

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No. DAM/304(1)/2001-IED

Office of the VC & MD,
Mushirabad, Hyderabad-20,
DATE:19-08-2003.

Sub: MRR -Communication of the revised MRR format for Dy.CME.
(Zone/region), COS/SO/PO(Zone/Region) and Sr.Medical
officer/Medical officer and instructions for filling up the
format - Reg.

REF: 1.circular No.8/2003-IED, Dt .3-6-2003.
2.Circular No.9/2003 -IED, Dt.17-6-2003.

The redesigning of MRR formats for DY.CME (Zone/Region),
COS/SO/PO(Zone/Region) are completed and approved by VC&MD.

The redesigning of MRR for SMO/MO are also completed and
approved by VC & MD.

For rating the MRR of Dy.CME(Zone/Region) and COS/PO/SO
(Zone/Region), circular No.9/2003 which was already issued on 3-6-
03 should be referred for guidance and it stands good.

For rating the MRR of SMO/MO, a circular No.9/2003,dt.17-6-03
which was already circulated should be referred for guidance and
it stands good. The re-designed MRR of DY.CME(Zone/Region),
COS/PO/SO(Zone/Region) and SMO/MO are enclosed herewith.

A copy of the circulars at ref. 1 & 2 are enclosed herewith
for guidance.

Encl: as above.


CHIEF ENGINEER (IE&C)

Copy to Secy. to Chairperson/PA to VC&MD/Secy.to Corporation
All EDS /HODs of Corporate Office/EDs (Zone)/All COS/POs/SOs
All Dy.CMEs (Zone/Region)/All Sr.MedicalOfficers/Medical Officers.



**APSRTC
MERIT RATING REPORT**

S.No.

COS/SO/PO

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

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

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	
PART-A (30 Marks)													
1	LEADERSHIP (4 Marks) <ul style="list-style-type: none"> ➤ Leadership by setting personal example of integrity, commitment & a pro-active nature ➤ Ability to make quick & correct decisions ➤ Time management based on priorities of procurement of vital/critical items ➤ Ability in planning, organising the procurement plan and the delivery schedules ➤ Ability to organise and control team/team effort 	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O	C.S.A
	2	ATTITUDES (3 Marks) <ul style="list-style-type: none"> ➤ Degree to which amenable to attitudinal change ➤ Ability to bring changes for reducing cycle time of procurement ➤ Consistent focus & pro-active steps on streamlining materials management procedures 	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O
3		HUMAN RELATIONS/INDUSTRIAL RELATIONS (2 Marks) <ul style="list-style-type: none"> ➤ Inter-personnel skills with superiors, colleagues and subordinates ➤ Pro-active approach for timely supply of materials consistent with quality ➤ Prompt redressal of grievances of suppliers/bidders (in auctions) 	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O
	4	BUSINESS OUTLOOK (5 Marks) <ul style="list-style-type: none"> ➤ Business oriented decision making (Planning, scheduling, controlling, stocking, acting and taking decisions with business orientation) ➤ Prompt & regular reconciliation of inventory ➤ Initiative taken to forecast and stock critical and, fast moving material and high cost materials ➤ Realisation of amounts on rejected items from firms ➤ Promoting new trends in materials management including e-procurement. ➤ Ability to control inventory at optimum level ➤ Quick realisation of proceeds from scrap vehicles & materials ➤ Carrying out Value Analysis on stocking of material 	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O
5		LIAISON (5 Marks) <ul style="list-style-type: none"> ➤ Effective liaison with existing/new suppliers ➤ Effective liaison with internal customers i.e Works Managers/Dy.CAO/Depot Managers/Supervisors on material needs & distribution 	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O

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. 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 (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
1	Average value of Inventory (Actual Vs Norm)				
a	A class				
b	B class				
c	C class				
2	% of NIS items				
3	Weighted Service Level (Supplied Vs Indent)				
a	Service Level to Depots				
b	Service Level to Workshops				
	Reduction in the value of :				
a	Obsolete items				
b	Non-moving items				
5	Lead time :				
a	For placing purchase orders				
b	For receipt of awards from Tyre manufactures				
c	In receipts section for accountal				
6	Value of Local purchases by depots per bus				
7	Average Inventory per Bus				
a	Spares & General				
b	J- ward				
8	Realisation of values from disposal activity (Excluding vehicles)				
9	CMA-40 (Amounts paid Vs Amounts pending)				
10	L.F.C meetings (Total no.of items reviewed Vs Items to be reviewed)				

