



पावर ग्रिड कॉर्पोरेशन ऑफ इंडिया लिमिटेड
Power Grid Corporation of India Limited

सूचना का अधिकार अभिनियम 2005 के अंतर्गत केन्द्रीय लोक सूचना अधिकारी
Central Public Information Officer under the RTI Act, 2005

केन्द्रीय कार्यालय, 'सौदामिनी', प्लॉट नं.2, सेक्टर-29, गुडगांव, हरियाणा-122007
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PGCIL/R/E/21/00191

दिनांक: 2 June, 2021

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विषय: सूचना का अधिकार अधिनियम, 2005 के तहत जानकारी ।

महोदय / महोदया,

कृपया आर.टी.आई. अधिनियम, 2005 के तहत दिनांक 3 May, 2021 को प्रेषित अपने आर.टी.आई. अनुरोध का संदर्भ लें ।

उपरोक्त पत्र में वांछित जानकारी अनुलग्नक-1 में संलग्न है ।

यदि आप केन्द्रीय लोक सूचना अधिकारी के उत्तर से संतुष्ट न हो तो, केन्द्रीय लोक सूचना अधिकारी के उत्तर की प्राप्ति के 30 दिनों के भीतर पहले अपील प्राधिकारी के सम्मुख अपील की जा सकती है। आरटीआई अधिनियम, 2005 के तहत केन्द्रीय कार्यालय, गुडगांव में अपील प्राधिकारी का विवरण निम्नानुसार है:

श्री बी. अनंत शर्मा

कार्यपालक निदेशक (सी. एम. जी.) एवं अपील प्राधिकारी
केन्द्रीय कार्यालय, पावर ग्रिड कॉर्पोरेशन ऑफ इंडिया लिमिटेड,
सौदामिनी, प्लॉट नंबर-2, सेक्टर-29, गुडगांव-122001, हरियाणा।
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धन्यवाद,

भवदीय,


(जसबीर सिंह)

मुख्य महाप्रबंधक (के. आ.) एवं के.लो.सू.अधिकारी

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अनुलग्नक-1

1 - In Powergrid, what is the policy for promotion of Management staff/Executive staff? What is the procedure for promoting the Management staff/Executive staff in Powergrid? Please provide the details i.e., Policy statement, circular, manual etc.

2 - Please provide a copy of the PMS manual for the Management/Executive staff of Powergrid.

3 - Does Powergrid have a Fast-Track promotion policy for the executives? if yes, please provide the details i.e., Policy, Manual etc.

Reply:

1. Promotion Policy is attached as **Annexure - A**.
2. Performance Appraisal Policy is attached as **Annexure - B**.
3. There is no Fast-Track promotion policy in POWERGRID.

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**STATEMENT OF COMPANY POLICY REGARDING
PROMOTION OF EMPLOYEES IN EXECUTIVE
CATEGORY**

1.0 Scope and coverage

1.1 This Statement of Company Policy will be applicable to all POWERGRID personnel on the regular rolls of the Company in the following executive grades:

Grade	Pay Scale (Rs.) (w.e.f 01.01.2017)
E 2	50000-160000
E 3	60000-180000
E 4	70000-200000
E 5	80000-220000
E 6	90000-240000

1.2 The Policy Statement will not be applicable to executives who are appointed in a grade for a limited tenure, superannuated persons reappointed in the Company's service and to other executives appointed on a purely casual or temporary basis.

1.3 Executives in whose cases a clause in the terms of initial appointment explicitly provides for eligibility for consideration for promotion after completion of a specified period of service in the grade in which the executive initially joins the Corporation, will be excluded from the purview of this Policy Statement.

1.4 Executives who are on deputation to POWERGRID or who retain lien on the service of the parent organisation will not be covered by this Policy Statement.

2.0 Philosophy and Objectives

2.1 POWERGRID as a Company subscribes to the philosophy of generating growth from within, and in pursuance thereof, endeavours to achieve synchronisation of the goals and objectives of the organisation with the aspirations for growth and development of the individual employees.

2.2 POWERGRID hereby declares that it will be the Company's general policy to look within the organisation for suitable persons with the requisite skill, expertise, merit and suitability for filling up the senior executive positions.

2.3 Notwithstanding anything stated above, POWERGRID will take recourse to lateral entry at all levels from outside to the extent considered necessary to ensure infusion of new blood and fresh outlook brought in by specialised/experienced personnel from other reputed organisations from India and abroad with a view to sustaining the vigour and vitality of POWERGRID as a leading and progressive organisation.

2.4 The basic induction level into the executive cadre in POWERGRID is E-2/ E-3 grade to which entry will be largely through the Company's own Trainee Scheme, but it will be ensured that such induction will not impair the growth opportunities for the meritorious and talented executives in E-2 grade.

