

IMMEDIATE

**No.72(33)/2009-HRD
Government of India
Ministry of Tourism**

New Delhi, dated the 15th July, 2011

OFFICE MEMORANDUM

Subject : Introduction of Annual Performance Appraisal System (APAR) in Central IHMs from the Academic Year 2010-11.

In pursuance of the recommendations of the 2nd Administrative Reforms Commission stipulating that the performance appraisal system for all services be made more consultative and transparent, it has been decided to introduce the Annual Performance Appraisal Reporting (APAR) System for the Principal and teaching faculty in all Central Institutes of Hotel Management with effect from the Assessment Year 2010-11.

2. The salient features of APAR System are as under :-

- (i) The existing nomenclature of the Annual Confidential Report (ACR) will be modified as Annual Performance Appraisal Report (APAR).
- (ii) The full APAR including the overall grade shall be communicated to the concerned officer after the Report is complete with the remarks of the Reviewing Officer. As in the case of personal staff attached to officers where a person has only one supervisory level above him, such communication shall be made after the reporting officer has completed the performance assessment.
- (iii) The Administrative authority entrusted with the maintenance of APARs after its receipt shall provide a copy of the APAR to the officer reported upon and obtain his signature as proof of receipt.
- (iv) The officer reported upon shall be given the opportunity to make any representation against the final grading given in the Report within a period of fifteen days from the date of receipt of a copy of the APAR. The representation shall be restricted to the specific factual observations contained in the report leading to assessment of the officer in terms of attributes, work output etc. While communicating the entries, it shall be made clear that in case no representation is received within the fifteen days, it shall be deemed that he/she has no representation to make. If the Administrative authority does not receive any information from the concerned officer on or before fifteen days from the date of disclosure, the APAR will be treated as final.
- (v) The new format of reporting, review and appeal under the APAR system will commence from the assessment year 2010-11, the reports for which will be recorded in the new APARs formats for the teaching faculty after 1st July, 2011 onwards.

- (vi) The APARs of the teaching faculty will be recorded for the Academic year beginning on 1st July and closing on 30th June of every year. The APARs for the Principal and rest of the staff shall follow the financial year beginning on 1st April and closing on 31st March of every year.
- (vii) The time limit for various stages of reporting, review and appeal etc. of the APAR exercise every year would be as follows :
 - a) The Reporting Officer must record his assessment of the teacher within 30 days of the closing of the academic year, i.e. by 31st July every year. His report would then be reviewed by the Reviewing Officer within the next 30 days, i.e. by 31st August and sent to the Administrative authority entrusted with the maintenance of APARs within the next 15 (fifteen days) i.e. by 15th September. A copy of the full APAR including the overall grade and the scores given by the Reviewing Officer shall be communicated to the concerned Teacher. The Administrative authority entrusted with the maintenance of APARs shall disclose the same to the Teacher within fifteen days after its receipt, i.e. latest by 30th September.
 - (b) The officer reported upon shall be given the opportunity to make any representation against the final grading given in the Report within a period of fifteen days from the date of receipt of a copy of the APAR. The representation shall be restricted to the specific factual observations contained in the report leading to assessment of the officer in terms of attributes, work output etc. While communicating the entries, it shall be made clear that in case no representation is received within the fifteen days, it shall be deemed that he/she has no representation to make. If the Administrative authority does not receive any information from the concerned officer on or before fifteen days from the date of disclosure, the APAR will be treated as final.
 - (c) The Appellate Authority may consider the representation, if necessary, in consultation with the Reporting and/or Reviewing Officer and decide the matter objectively based on the material placed before him / her within a period of thirty days from the date of receipt of the representation. The Appellate Authority may, after due consideration, reject the representation or may accept and modify the APAR accordingly. The decision of the Appellate Authority and the final grading shall be communicated to the officer reported upon by the Administrative authority entrusted with the maintenance of APARs within fifteen days of receipt of the decision of such authority.
- (viii) Grades below 40% or above 90% of the score allotted to an attribute are expected to be rare occurrences and hence the need to justify them. It is expected that any grading below 40% and any grading above 90% of the score allotted to any attribute would be adequately justified in the pen-picture by way of specific failures and similarly justified with respect to specific accomplishments. Failure to do so would result in the grading being treated as 40% and 60% in respect of grading either below 40% or above 90% of the score allotted to an attribute respectively. In awarding a numerical grade the reviewing authorities would be expected to rate the officer against a larger population of his/her peers that may be currently working under them.