- Note: 1.Items 1(a) to (c), 2 , 3(a) to (b), 4(a) to (b),5(a),6 , 7(a),9 & 10 pertains to **Purchase Officer**
 2. Items 2 , 3(a) to (b),4(a) to (b),5(b),7(b) & 8 pertains to **Stores Officer(D&T)**
 3. Items1(a) to (c), 2 , 3(a) to (b), 4(a) to (b),5(c) , 7(a) & 9 pertains to **Stores Officer (Receipts&Wards)**
 4. All items pertains to COS

SIGNATURE OF THE
OFFICER BEING RATED

ABOUT THE SELF APPRAISAL REPORT(SAR)(COS/SO/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:

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

PARAMETERS:

1. **Weighted Service Level** (Supplied Vs Indent) 1a) Service Level to Depots, 1b) Service Level to Workshops 2. **Realisation of values from disposal activity** (Excluding Vehicles) 3. **CMA-40** (Amounts paid Vs Amounts pending) 4. **L.F.C meetings** (Total no. of items reviewed Vs Items to be reviewed).

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

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

PARAMETERS:

1. **Average value of Inventory** (Actual Vs Norm) 1a) A class ,1b) B class , 1c) C class 2. **% of NIS items** 3. **Reduction in the value of :** 3a) Obsolete items 3b) Non-moving items 4. **Lead time :** 4a) For placing purchase orders 4b) For receipt of awards from Tyre manufactures 4c) In receipts section for accountal 5. **Value of Local purchases by depots per bus** 6. **Average Inventory per Bus** 6a) Spares & General 6b) J- ward

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

Illustration - 1

Parameters for which improvement in performance level indicates positive trend.

Parameter	Current Year Performance	Previous Year Performance
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1. **Weighted Service Level** (Supplied Vs Indent)

1a) Service Level at Depots	78.84	77.99
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$$\% \text{ of achievement} = \frac{78.84}{77.99} \times 100 = 101.09$$

% of achievement is 101.09, hence rating is 7/10.

Illustration - 2

Parameters for which reduction in performance level indicates positive trend.

Parameter	Current Year Performance	Previous Year performance
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% of NIS items	13.2	14.8
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$$\% \text{ of achievement} = \frac{14.8}{13.2} \times 100 = 112.12$$

% of achievement is 112.21, hence rating is 9/10.

RATING PROCEDURE OF MRR (COS)

The Merit Rating Report for COS/SO/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 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.**

PARAMETERS:

1. Weighted Service Level (Supplied Vs Indent) 1a) Service Level to Depots, 1b) Service Level to Workshops **2. Realisation of values from disposal activity** (Excluding Vehicles) **3. CMA-40** (Amounts paid Vs Amounts pending) **4. L.F.C meetings** (Total no. of items reviewed Vs Items to be reviewed).

<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

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

PARAMETERS:

1. Average value of Inventory (Actual Vs Norm) 1a) A class, 1b) B class, 1c) C class **2. % of NIS items** **3. Reduction in the value of :** 3a) Obsolete items 3b) Non-moving items **4. Lead time :** 4a) For placing purchase orders 4b) For receipt of awards from Tyre manufactures 4c) In receipts section for accountal **5. Value of Local purchases by depots per bus** **6. Average Inventory per Bus** 6a) Spares & General 6b) J- ward

<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

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.

33

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

There are a total of 20 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 10 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 COS/SO/PO, Part-B consists of parameters pertaining to all these Officers. Rating has to be awarded in the columns, only to the parameters pertaining to the officer & the other columns should be left blank; Part-B has to be evaluated for 70 marks for all the Officers (COS/SO/PO) who are being rated, irrespective of number of 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: (30 Marks)

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

Marks assigned for the sub parameter "LEADERSHIP" are 4 Marks.

Then, marks scored = Rating x Marks assigned.

$$= \frac{8 \times 4}{10} = 3.20 \text{ Marks}$$

PART-B:(70 Marks)

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

PARAMETER:	Rating awarded
Average value of Inventory (actual vs norm)	
A class	9/10
B class	8/10
C class	9/10
Weighted Service Level (Supplied Vs Indent)	
Service Level to Depots	7/10
Service Level to Workshops	8/10
% of NIS Items	9/10
Reduction in the value of :	
Obsolete items	7/10
Non-moving items	6/10
Lead time :	
For placing purchase orders	9/10
For receipt of awards from Tyre manufactures	7/10
In receipts section for accountal	9/10
Value of Local purchases by depots per bus	8/10
Average Inventory per Bus	
Spares&General	8/10
J- ward	9/10
Realisation of values from disposal activity(Excluding Vehicles)	9/10
CMA-40 (Amounts paid Vs Amounts pending)	9/10
L.F.C meetings (Total no.of items reviewed Vs to be reviewed)	9/10
Total	140/10
Marks assigned to the entire Part-B	70
Total number of parameters	17

38



APSRTE
MERIT RATING REPORT

S No.