2.5 In order to facilitate the fulfillment of the growth expectations, POWERGRID will strive to create and sustain an environment conducive to efficient and effective functioning of the executives in their roles and responsibilities and to provide the necessary scope and facilities for development of technical and managerial skills and capabilities through training, job rotation, opportunity to serve in the field, job enlargement and job enrichment. Executives are expected to avail fully of the developmental opportunities, as mere reliance on length of service may not be sufficient to meet fully their growth aspirations.

2.6 Consistent with and subject to the above principles and Company philosophy, POWERGRID lays down herein its Promotion Policy for the executives and managerial personnel with the following as the objectives :

2.6.1 To motivate and enthuse executives and managers for better and more effective performance by rewarding them with promotion to positions of higher responsibility commensurate with their merit and ability and contribution towards the achievement of the organizational goals and objectives.

2.6.2 To lay down clear and unambiguous principles to regulate promotion of executives to available higher positions consistent with requirements of the Company.

2.6.3 To ensure uniformity, consistency and fairness in the promotion of Company executives as between various disciplines, projects and establishments of the Company.

2.6.4 To communicate to the executives, the requirements of performance, merit and other conditions prerequisite to promotion and the events and circumstances which might disqualify them from being promoted

3.0 General Principles

3.1 Promotion of executives to positions in next higher grades will be solely on the basis of merit, efficiency, grade service and suitability. In view of the fact that such merit, efficiency and suitability can be meaningfully determined on the basis of assessment of performance and potential over a reasonable period, there shall be a minimum period of service in a grade to be called "Eligibility Period" and only those Executives who complete the minimum period so prescribed will be eligible for consideration for promotion to the next higher grades.

3.1.1 The Promotions to the grade of E6, E7 (DGM) & E8 (GM) will be subject to notified vacancies. However, vacancy may not be a constraint for promotions upto E5 grade.

3.2 Wherever limited applicability of seniority is provided in this policy, such seniority will be determined with reference to one or more of the following factors:

3.2.1 Length of service in a grade from the date of joining inclusive of seniority weightage, if any or from the date of promotion in POWERGRID.

3.2.2 Merit position in the selection panel where date of joining is the same or the merit position in Corporate Promotion Committee minutes where date of promotion is the same.

3.3 Cases of eligible personnel in the executive cadre may be taken up for consideration for promotion at any time depending upon the availability of vacancies and exigencies of work. Promotions will take effect from the date of assumption of charge of the higher post or the date of issue of order or any prospective or retrospective date as may be specified in the promotion order. However, to enable promotions being effected in a planned and rational manner and to ensure that anomalies and unavoidable widening of inter-se-differences are kept down to the minimum, promotion of executives to available vacancies in grades upto and including E-7 (DGM) will normally be made effective from standard date/ dates.

The standard dates and other matters relating to eligibility date etc. shall be regulated as under:

a) Meeting of the Corporate Promotion Committee for promotion of executive will be held once in a year. The eligibility of an executive upto and including the grade of E6 (Chief Manager) will be determined as on 1st of April with grace period of one month i.e. those who complete the eligibility period as on 30th April will come under the zone of consideration.

b) Executives in the grade of E6 and below who are found fit for Promotion by the Corporate Promotion Committee will be considered for promotion effective from the dates as mentioned below :

(i) Executives who completed the eligibility period together with the grace period as on preceding 31st July will be considered for promotion from 1st January preceding the April CPC proceedings.

(ii) Executives who complete the eligibility period as on 30th April (inclusive of grace period) will be considered for promotion from 1st April.

3.4 It would be essential to clear a departmental examination of standard equivalent to bachelor in engineering for any executive who possesses only diploma in engineering qualification, to be promoted beyond the grade of Manager. This condition will be relaxable by CMD only in exceptional cases where knowledge and performance of an individual is adjudged, by a committee duly constituted for this purpose, to be equivalent to a degree in engineering and CMD is satisfied that such relaxation is justified.

3.5 For consideration of Executives in the grade of E7 for promotion to E8, field Exposure is considered desirable except in cases of Specialization/Expertise which are required to meet the organizational needs.

4.0 Appraisal System - Basis for assessment of merit and suitability

4.1 The Performance Appraisal System in operation for the executives of the company, as modified from time to time, will generally provide the basis for determination of merit, efficiency, potential and suitability of executives and Managers for positions of higher responsibility in the appropriate higher grade, as relevant.

4.2 The appraisal year will be the calendar year for executives in the grades upto and including E6. For E7 and above, the appraisal year will be the financial year from 1st April to 31st March. Where more than 6 months of the appraisal year have elapsed at the time of consideration of an executive for promotion, a Special Performance Report for the part year may be obtained and taken into consideration along with the Reports of the previous years.