- (ix) With the implementation of the APAR system, the concept of Accepting Officer and Reviewing stands merged.
- (x) APARs with an aggregate grading :-
 - (a) between 80% and 100% will be rated as “**Outstanding**”;
 - (b) between 60% and 80% will be rated as “**Very Good**”;
 - © between 40% and short of 60% will be rated as “**Good**”; and
 - (d) below 40% will be rated as “**Poor**”.

3. The structure of the functional hierarchy in IHM and the performance appraisal system shall be as follows with effect from 1st July, 2011 and applicable from the academic year 2010-11 onwards :-

- (i) The A.P.A.R. of the Principal of Central IHMs chaired by the State Tourism Secretaries would be written by the Chairperson of the BOG and reviewed by the Addl. Director General (T), in the Ministry of tourism, Govt. of India. Secretary, Ministry of Tourism, Govt. of India, will be the Reviewing Officer for the Principals of Central IHMs chaired by any officer of the Ministry of Tourism, Govt. of India. The original copy of the APAR of Principal would be retained in the HRD Division of the Ministry with Dy. Secretary(HRD) and a copy sent to the respective Chairperson and the Principal.
- (ii) The Principal would be the Reporting Officer for only the Head of Departments, Administrative Officer and P.A. to Principal. The Reviewing Officer in such cases would be the Chairman of the BOG. The original copy of the APAR would be retained by the Principal and a copy thereof given to the officer reported upon.
- (iii) The Reporting Officer for all Sr. Lecturers, Lecturers, Asstt. Lecturers and Librarian will be the Head of Department with their Reports being reviewed by the Principal. In the case of Institutes having more than one post of Head of Deptt., the Principal will apportion the teachers (Sr. Lecturers, Lecturers and Asstt. Lecturers) and Librarian separately under each HOD by a specific order. In the absence of either the post of HOD or incumbent thereof, the Principal would write as well as review their report. The original copy of the APAR would be retained by the Principal and a copy thereof given to the officer reported upon.
- (iv) The Administrative Officer would be the Reporting Officer for the Asstt. Administrative officer/Office Superintendent and Accountant and the Principal would review the report of the Administrative Officer. The original copy of the APAR would be retained by the Principal and a copy thereof given to the officer reported upon.
- (v) The Office Superintendent would be the Reporting Officer for the administrative staff like UDC, Steno, LDC, Foreman & Driver with the Administrative Officer being their Reviewing Officer. The original copy of the

APAR would be retained by the Principal and a copy thereof given to the officer reported upon.

- (vi) The Accountant could be the Reporting Officer for Cashier & Store-keeper and the Administrative Officer would be their Reviewing Officer. The original copy of the APAR would be retained by the Principal and a copy thereof given to the officer reported upon.
- (vii) The Appellate Authority for considering representations against adverse remarks will be the Secretary, Ministry of Tourism, Govt. of India in the case of Principals of Central IHMs chaired by the State Tourism Secretaries and the Union Tourism Minister in the case of Central IHMs chaired by any other officer of the Ministry of Tourism, Govt. of India. The Appellate Authority for considering adverse remarks against all other teachers and staff of the Central IHMs will be the Board of Governors of the respective IHMs.

4. The APAR forms of the teaching faculty (Sr. Lecturer, Lecturer and Asstt. Lecturer) in IHMs has been designed in such a way as to reflect not only their performance during the year but also takes into account their personal achievements as teachers.

5. The evaluation attributes for the Head of Deptt. has been kept similar to that of the Principal considering the similarities in their managerial and academic duties. It would be incumbent upon the Head of Deptt. to share a few of the responsibilities emanating from the Result Framework Document (RFD) of the IHM with the Principal. The Principal will assign any four/five of the targets fixed for the Institute in the Result Framework document to the Heads of Department for implementation during the year.

