume; Total cases received = 360  
 5% of total cases =  $\frac{360 \times 5}{100} = 18$

Done = Let us assume ; 17

% of achievement =  $\frac{\text{Done}}{\text{To be done}} \times 100 = \frac{17}{18} \times 100 = 94.44$

% of achievement is 94.44 hence rating is 8/10.

=====

## RATING PROCEDURE OF MRR (DY.CPM/PO)

The Merit Rating Report for DY.CPM/PO comprises of two parts. The first one consisting of personality and behavioural traits relevant to the job and the second part being a totally objective component where in the Manager's performance in all key indicators is measured as a % achievement. The period under reckoning is the Financial Year. A weightage of 30% 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 70%.

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 counselling 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:

<u>Percentage of achievement</u>	<u>Rating</u>	<u>Percentage of achievement</u>	<u>Rating</u>
% of Achievement >= 100	10/10	% of Achievement equal to 82 & below 86	5/10
% of Achievement equal to 97 & below 100	9/10	% of Achievement equal to 78 & below 82	4/10
% of Achievement equal to 94 & below 97	8/10	% of Achievement equal to 74 & below 78	3/10
% of Achievement equal to 90 & below 94	7/10	% of Achievement equal to 70 & below 74	2/10
% of Achievement equal to 86 & below 90	6/10	% of Achievement below 70	1/10

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 23 rating parameters for which appropriate marks have been allocated as shown in the format based on their importance and impact on the overall performance. These rating parameters in turn consist of sub-parameters.

In Part-A, there are 14 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 applicable sub parameters individually. The rating awarded to the rating parameter will finally be calculated based on the weighted average of all the sub parameters under it.

**Illustration:**

**Part-A: PARAMETER: LEADERSHIP(6 Marks)**

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

Then, marks scored = Rating x Marks assigned.

$$= \frac{9 \times 6}{10} = 5.40 \text{ Marks}$$

**PART-B:PARAMETERS LISTED BELOW: (30 Marks)**

Let us assume that the rating for sub parameters under the above heading is as follows:

<b><u>PARAMETER:</u></b>	<b><u>Rating awarded</u></b>
Inspection of Personal Records & Leave Cards(5% to be checked)	8/10
Ensuring Updation of nominations in all P cases pertaining to SRBS/SBT/CCS/PF/GRATUITY(5% to be checked)	8/10
% of Clearance of Internal and Statutory Audit paras(All cases arising)	7/10
Timely preparation and publication of seniority lists for all categories	9/10
Fixation of Pay/allowance of increments in cases of punishments/re-instatements(to be done within a month)	10/10
Ensuring Clearance of settlement cases(on the date of retirement)	9/10
Ensuring submission of all MRRs by Unit Officers as per schedule	8/10
No.of units inspected with respect to prescribed inspection schedule (100% has to be done)	8/10
Conducting of monthly meetings of all Personnel Officers/Supervisors	7/10
<b>Total</b>	<b>74/10</b>

Marks assigned to the parameters 30  
Total number of parameters 9  
Total rating 74/10  
Marks scored =  $\frac{\text{Total rating} \times \text{Marks assigned}}{\text{Total number of parameters}}$

$$= \frac{74 \times 30}{90} = 24.67 \text{ Marks}$$

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

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) IT IS THE RESPONSIBILITY OF THE PERSONNEL DEPARTMENT TO ARRIVE AT THE TOTAL MARKS DULY FOLLOWING THE PROCEDURE OUTLINED ABOVE.