Wherever an executive is promoted taking into consideration the special report, the special report shall be treated as regular report and regular report for the balance appraisal period shall only be obtained. However, in case the executive is not promoted; the special report has to be replaced by the regular appraisal report for the full appraisal period.

4.3 Performance Appraisal Report for any period of less than 6 months in an appraisal year will not be taken into consideration for the purpose of promotion. However, where two or more reports are written in any appraisal year by reason of an executive being posted under different reporting/countersigning officers, a single rating for the year will be determined by the Moderation Committee.

4.4 Where the case of an executive comes up for consideration for promotion before he completes the prescribed eligibility period on account of a "seniority weightage" granted to him as a part of the terms of his initial appointment, the rating given in the first appraisal report in POWERGRID, if for a period of 6 months or more, will be deemed to be the appraisal rating of the earlier years' reports which are to be taken into consideration, in accordance with this policy statement.

4.5 The Appraisal System will be on a 5 point scale i.e "Outstanding", "Very Good", "Good", "Average" and "Not Satisfactory". The final overall evaluation by the "Moderation Committee" will be taken into consideration for the purpose of aggregation and marks will be allotted to various ratings as follows:

Ratings	For Promotion from E2 to E3	For Promotions E3-E4, E4-E5	For Promotion E5 to E6 & E6-E7
Outstanding	6	8	10
Very Good	4	6	8
Good	2	4	6
Average	1	2	4
Not Satisfactory	0	0	0

Following shall be the conversion table for converting the marks into five point scale:

80-100	Outstanding
60-79	Very Good
50-59	Good
40-49	Average
Below 40	Not Satisfactory

5.0 Eligibility Periods

5.1 The eligibility period for consideration of executives in the grades as mentioned below for promotion to the next higher grades shall be as under:

Executive in the Grade	Eligibility Period (Years)
E3, E4, E5	3
E2, E6	4

It is on completion of the minimum period of service in the grades as prescribed above, as on 30th April (inclusive of the grace period of one month) that an executive will become eligible for consideration for promotion to the next higher grade.

5.2 In the case of promotions of executives in the pay scale of E-6, normal period of eligibility will be four years but keeping in view the special requirements of the organization in this fast expanding phase when it may be considered desirable to fill vacancies in higher grades with executives from within rather than resorting to recruitment from outside, the eligibility period may be relaxed at the sole discretion of the Chairman & Managing Director upto a maximum of 6 months in exceptional cases.

5.3 There will be a grace period of a maximum of one calendar month for the purpose of determination of the eligibility periods as above.

5.4 While computing the length of service rendered by an executive in his existing pay scale, the seniority weightage granted to him in that pay scale, if any, as laid down in the terms of initial appointment will be taken into account.

6.0 Constitution & Role of Corporate Promotion Committee (CPC)

6.1 CMD shall have the powers to constitute Corporate Promotion Committee (CPC), as considered appropriate by him, from time to time.

6.2 CPC will consider the suitability or otherwise of the eligible executives for promotion to the appropriate next higher grade, on the basis of their qualification, grade service, performance and potential as reflected in the Appraisal Reports, Interview (wherever applicable) and other documents, relevant records in the personal files and any other information/reports having a bearing on their suitability for assuming positions in the next higher grade.

6.3 In addition to the above, the CPC shall interview the eligible executives in E5 to E6, E6 to E7 with a view to ascertain their suitability for the next higher position.

6.4 The CPC shall take into consideration the Performance Appraisal Reports including Special performance Report, if any, for the last Three/Four years as the case may be depending upon the eligibility period prescribed at para 5.1 above.

6.5 While considering promotions after taking into account all relevant factors, the CPC will award upto a maximum of 10 marks (for promotion to E2 - E3, E3 - E4, E4 - E5 grade), 15 marks (for promotion to E6 grade) and 20 marks (for promotion to E7) to each eligible executive, keeping in view;

- a) the desirability of according special recognition to experience and performance in the field consistent with the company's priorities;
- b) the need to ensure uniformity, consistency and equitability;
- c) potential and suitability for the specific job position to which he is to be promoted;
- d) general conduct, personality and sense of involvement and commitment to the organisation; and
- e) the upward or downward trend in the appraisal ratings. In case of upward trend, the CPC might consider awarding higher marks as compared to the cases where there has been a downward trend, other things remaining equal.

6.6 The marks secured by each eligible executives from the Performance Appraisal Reports, Grade Service and mark awarded by CPC (wherever applicable) will be aggregated in the evaluation sheet. Those executives who have been found suitable for promotion will be ranked in order of merit. Where aggregate of marks is the same, they will be ranked in order of seniority.