6. The APAR Forms of the Non-teaching staff would be designed in due course and communicated separately.

7. The Chairpersons and Principals of the Central IHMs are requested to implement the APAR system in their respective Institute immediately. The APAR forms finalised for the posts of Principal, Head of Department and Lecturers etc. are enclosed.

(S.K.Chakrabarty)
Deputy Secretary to the Government of India

To

- 1. The Chairpersons of all Central Institutes of Hotel Management.
- 2. The Principals of all Central Institutes of Hotel Management.

Copy for information to

- 1. ADG(T), Ministry of Tourism, Transport Bhavan, N.Delhi
- 2. Director(A&F) and Director (S), NCHMCT

(S.K.Chakrabarty)
Deputy Secretary to the Government of India

INSTRUCTIONS FOR RECORDING

ANNUAL PERFORMANCE APPRAISAL REPORT

1. The REPORTING/REVIEWING OFFICERS will examine all sources of evidence provided by the teacher and bear in mind the aspects of teaching for each of the four categories used in this form and assign an overall evaluation of performance AND sign the form.

Planning and Preparation – Through their knowledge of content and pedagogy skills in planning and preparation, teachers make plans and set goals based on the content to be learned, their knowledge of students and their instructional context. This category reviews: Knowledge of content and Pedagogy, Knowledge of Students, Designing Coherent Instruction, Assessing Student Learning, Knowledge of Resources, Materials and Technology.

Classroom Environment – Teachers establish and maintain a purposeful and equitable environment for learning, in which students feel safe, valued, and respected by instituting routines and by setting clear expectations for student behavior. This Category reviews: Teacher Interaction with Students, Establishment of an Environment for Learning, Student Interaction.

Instructional Delivery - Through their knowledge of content and their pedagogy and skill in delivering instruction, teachers engage students in learning by using a variety of instructional strategies. This Category address: Communications, Questioning and Discussion techniques, Engaging Students in Learning, Providing Feedback, Demonstrating Flexibility and Responsiveness)

Professionalism – Professionalism refers to those aspects of teaching that occur in an beyond the classroom/building. This Category addresses: Adherence to School and District Procedures, Maintaining Accurate Records, Commitment to Professional Standards, Communicating with Families, Demonstrating Professionalism.

2. In preparing the summative report, the Reviewing Officer must (a) Consider all competencies in assessing the teacher's performance; (b) Provide an overall rating of the teacher's performance in accordance with the rating scale; (c) Recommend professional growth goals and strategies for the teacher's development.

3. The Administrative authority entrusted with the maintenance of APARs after its receipt shall provide a copy of the complete APAR to the officer reported upon and obtain his signature as proof of receipt. As in the case of personal staff attached to officers where a person has only one supervisory level above him, such communication shall be made after the reporting officer has completed the performance assessment.

4. The officer reported upon shall be given the opportunity to make any representation against the final grading given in the Report within a period of fifteen days from the date of receipt of a copy of the APAR. The representation shall be restricted to the specific factual observations contained in the report leading to assessment of the officer in terms of attributes, work output etc. While communicating the entries, it shall be made clear that in case no representation is received within the fifteen days, it shall be deemed that he/she has no representation to make. If the Administrative authority does not receive any information from the concerned officer on or before fifteen days from the date of disclosure, the APAR will be treated as final.

5. The new format of reporting, review and appeal under the APAR system will commence from the assessment year 2010-11, the reports for which will be recorded in the new APARs formats after 1st July, 2011 onwards.

6. The time limit for various stages of recording, reviewing, appeal etc. of the APAR exercise every year would be as follows :

(a) The Reporting Officer must record his assessment of the teacher within 30 days of the closing of the academic year, i.e. by 31st July every year. His report would then be reviewed by the Reviewing Officer within the next 30 days, i.e. by 31st August and sent to the Administrative authority entrusted with the maintenance of APARs within the next 15 (fifteen days) i.e. by 15th September. A copy of the full APAR including the overall grade and the scores given by the Reviewing Officer shall be communicated to the concerned Teacher. The Administrative authority entrusted with the maintenance of APARs shall disclose the same to the Teacher within fifteen days after its receipt, i.e. latest by 30th September.