DY.CME(ZONE/REGN)

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

- Note:
- Marks shown against each parameter are for information only for Rating and Countersigning Officers.
 - 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.
 - Rating parameters should be evaluated keeping in view all the sub-parameters listed under them.
 - R.O : Rating Officer C.S.A : Countersigning Authority

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

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10		
PART-A (70 Marks)													
1	LEADERSHIP (6 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 >Effective oral and written communication											R.O C.S.A	
2	ATTITUDES (6 Marks) >Degree to which amenable to attitudinal change >Commitment to excellence >Consistent focus on implementation of Corporate goals											R.O C.S.A	
3	KNOWLEDGE & INTEREST IN JOB (3 Marks) >Possessing knowledge & skills relevant to the job >Vital interest in the job											R.O C.S.A	
4	HUMAN RELATIONS/INDUSTRIAL RELATIONS(3Marks) >Inter personal skills with superiors,colleagues & subordinates >Redressal of grievances pertaining to garages											R.O C.S.A	
5	PLANNING & ORGANISING CAPABILITIES (7 Marks) >Planning CO/SR programme of the depots as per requirements and their withdrawal to ZWS >Planning, organising training activities for depot maintenance staff by vehicle/OE equipment manufacturers >Organising training by oil companies on checking of oil tankers, ground tanks for proper decanting											R.O C.S.A	
6	MOBILITY/MBWA(Management By Wandering About) / INSPECTIONS(9 marks) >Regular interaction with Managers, Supervisors and employees >Inspection of depots as per the programme >Follow-up on previous inspection reports >Inspection of vehicles of Sch.II,III & IV for quality of maintenance >Availability and functioning of all Plant, Machinery and Tools including special Tools. >Inspection and follow up of vehicles for their upkeep both internal and external (through underchassis inspection) >Investigate reasons for premature failure of units with the Committee											R.O C.S.A	

24

S No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored	
7	INTERNAL MANAGEMENT INFORMATION SYSTEM (3 Marks) > Ready availability of relevant information pertaining to fleet, manpower and maintenance infrastructure > Timeliness & adequate information flow to the Zone/Head Office on all fleet maintenance/ performance parameters	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 (8 Marks) > Regular follow up on achievement of performance targets/cost reduction measures > Ensuring of effective deployment of man power, shift wise based on vehicle incomings at all depots > Daily review of maintenance performance > Provisioning of float units to the depots > Analysis of life of major units with respect to targets > Ensuring effectiveness of night maintenance	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	SCRAPPING OF VEHICLES & SCRAP MATERIALS (5 Marks) > Planning for inspection and timely despatch of scrap vehicles > Regular clearance of scrap material to Scrap Yard	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	TRAINING (5 Marks) > Practical demonstration for Supervisors/Maintenance staff on units or on any changes in vehicles models > Manager as a Trainer - Ability to improve the capabilities of Managers/ Supervisors/ Staff on Fleet Maintenance practices > Training Initiatives both in-house and external	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
11	MEETINGS (6 Marks) > Conducting monthly review meetings with Mech.supervisors and Stores Supervisors > Attending Production Review meetings > Attending LFC meetings > Briefing ED(X)Y/RMs during DMs meetings conducted by them	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
12	OFFICE ADMINISTRATION (4 Marks) > Timely despatch of inspection reports > Prompt clearance of cases/proposals received from Depots > Implementation of systems and procedures as per Maintenance Manual and MED circulars (etc.) > Communicating latest circular instructions/contents of manuals during meetings through direct interaction > Maintaining up to date and historical information on all maintenance and cost parameters and trends for all depots under their 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	
13	KNOWLEDGE OF COMPUTERS(3 Marks) > Knowledge of software relevant to the job > Use of computer outputs for decision making	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	R.O C.S.A	
14	CLEAN & GREEN (2 Marks) > Follow up on upkeep of the Depot garages, both open and covered areas > Ensuring regular usage of special tools during vehicle maintenance > Action taken for replacement of worn-out plant, machinery and tools > Tree plantation drive in garages	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	