6.7 Subject to fulfilment of the principles, minimum criteria and other conditions as laid down herein and subject to other relevant rules and orders in force in the company, the recommendation of CPC will be put for approval of the Chairman and Managing Director or any delegated authority, a panel of names of eligible executives, ranked in order of merit, who are considered suitable for promotion to specific appropriate positions in the next higher grade. Where the Chairman and Managing Director himself is the Chairman of the CPC, the said recommendation will be deemed to have been approved. The recommendation so approved will constitute the basis and authority for promotion of executives to the appropriate higher grade.

6.8 Human Resource Department will provide all necessary support to the CPC, including constitution and convening of meeting of CPC, recording of minutes, furnishing of information and records, analysis and report on the Appraisal Ratings, available vacancies etc.

7.0 Criteria and Conditions for Promotion and Disqualification from Promotion

7.1 Factors which are to be taken into account for determining suitability for promotion of an executive and the weightage therefore shall be as under:

a) Promotion of executives from the grades of E2 to E3

S No.	Factors	Maximum Marks
i)	Performance Appraisal Ratings (For Last 4 Years)	24
ii)	Grade Service	16
iii)	CPC Marks	10
	Total	50

The marks for Performance Appraisal Ratings will be as given in Para 4.5.

The marks for Grade Service will be as under:

Grade Service	Marks
4 Years	10
5 Years	13
6 Years and Above	16

The qualifying Marks for promotability will be 38 (Thirty eight)

b) Promotion of executives from the grade of E3 to E4, E4 - E5

S No.	Factors	Maximum Marks
i)	Performance Appraisal Ratings (For Last 3 Years)	24
ii)	Grade Service	16
iii)	CPC Marks	10
	Total	50

The marks for Performance Appraisal Ratings will be as given in Para 4.5.

The marks for Grade Service will be as under:

Grade Service	Marks
3 Years	10
4 Years	13
5 Years and Above	16

The qualifying Marks for promotability will be 38 (Thirty eight)

c) Promotion of executives from the grade of E5 - E6

S No.	Factors	Maximum Marks
i)	Performance Appraisal Ratings (For Last 3 Years)	30
ii)	Grade Service	15
iii)	CPC Marks	15
	Total	60

The marks for Performance Appraisal Ratings will be as given in Para 4.5.

The marks for Grade Service will be as under:

Grade Service	Marks
3 Years	8
4 Years	10
5 Years	12
6 Years and Above	15

The qualifying Marks for promotability will be 45 (Forty Five)

d) Promotion of executives from the grade of E6 - E7

S No.	Factors	Maximum Marks
i)	Performance Appraisal Ratings (For Last 4 Years)	40
ii)	Grade Service	20
iii)	CPC Marks	20
	Total	80

The marks for Performance Appraisal Ratings will be as given in Para 4.5.

The marks for Grade Service will be as under:

Grade Service	Marks
4 Years	12
5 Years	14
6 Years	17
7 Years and Above	20

The qualifying Marks for promotability will be 60 (Sixty)

7.2 No employee whose Performance Appraisal Report for the last year or Special Performance Report, if any, is "Not Satisfactory" will be considered for promotion.

7.3 No employee under suspension or where the charge sheet has been issued or where a criminal case is pending against him shall be promoted until he is unconditionally reinstated or exonerated. In case of unconditional reinstatement or exoneration, he will be allowed promotion with retrospective effect, but the financial benefit accruing due to promotion will be allowed with effect from the date his promotion order is issued and no arrears will be payable on this account unless specifically mentioned otherwise in the promotion order.

7.3.1 The cases of employees against whom disciplinary proceedings are pending or contemplated, but are otherwise eligible for consideration for promotion shall also be considered by the CPC (Corporate Promotion Committee) along with all other cases. The recommendations of the CPC, including "unfit for Promotion" will be kept in a sealed cover. The cover will be so superscribed 'findings regarding suitability for promotion to the grade/post of..... in respect of Shri not to be opened till the conclusion of the disciplinary case/criminal prosecution against Shri..... The proceedings of the CPC need only contain the note, 'The findings are contained in the attached sealed cover'. The same procedure will be followed by the subsequent CPCs convened till the disciplinary case/criminal prosecution pending against the employee concerned is finally concluded.

7.3.2 In the event of delay in the conclusion of the disciplinary proceedings/criminal prosecution, the delay not being attributable to the charged employee, and the disciplinary proceedings/criminal prosecution against the employee concerned are not concluded even after the expiry of two annual CPCs from the date of the meeting of the first CPC which kept its findings in respect of the employee in the sealed cover, the Appointing Authority may review the case of the employee provided he is not under suspension, and consider and order promotion of employee on adhoc basis, provided his case was recommended by CPC keeping in view the totality of the case, the availability of vacancy etc. The order of promotion should make it clear that the promotion is purely on adhoc basis, till further orders and it confers no right on the employee for regular promotion and that the Competent Authority reserves the right to cancel/revoke the adhoc promotion or to revert at any time, the employee to the post from which he was promoted on adhoc basis, without any formal proceedings.