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(c) The Appellate Authority may consider the representation, if necessary, in consultation with the Reporting and/or Reviewing Officer and decide the matter objectively based on the material placed before him/her within a period of thirty days from the date of receipt of the representation. The Appellate Authority may, after due consideration, reject the representation or may accept and modify the APAR accordingly. The decision of the Appellate Authority and the final grading shall be communicated to the officer reported upon by the Administrative authority entrusted with the maintenance of APARs within fifteen days of receipt of the decision of such authority.

7. The Appellate Authority for considering representations against adverse remarks will be the Secretary, Ministry of Tourism, Govt. of India in the case of Principals of Central IHMs chaired by the State Tourism Secretaries and the Union Tourism Minister in the case of Central IHMs chaired by any other officer of the Ministry of Tourism, Govt. of India. The Appellate Authority for considering adverse remarks against all other teachers and staff of the Central IHMs will be the Board of Governors of the respective IHMs.

8. Grades below 40% or above 90% of the score allotted to an attribute are expected to be rare occurrences and hence the need to justify them. It is expected that any grading below 40% and any grading above 90% of the score allotted to any attribute would be adequately justified in the pen-picture by way of specific failures and similarly justified with respect to specific accomplishments. Failure to do so would result in the grading

being treated as 40% and 60% in respect of grading either below 40% or above 90% of the score allotted to an attribute respectively. In awarding a numerical grade the reporting and reviewing authorities would be expected to rate the officer against a larger population of his/her peers that may be currently working under them.

9. APARs with an aggregate grading :-

- (a) between 81% and 100% will be rated as "Outstanding";
- (b) between 61% and 80% will be rated as "Very Good";
- (c) between 41% and short of 60% will be rated as "Good"; and
- (d) 40% and/or below will be rated as "Poor".

10. The Reporting Officer for all Sr. Lecturers, Lecturers, Asstt. Lecturers and Librarian will be the Head of Department with their Reports being reviewed by the Principal. In the case of Institutes having more than one post of Head of Deptt., the Principal will apportion the teachers (Sr. Lecturers, Lecturers and Asst. Lecturers) and Librarian separately to each HOD by a specific order. In the absence of either the post of HOD or incumbent thereof, the Principal would write as well as review their performance. The original copy of the APAR would be retained by the Principal and a copy thereof given to the officer reported upon.

**INSTITUTE OF HOTEL MANAGEMENT, CATERING
TECHNOLOGY & APPLIED NUTRITION, _____**

**ANNUAL PERFORMANCE APPRAISAL REPORT FORM
FOR PRINCIPAL**

REPORT FOR THE PERIOD : FROM _____ TO _____

PART -1

- 1. Name of the Principal :**
- 2. Whether belonging to SC/ST/OBC :**
- 3. Date of Birth :**
- 4. Date of continuous appointment to the present grade :**
- 5. Present Post and Date of appointment thereto :**
- 6. Period of absence from duty (on leave, training, etc) during the year. If he has undergone training, specify. :**

Certified by the Administration

PART - 2

(To be filled by the Principal)

PERFORMANCE AGAINST RFD TARGETS

(Performance would be assessed on the basis of the target/criteria values indicated against each objective incorporated in your Result Framework Document. The objectives may change from year to year depending upon the results planned for achievement during the year.)