(X)

THE MRR AND HOW TO RATE IT

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PART- (30 Marks)					
SNo	Initiatives taken for performance improvement in:	Rating	COMMENTS OF	Marks Scored	
15	Fleet Utilisation (1 Mark)		R.O		
16	HSD KMPL(Gross)(8 Marks)				
17	Total LUB KMPL(1 Mark)				
18	Tyres				
a	% of NTS (2 Mark)				
c	RT Factor(1 Mark)				
d	Total Tyre Life(1 Marks)				
19	Spring Consumption per lakh Kms(1 Mark)			C.S.A	
20	% of MED Cancellation (5 Marks)				
21	Breakdown Rate(4 Marks)				
22	No.of Depots Inspected (Actual Vs scheduled) (6 Marks)				

TRAINING NEEDS IDENTIFICATION :

R.O :
C.S.A :

Signature of RO
 Designation:
 DATE :
 PLACE :

ANY OTHER COMMENTS :

C.S.A :

Signature of CSA
 Designation:
 DATE
 PLACE :

SELF APPRAISAL REPORT (SAR)

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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.N o.	PERFORMANCE PAREMETER	Previous Year perform- ance	Current Year Perform- ance	% of Achieve- ment	Rating
	Initiatives taken for performance improvement in:				
1	Fleet Utilisation				
2	HSD KMPL				
3	Total LUB KMPL				
4	Tyres				
a	% of NTS				
b	RT Factor				
c	Total Tyre Life				
5	Spring Consumption per lakh Kms				
6	% of MED Cancellation				
7	Breakdown Rate				
8	No.of Depots Inspected				

SIGNATURE OF THE
OFFICER BEING RATED

Note: PERFORMANCE OF EACH KEY INDICATOR OF ALL DEPOTS UNDER THE JURISDICTION OF DY.CME, SHOULD BE COMBINED TOGETHER FOR THE COMPUTATION OF PERFORMANCE OF THAT PARAMETER.

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:

Performance of each key indicator of all depots under the jurisdiction of Dy.CME should be combined together for the computation of performance of that parameter.

- 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)Fleet Utilisation 2)HSD KMPL (Gross) 3) Total LUB KMPL 4)Tyres a) RT Factor b) Total Tyre Life
5) No. of Depots Inspected (Actual Vs scheduled)

- 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)Tyres a) % of NTS2)Spring Consumption per lakh Kms 3)% of MED Cancellation 4) Breakdown Rate

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>
HSD KMPL	5.42	5.15

$$\% \text{ of achievement} = \frac{5.42}{5.15} \times 100 = 105.24$$

% of achievement is 105.24. hence rating is 9/10.

$$\text{Marks scored} = \text{Rating} \times \frac{\text{Marks assigned}}{10}$$

$$= \frac{9 \times 8}{10} = 7.20 \text{ Marks}$$

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>
Breakdown Rate.	0.12	0.15

$$\% \text{ of achievement} = \frac{0.15}{0.12} \times 100 = 125$$

% of achievement is 125. hence rating is 10/10.

$$\text{Marks scored} = \text{Rating} \times \frac{\text{Marks assigned}}{10}$$

$$= \frac{10 \times 4}{10} = 4.00 \text{ Marks}$$

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RATING PROCEDURE OF MRR (DY.CME)

The Merit Rating Report for DY.CME 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 % of 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 Officer being rated based on the criteria indicated below should rate the SAR:

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. Fleet Utilisation 2. HSD KMPL (Gross) 3. Total LUB KMPL 4. Tyres a) RT Factor b) Total Tyre Life
5. No. of Depots Inspected (Actual Vs Scheduled)

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. Tyres a) % of NTS 2. Spring Consumption per lakh Kms 3. % of MED Cancellation 4. Breakdown Rate

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 22 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 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 8/10.

Then, marks scored = Rating \times Marks assigned.

$$= \frac{8 \times 6}{10} = 4.80 \text{ Marks}$$

Part-B:

Parameters for which improvement in performance level indicates positive trend.

<u>Parameter</u>	<u>Current Year Performance</u>	<u>Previous Year Performance</u>
HSD KMPL	5.42	5.15

$$\% \text{ of achievement} = \frac{5.42}{5.15} \times 100 = 105.24$$

% of achievement is 105.24, hence rating is 9/10.

Marks scored = Rating \times Marks assigned.

$$= \frac{9 \times 8}{10} = 7.20 \text{ Marks}$$

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>
Breakdown Rate.	0.12	0.15

$$\% \text{ of achievement} = \frac{0.15}{0.12} \times 100 = 125$$

% of achievement is 125, hence rating is 10/10.