7.3.3 On conclusion of disciplinary cases/criminal prosecution etc. the promotion of the employee will be regulated as under :

i) If the employee concerned is finally acquitted and is fully exonerated, the sealed cover recommendation shall be opened and in the event the employee was recommended for promotion by the Committee, the promotion shall be made effective from the date as would otherwise have been announced as if there were no proceedings against him. However, whether the concerned employee will be entitled to any arrears of pay for the period of notional promotion preceding the date of actual promotion and if so, to what extent, will be decided by the Competent Authority by taking into consideration all the facts and circumstances of the disciplinary proceedings/criminal prosecution. Where the authority denies arrears of salary or part of it, it will record its reasons for doing so. The financial

benefits for the period of notional promotion will not be paid unless specifically mentioned otherwise in the promotion order.

ii) If any penalty is imposed as a result of the disciplinary proceedings or if he is found guilty in the criminal prosecution against him, the findings of the sealed cover shall not be considered. His case for promotion may be considered by the next CPC in the normal course and having regard to the penalty imposed on him. Such employee shall, however, not receive promotion during currency of the punishment. Where adhoc promotion has been given as at 7.3.2 above will be cancelled/revoked.

7.4 In case of transfer on promotion, the promotion will be effective from the standard date or notified date, provided the concerned executive joins at the new place of posting within a period of not more than two months from the date of issuance of the promotion/Date of Promotion order failing which the promotion will be regulated as under :

a) In case the concerned executive joins at the new place of posting beyond two months but within 6 months from the date of issuance of the promotion order, the promotion will be effective only from the actual date of joining at the new place of posting. However, in exceptional cases, based on merits of the case, the promotion can be considered to be notionally effective from a date prior to the actual date of joining, as may be decided by the Competent Authority. The financial benefits on account of promotion will be allowed only from the actual date of joining the new place of posting.

b) In case the concerned executive does not join at the new place of posting within 6 months from the date of issuance of the order, the promotion order would stand automatically cancelled and withdrawn and his case for promotion to the next higher grade will be considered afresh by the next CPC, as per policy.

8.0 Probation

8.1 All Executives promoted to the grades of E7, E8 & E9 shall be placed on probation for a period of one year from the date of assumption of charge in the next higher grade. The period of probation may be extended at the discretion of the Competent Authority but will not be extended by more than one year save for exceptional reasons to be recorded in writing.

8.2 Every executive promoted to the higher grade will be issued a formal order of confirmation on satisfactory completion of the probationary period or the extended period of probation as may be applicable. The executive will be deemed to be on probation until so confirmed in writing.

8.3 An order relating to confirmation or extension of probation will normally be communicated within one month from the date of completion of the probationary period or the extended period of probation. Non-compliance of this stipulation will not, however, result in automatic confirmation of the executive concerned.

8.4 If during the probationary period or extended period of probation, the performance of the executive is not found satisfactory or upto the standard required for the promoted post, the executive shall be reverted back to the pre-promotion grade. After reversion, the employee will not be considered for promotion to the higher grade for a period of one year from the date of reversion.

9.0 Reservation for SC/ST

The directives of the Central Government with regard to the reservation of posts for Scheduled Caste/Scheduled Tribe candidates in the matter of promotion will be kept in view while effecting promotions of executives.

10.0 General

The Management reserves the right to modify, cancel, add or amend any of the provisions of the policy at any time.



Handbook
on
Performance Appraisal
System
for E2-E7 Level Executives
in
POWERGRID

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1.0 **PMS Process**

The four step performance process followed in POWERGRID is given below

1.1 **Performance Planning**

- **Importance**

1. Parameters for performance measurement are pre-defined
2. Objectives are prioritized
3. Individual performance is enhanced by clear definition of deliverables
4. Role of individuals is clarified within overall organizational context

- **Process Steps**

- Set KRAs

1. KRA setting for all appraises in consultation with the reporting officer (appraiser)
2. KRAs to be set by taking inputs from the MoU targets, functional plans, individual responsibilities and cascading of KRAs from the top
3. KRAs to follow SMART principal.
4. KRAs to be cover important area of result.
5. The KRAs, once finalized, to be signed off by the appraiser and the appraise

1.2 **Mid-year Review**

- **Importance**

1. Performance management is not an event but an ongoing process
2. Helps in objective annual evaluation
 - Provides early warnings of non-performance; avoids year end surprises
 - Opportunity to revisit KRAs, change weightages or measures
 - Reinforces good performance in time
 - Provides an opportunity for appraise to express his thoughts on progress made and roadblocks encountered