	OBJECTIVE	MAX. SCORE - 100	TARGETS	ACHIEVED	RATING
1	CONTACT HOURS (less IGNOU & Specialty Topics)	15	2482 Hrs.		
2	Other Certificate/Diploma Courses	10	200 Persons		
3	PLACEMENTS : NO. OF CLEARLY PASSED B.SC STUDENTS : NO. OF STUDENTS PLACED (Each student to be counted against one placement only)	15	100%		
4	UTILISATION OF GRANTS FOR WORKS ETC. (Grants Available with the Institute on 31st March of the preceding financial year shall be taken into consideration for calculating the sanctioned amount)	5	100%		
5	FILLED TEACHING POSTS : SANCTIONED TEACHING POSTS	5	100%		
6	TOTAL COUNT OF FACULTY DEV. PROGRAMMES > 3 DAYS DURATION	5	2		
7	TOTAL NO.OF FACULTY DEPUTED FOR FACULTY DEV. PROGRAMMES > 3 DAYS DURATION PROGRAMMES	5	2		
8	TOTAL COUNT OF INDUSTRIAL EXPOSURE PROGRAMMES FOR FACULTY (> 6 DAYS)	5	2		
9	CONFIDENTIAL REPORTS RECORDED FOR THE YEAR	5	2		
10	BOG MEETINGS	5	100%		
11	EXECUTIVE COMMITTEE MEETINGS	5	2		
12	HUNAR SE ROZGAAR COURSES (As assigned by MOT)	10			
13	SKILL TESTING & CERTIFICATION (As assigned by MOT)	10			
TOTAL SCORE					

PART - 3

(To be filled by the Principal reported upon)

1. During the period under report, do you believe that you have made any exceptional contribution, e.g. successful completion of an extra-ordinarily challenging task or major systemic improvement. If so, please give a written description within 100 words.

2. What are the factors that hindered your performance?

3. Please indicate the specific areas in which you feel the need to upgrade your skills through training programs.

PART - 4

(APPRAISAL BY THE REPORTING OFFICER)

1. Please comment upon the claim (if made) of exceptional contribution made by the Principal reported upon.

2. Has the Principal reported upon met with any significant failures in his work. If yes, please furnish factual details.

3. Do you agree with the skill upgradation needs as identified by the Principal.

(To be filled by the REPORTING & REVIEWING OFFICERS)

The Reporting & Reviewing Officer will give their respective ratings on a scale of 1 to 10 against each evaluation parameter mentioned below.

Sl. No.	EVALUATION PARAMETERS	WEIGHTAGE	REPORTING OFFICER'S GRADING	REVIEWING OFFICER'S GRADING
A : Communications Skills		40	Assessment out of 10	Assessment out of 10
1	Ability to communicate orally with brevity, clarity and accuracy	10		
2	Ability to draft notes, letters, briefs for Board meetings etc. with brevity and clarity	10		
3	Analytical ability for decision making	10		
4	Knowledge of Rules/Regulations/ Procedures in the area of function and ability to apply them correctly.	10		
B : Management qualities		60		
1	Capacity to motivate juniors to obtain willing support by own conduct and capacity to inspire confidence.	10		
2	Ability to manage student conduct & behavior	10		
3	Regard for training and development of subordinates	10		
4	Willingness to assume responsibility	10		
5	Ability to provide timely and proper guidance to juniors	10		
6	Organizing capacity	10		
C : Initiative & planning ability		30		
1	Capacity and resourcefulness of the officer to anticipate problems and plan action in advance to meet such situations	10		
2	Capacity and resourcefulness of officer in handling unforeseen situations on his/her own	10		
3	Willingness to take additional and new areas of work	10		
D : Inter-personal Relations & Team Work		40		
1	Ability to appreciate others point of view and take the advise in the proper sprit	10		
2	Capacity to work as a member of a team and to promote team spirit and optimize the output of the team	10		
3	Accessibility to the staff & students and responsiveness to their needs	10		
4	Understanding of the problems of SC/ST/Weaker Sections and willingness to deal with them	10		
E : Professionalism		30		
1	Ability to ensure adherence to Institute's procedures, rules and regulations on attendance, punctuality & the like.	10		

2	Level of compliance with Institute's requirements for maintaining accurate and complete records	10		
3	Capacity to take decisions at his/her level within the delegated areas	10		
TOTAL OF A + B + C + D + E		200		

Reporting Officer's Signature with date

Reviewing Officer's Signature with date

INTEGRITY :