Marks scored = Rating \times Marks assigned.

$$= \frac{10 \times 4}{10} = 4.00 \text{ Marks}$$

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.



MERIT RATING REPORT

Name

FOR THE YEAR.....

Designation

Pay and Scale of Pay:

Staff No

Substantive Post:

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

Sl.No	Professional skills	Rating / Comments and suggestions for improvement										Marks Scored
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
1	LEADERSHIP (12 Marks) >Leadership by setting personal example of integrity, commitment & a pro-active nature >Quick and accurate decision making ability >Ability to organise resources for optimum results >Time management based on priorities >Ability to innovate by coming up with new ideas and techniques >Effective oral and written communication	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
2	ATTITUDES (8 Marks) >Degree to which amenable to attitudinal change >Commitment to excellence >Consistent focus on implementation of Corporate goals	1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10	
		R.O C.S.A										
3	MOBILITY(Management By Wandering About) (6 Marks) >Covering all sections of the dispensary/wards daily & interacting with medical staff >Regular checkup of the progress in treatment of in-patients	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	HUMAN RELATIONS/INDUSTRIAL RELATIONS(12 Marks) >Maintenance of personal rapport with the patients >Redressal of grievances of patients and employees with regard to treatment and other medical matters	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	ADMINISTRATION (10 Marks) >Quick & effective clearance of outpatient cases >Timely submission of periodicals >Upto date Maintenance of records >Action on timely reimbursement of imprest for purchase of medicines >Scrutiny of bills raised by the hospitals towards treatment provided to the employees for reimbursement of expenditure >Conducting periodic medical exams of employees as per schedule >Look after the day to day administration and correspondence pertaining to medical attendance >Holding monthly meetings with the medical and paramedical staff	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										

Sl.No	Professional skills	Rating / Comments and suggestions for improvement									
		1/10	2/10	3/10	4/10	5/10	6/10	7/10	8/10	9/10	10/10
6	REVIEW & CONTROL (12 Marks) >Review of stock of medical apparatus available , new & latest equipment to be acquired and scrap of old and obsolete equipment >Review of stock of medicines and maintaining regular stocks of fast moving items >Control over issue of sick certificates	R.O									
		C.S.A									
7	INSPECTION ACTIVITIES (10Marks) >Ensuring availability and proper functioning of all medical equipment >Inspection of premises and rooms for upkeep > Inspection of stock of medicines at dispensaries(wherever applicable)	R.O									
		C.S.A									
8	KNOWLEDGE & SKILLS (15 Marks) >Possesing knowledge and technical skills (like surgery & other procedures) >Vital interesrt in the job >Accuracv in diagnosis	R.O									
		C.S.A									
9	TRAINING/SELF DEVELOPMENT (10 Marks) >Attending Medical conferences >Attending Training Programmes >Updating knowledge through Medical Journals >Presentation of cases in clinical meetings	R.O									
		C.S.A									
10	CLEAN & GREEN (5 Marks) >Clean & Green initiatives at all sections and premises of the hospital/dispensary >Maintaining hygienic and sanitary conditions in the premises	R.O									
		C.S.A									

TRAINING NEEDS IDENTIFICATION :

R.O :
C.S.A :

Signature of RO:
 Designation:
 DATE :
 PLACE :

ANY OTHER COMMENTS :

R.O :
C.S.A :

Signature of CSA:
 Designation:
 DATE :
 PLACE :

THE MRR AND HOW TO RATE IT (MEDICAL)

ABOUT THE MRR

The MRR comprises of personality and behavioural traits and other professional skills relevant to the job. There are a total of 10 rating parameters. Each of these major rating parameters have in turn, sub parameters. Rating parameters should be evaluated keeping in view all the sub parameters listed under them.

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

IMPORTANT GUIDELINES FOR RATING:

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

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

PARAMETER : "LEADERSHIP" (12 Marks)

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

Marks assigned to the sub parameter "LEADERSHIP" is 12 Marks.

$$\begin{aligned}\text{Marks scored} &= \text{Rating} \times \text{Marks assigned} \\ &= \frac{8}{10} \times 12 = 9.60 \text{ Marks}\end{aligned}$$

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

The same methodology as indicated above has to be adopted for all the 10 (Ten) parameters. Now the individual marks of all the rating parameters have to be summed up to arrive at the overall marks obtained out of 100.

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

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