- **Process Steps**

1. Appraiser and appraise to discuss changes in KRAs, if necessary
2. All KRAs to be re-filled in the form if any changes are made in either the KRAs, weightages or targets
3. Appraiser to document mid year discussion

- **Guidelines for changing KPAs in the mid-year**

1. Change in roles and responsibilities of appraise
2. Changes in organizational goals
 - a. Unanticipated projects
 - b. Abandonment of project as per corporate directive
3. Situations beyond control of the appraise such as accident or emergency situations

1.3 Annual Assessment

- **Importance**

1. Formal process to ensure performance is assessed annually
2. Opportunity for reviewing officer to offset rating biases
3. Provides inputs for other HR systems:
 - a. Rewards and Incentives
 - b. Career Development
 - c. Training and Development

- **Process Steps for Appraiser**

1. Evaluate performance against KRAs by comparing actual performance to targets set
2. Evaluate
 - a. Functional/technical competencies
 - b. Values
 - c. Potential
3. Transfer scores from all sections to the section on Total Marks for consolidation

- **Process Steps for Reviewing Officer**

1. Review the marks given for each section by the appraiser – check for overrating or underrating
2. Hold discussion with appraiser in case changes in scores are required
3. Rationale for changes in scores must be documented on PMS form
4. Reviewing officer and appraiser sign-off on the PMS form

1.4 Moderation Process

- **Importance**

1. Ensure parity and integrity by minimizing rater variation across various departments
2. Enhance objectivity and transparency in the appraisal system

- **Process Steps**

1. Assess the overall achievement of the business unit MoUs and functional goals; moderation would be done in view of the overall achievement of these goals
2. Plot distribution of scores for the cluster to check for skewing within and across departments
3. Checks to be made whether employees have been overrated or underrated on various PMS parameters such as:
 - a. KRA assessment
 - b. Competencies, Values and Potential assessment
4. Make suitable adjustments to scores, where necessary,
5. All appraisees in the cluster must be categorized into five point scale – OS, VG, G, A, NS

2.0 Key Features

- Key Result Areas (KRAs) have to be set after mutual discussions between the appraiser and appraisee in the beginning of the appraisal year.
- KRAs have to be finalized for the whole appraisal year in the beginning of the appraisal period. - KRAs are to be aligned with MOU targets of the Corporation as far as possible.
- KRAs should be made objective with specific targets for completion. The target should be either in a Number/ Date or Percentage.
- There is a provision for mid –year review so that the progress of work can be reviewed and in case some new assignment/ work is assigned the same can be incorporated after discussion between appraiser and appraisee.
- At the end of the appraisal period the appraisee would be required to fill actual achievement against each KRA.
- The appraiser shall discuss the actual achievements of appraisee at the end of appraisal period and record the contents of discussion in the performance review sheet.
- The appraiser shall award marks for the appraisal period in four parts of the Performance Appraisal Formats viz.
 - Performance
 - Competencies
 - Values
 - Potential Appraisal.

3.0 Appraisal Year & Coverage

The appraisal year will be the financial year from **1st April to 31st March** for executives in the level of **E7** and calendar year from **1st January to 31st December** for executives in the level of **E6 and below**.

- 3.1 The Appraisal Reports are required to be filled in, in respect of all the executives who have served for a period of at least three months in the Appraisal Year.
- 3.2 If an executive has served in more than one Region/Deptt. or with more than one Reporting Officer for a period of at least three months in the Appraisal Year, separate reports have to be filled for each Region/Deptt. All the reports shall be considered by the Moderation committee and final rating for the year awarded. The rating decided by the moderation committee shall be the rating to be taken for all purposes.
- 3.3 Where more than 6 months of the appraisal year have elapsed at the time of consideration of an executive's promotion, a Special Performance Report for the part year will be obtained and taken into consideration along with the Reports of the previous years. Once the special report is followed and replaced by the usual annual report, the special report will no longer be taken into consideration.

3.4 In case of Transfer

If an executive has served minimum three months in one position/ location, he has to complete the AAR process with his reporting officer. For a period less than three months in a particular location or with a particular appraiser NO AAR is required to be filled.

On transfer to a new place or new role, an executive would again finalise a new set of KRAs with the new reporting officer for the balance assessment period. Same process shall also be followed if the reporting officer is transferred.

In case of transfer, new appraisal format is to be filled.

4.0 Procedure

Performance Appraisal Formats has four parts which are to be filled as per procedure detailed below:-

- 4.1.1 Part – I A – Performance** – The Appraiser and Appraisee shall first discuss the Key Result Areas, measures and marks for them, based on the organisational goal and the role being performed by appraisee. The appraisee's Key Result Areas shall flow from the appraisers Key Result Areas.