PEN PICTURE OF THE PRINCIPAL BY THE REPORTING OFFICER (about 100 words on the overall qualities of the officer including areas of strengths and lesser strengths)

Date:

Reporting Officer's Signature

REVIEW

PEN PICTURE OF THE PRINCIPAL BY THE REVIEWING OFFICER (about 100 words on the overall qualities of the officer including areas of strengths and lesser strengths and his contribution to the achievement of RFD targets)

Date:

Reviewing Officer's Signature

GRADING SCORE BY THE REVIEWING OFFICER IN PART-4	/200
FINAL GRADING % (Upto two decimal places)	%

I hereby certify that I have received a complete copy of the APAR for the year _____ duly reviewed.

Date :

Signature of the Principal reported upon

**INSTITUTE OF HOTEL MANAGEMENT, CATERING
TECHNOLOGY & APPLIED NUTRITION, _____**

**ANNUAL PERFORMANCE APPRAISAL REPORT FORM
FOR HEAD OF DEPARTMENT**

REPORT FOR THE PERIOD : FROM _____ TO _____

PART -1

(To be filled by the Administration)

- 1. Name of the Faculty :**
- 2. Designation :**
- 3. Whether belonging to SC/ST/OBC :**
- 4. Date of Birth :**
- 5. Date of continuous appointment to the present grade :**
- 6. Present Post and Date of appointment thereto :**
- 7. Period of absence from duty (on leave, training, etc) during the year. If he has undergone training, specify. :**

PART - 2

(To be filled by the Faculty reported upon)

1. Brief description of duties :

2.

	B.Sc. Subjects Taught	Subject-wise Average Attendance of B.Sc. Students during the year	Performance of B.Sc. Students in the Final Exam. of the two semesters
		Average %	Average %
1			
2			
3			
4			
5			
6			

3. Guidance of Students' Research Project work

4. Publications, if any, in print media/trade journals

Date :

Signature

PART - 3

(To be filled by the Faculty Reported upon and attested by Administration)

Sl. No.	EVALUATION PARAMETERS	WEIGHTAGE (MAX : 100)	ACHIEVED	GRADING SCORE
1	Educational Qualification (Marks to awarded for the highest degree - P.hd= 5 Marks; Masters Degree: 4 Marks Bachelors/Diploma Degree: 3 Marks)	5		
2	Training Courses attended during the year (5 Marks for > 5 days Courses of attended & 3 Marks for > 3 days Course attended)	10		
3	Exposure to practical Industry operations during the year (> 2 Weeks (12 working days) = 5 Marks; otherwise NIL)	5		
4	Consultancy work undertaken during the year (2.5 Marks for each completed Project worth more than Rs.50,000/-)	5		
5	% of teaching hours done during the year as against the no. of hours assigned (98% to 100% = 30 Marks/ 94% to 98% = 24 Marks/ 90% to 94% = 20 Marks/ <90% = 00 Marks)	25		
6	Involvement in extra & intra-curricular activities during the year (1 Mark for each Activity)	5		
7	Involvement in CBSP classes during the year (1 Mark for each 5 Hours)	5		
8	Average % of marks obtained by students in the final Exam. (Total of the marks obtained by all students of all the classes taught divided by the total number of students)) Above 75%=15 marks; 60% to 75%=12 marks; 50% to 60% = 8 marks; and <50%= 5 marks.	30		
9	Publications, if any, in print media/trade journals (2.5 Marks for each paper)	10		
TOTAL				

PART - 4

(To be filled by the Principal)

PERFORMANCE AGAINST RFD TARGETS

(Performance of the Head of Deptt. would be assessed on any FOUR or FIVE items of the RFD targets assigned to the Institute at the beginning of the academic year. Evaluation would be done on the basis of the target/criteria values indicated against each objective incorporated in the Result Framework Document. The objectives may change from year to year depending upon the results planned for achievement during the year.)