Under the column Key Result Areas, the appraisee has to write the important areas of work along with specific targets. This column should be filled in the beginning of the appraisal period.

Under the column "Measures / Indicators", the suitable unit of measure (Number/ Date/Days or Percentage) may be chosen. The appraiser and appraisee have to jointly assigned marks to each KRA based on relative importance of the appraiser's role and should be filled in the Marks column. The sum total of all KRA marks should always be 100.

After the expiry of 6 month of the appraisal period a mid-year review will be done in the prescribed format to check if the performance is on the right track. Additional KRAs if required can be added at this stage.

- 4.1.2 Part I B – End year review** – The appraisee shall fill the actual achievement at the end of appraisal year in the relevant column. The appraiser and appraisee shall again have discussion on the achievement and other aspects of performance. A brief note of the discussion shall also be recorded in the **Performance Review Sheet**.

- 4.2 Part – II – Competencies** – This section consists of functional, technical and managerial Competencies required for successful performance in the job. The appraiser shall rate the appraisee on nine competencies as given in the appraisal format. The appraiser shall rate each attribute on a scale of 1 to 5. (5 indicating the highest level of competency and one indicating the lowest level of competency)

- 4.3 Part – III- Values** – This section consists of values which an employee demonstrates in day to day activity, work and interactions. There are 10 attributes in the value section. Here, again the appraiser shall rate each value attributes on a scale of 1 to 5. (5 indicating the highest level of value and one indicating the lowest level of value)

4.4 Part-IV- Potential Appraisal- This section consist of attributes which are to be demonstrated in day to day activities. Attributes here represent the abilities required for senior level positions. POWERGRID has identified five potential appraisal attributes which have been defined in the appraisal format. The appraiser again shall rate each potential appraisal attributes on a scale of 1 to 5. (5 indicating the highest level of potential and one indicating the lowest level of potential)

Once the appraiser completes the appraisal format, he shall forward the same to the Reviewing Officer who then after completing the necessary formalities shall forward it to other executives in the hierarchy and finally the report will be submitted for acceptance by the Countersigning Authority.

5.0 Guidelines on KRA Finalisation

While finalization of the KRA the following Guidelines on KRA approved by MCM may be followed:-

- KRAs should be based on 'SMART' principle and finalized at the beginning of the appraisal period on mutual discussion between Appraiser and Appraisee.
- Individual KRAs in the Performance Appraisal Format should be limited to 8-10 in number.
- KRA factors to include cross functional work, if feasible for multi – skilling.
- All Regional Heads/ Projects Heads/ O&M Heads are requested to ensure that the safety is necessarily included as KRAs. Minimum 10% weightage in AAR up to DGM level and 5% for General Managers and Executive Director levels. With every fatal accident in their jurisdiction, there would be a deduction of :-
 - i) 1% marks of the total marks allotted to safety KRA for EDs.
 - ii) 3 -5 % marks of the total marks allotted to safety KRA for officials upto GM
- The heads of Department/ Sections are also requested to ensure that the executives looking after Forest Clearance and Land Acquisition activities should necessarily include these as their KRAs.
- Since CSR is an integral part of the MOU signed with Ministry of Power, the heads of Regions/ Sub Stations are also requested to necessarily include CSR activities as KRA with 5% weightage for themselves and for the executives responsible for CSR activities.
- Self developmental KRAs like contribution to Knowledge Management/ Development of Subordinate/ New initiative in the department etc may be included in the individual KRAs with 5% weightage. A sample list of such KRAs is provided in the KRA directory as Common KRAs which is available on the PMS site.
- KRAs should be made objective with specific targets for completion. The target should be either in a Number/ Date/ Percentage. No other measurement parameter is acceptable.
- Minimum weightage for any KRA should not be less than 5%.

6.0 Marking System

The marks calculated from the above four parts of Appraisal Format are to be tabulated as given below.

		MARKS (E2 TO E6)	MARKS (E7)
PART – I	PERFORMANCE	75	65
PART –II	COMPETENCIES	15	15
PART –III	VALUES	05	10
PART –IV	POTENTIAL	05	10
	TOTAL	100	100

7.0 Conversion Table for Appraisal Rating

The conversion table for converting the marks into five point scale is given below:

Rating	Marks (E2-E6)	Marks (E7)
Outstanding	80-100	90-100
Very good	60-79	70-89
Good	50-59	50-69
Average	40-49	33-49
Not satisfactory	Below 40	Below 33

8.0 PMS Process Schedule

Sl.No.	Particulars	E2 to E6 Completion Date	E7 Completion Date
1.	Finalization of key result areas after discussion between appraiser and appraisee	30 th January of the calendar year for which report is to be written	30 th April of the financial year for which report is to be written
2.	Mid-Year Review	31 st July of the calendar year for which report is to be written	31 st October of the financial year for which report is to be written
3.	Submission of Final Year Achievements by Individual	10 th January of next calendar year for which report is to be written	30 th April of next financial year for which report is to be written
4.	Final Review (year-end assessment)	20 th January of next calendar year for which report is to be written	31 st May of next financial year for which report is to be written
5.	Countersigning by Accepting Authority	15 th February of next calendar year for which report is to be written	30 th June of next financial year for which report is to be written

9.0 Adverse Reports

- 9.1 In the event of the overall assessment being 'Not satisfactory', a communication will be issued to the concerned executive after the report has been countersigned by the concerned authority. For this, the final countersigning authority will send back the report to the Reviewing Officer for issuing the necessary communication to the concerned executive. The communication will be issued by the Reviewing Officer along with details including facts and figures.
- 9.2 Comments, if any, of the appraisee will be asked on the adverse report. The adverse report along with the comments of the appraisee will be examined by the final countersigning authority who will record his final decision along with reasons. Wherever CMD is the Reporting Officer or Reviewing Officer, his decision regarding expunction/retention of the adverse comments after due examination of the explanation submitted by the appraisee will be final.
- 9.3 The final decision will be communicated by the Reviewing Officer to the appraisee.

10.0 Normal Distribution Pattern of Appraisal Ratings

In appraisal of any population, the normal distribution pattern invariably holds good, may be with minor variations. Keeping this in view, while completing the appraisal reports, it should be ensured that following percentage is maintained:

Outstanding	15-20%
Very Good	35-40%
Good	40-45%
Average	10-20%
Not Satisfactory	0-5%

11.0 Appraisal Error

Appraiser should avoid following rating error while rating the subordinates:

- **Central tendency:** Clustering everyone in the middle performance categories to avoid extremes of good or bad performance; it's easy, but it's wrong. This isn't fair to employees who are really making an effort, and it can be demoralizing.
- **Grouping:** Excusing below-standard performance because it is widespread; "Everyone does it."
- **Recency:** Rating only recent performance, good or bad. Data should be representative of the entire review period. If you're not keeping good notes, you may not remember the whole period.
- **Holding a grudge:** Never try to pay employee for their past behaviour.
- **Bias:** Allowing your bias to influence the rating. Bias can come from attitudes and opinions about race, national origin, sex, religion, age, veterans' status, disability, hair colour, weight, height, intelligence, etc.
- **Favouritism:** Overlooking the nice employee especially whom everyone likes.
- **Guilt by association:** Rating someone on the basis of the company they keep, rather than on the work they do.
- **Halo Effect:** This is when a manager really likes an employee and allows their personal feelings about this employee to influence their performance ratings of them.
- **The horns effect:** The opposite of the halo effect—letting one negative work factor or behaviour you dislike, colour your opinion of other factors.
- **First Impression Error:** A new employee joining the organization and performing at high levels during their "honeymoon" period and then possibly losing some of that initial momentum.
- **The sunflower effect:** Rating everyone high, regardless of performance, to make yourself look good or to be able to give more compensation.
- **Strictness or Leniency:** Some supervisors tend to rate all their subordinates consistently low or high. These are referred to as strictness and leniency errors.

12.0 Performance Improvement Plan

- A Performance improvement Plan page shall be opened in respect of Employees having Average or Not Satisfactory performance.
- The process shall consist of Evaluation, Planning and Impact Assessment
- The reporting officer shall provide comprehensive, honest and fair feedback on the employee's performance, providing any relevant evidence regarding the gap in performance.
- The reporting officer in consultation with employee shall record root cause for non-performance.
- The reporting officer shall draw action plan for improvement of Performance
- The PIP shall include training need and competency gap also which shall auto fetch from Appraisal report. The training need and competency gap shall be shared with HRD for providing training and competency development plan. The training need identified/recommended in PIP shall have overriding effect on TNA.
- The Reporting Officer shall also Discuss Work Arrangement such as attendance, working hours, leave plan etc.
- The period of Performance improvement Plan (PIP) shall be of 6 months.
- At the end of 6 months Employee shall make self-assessment against Performance improvement areas and the reporting officer shall give assessment comment and feedback.
- The outcome of PIP in terms of satisfactory completion or requirement of further improvement shall be recorded.

13.0 For Assistance

The guidelines in the Handbook are explicit. The KRA training on Performance Formats have been imparted at HOD level though out the organisation. However, in case of any clarification the following may be contacted.

- Corporate Appraisal & Promotion Group.
- Head of HR/Concerned Appraisal coordinator in the Regions.