	OBJECTIVE	MAX. SCORE - 100	TARGETS	ACHIEVED	RATING
1	CONTACT HOURS (less IGNOU & Specialty Topics)	15	2482 Hrs.		
2	Other Certificate/Diploma Courses	10	200 Persons		
3	PLACEMENTS : NO. OF CLEARLY PASSED B.SC STUDENTS : NO. OF STUDENTS PLACED (Each student to be counted against one placement only)	15	100%		
4	UTILISATION OF GRANTS FOR WORKS ETC. (Grants Available with the Institute on 31st March of the preceding financial year shall be taken into consideration for calculating the sanctioned amount)	5	100%		
5	FILLED TEACHING POSTS : SANCTIONED TEACHING POSTS	5	100%		
6	TOTAL COUNT OF FACULTY DEV. PROGRAMMES > 3 DAYS DURATION	5	2		
7	TOTAL NO.OF FACULTY DEPUTED FOR FACULTY DEV. PROGRAMMES > 3 DAYS DURATION PROGRAMMES	5	2		
8	TOTAL COUNT OF INDUSTRIAL EXPOSURE PROGRAMMES FOR FACULTY (> 6 DAYS)	5	2		
9	CONFIDENTIAL REPORTS RECORDED FOR THE YEAR	5	2		
10	BOG MEETINGS	5	100%		
11	EXECUTIVE COMMITTEE MEETINGS	5	2		
12	HUNAR SE ROZGAAR COURSES (As assigned by MOT)	10			
13	SKILL TESTING & CERTIFICATION (As assigned by MOT)	10			
TOTAL SCORE					

PART - 5

(To be filled by the REPORTING & REVIEWING OFFICERS)

Sl. No.	EVALUATION PARAMETERS	WEIGHTAGE	REPORTING OFFICER'S GRADING	REVIEWING OFFICER'S GRADING
A : Communications Skills		40		
1	Ability to communicate orally with brevity, clarity and accuracy	10		
2	Ability to draft notes, letters, briefs for Board meetings etc. with brevity and clarity	10		
3	Analytical ability	10		
4	Knowledge of Rules/Regulations/ Procedures in the area of function and ability to apply them correctly.	10		
B : Management qualities		50		
1	Capacity to motivate juniors to obtain willing support by own conduct and capacity to inspire confidence.	10		
2	Ability to manage student conduct & behavior	10		
3	Regard for training and development of subordinates	10		
4	Willingness to assume responsibility	10		
5	Organizing capacity	10		
C : Initiative & planning ability		30		
1	Capacity and resourcefulness of the officer to anticipate problems and plan action in advance to meet such situations	10		
2	Capacity and resourcefulness of officer in handling unforeseen situations on his/her own	10		
3	Willingness to take additional and new areas of work	10		

D : Inter-personal Relations & Team Work		40		
1	Quality of relationship with superiors, colleagues and subordinates	10		
2	Ability to appreciate others point of view and take the advise in the proper sprit	10		
3	Capacity to work as a member of a team and to promote team spirit and optimize the output of the team	10		
4	Understanding of the problems of SC/ST/Weaker Sections and willingness to deal with them	10		
E : Professionalism		20		
1	Ability to ensure adherence to Institute's procedures, rules and regulations on attendance, punctuality & the like.	5		
2	Level of compliance with Institute's requirements for maintaining accurate and complete records	5		
3	Identification of proper personnel for performing the task	5		
4	Capacity to take decisions at his/her level within the delegated areas	5		
F : Academic Ability		20		
1	Level of knowledge of content & pedagogy	5		
2	Level of awareness of resources, materials & technology available	5		
3	Ability to assess the level of student learning and align instructions in sync with individual student's needs.	5		
4	Ability to use informal and formal assessments to meet learning goals and monitor student learning	5		
TOTAL OF (A + B + C + D + E + F)		200		

INTEGRITY :

PEN PICTURE OF THE FACULTY BY THE REPORTING OFFICER (about 100 words on the overall qualities of he officer including areas of strengths and lesser strengths)

Please indicate the specific areas in which you feel the FACULTY needs to upgrade his skills through training programs.

Date:

Reporting Officer's Signature

REVIEW

PEN PICTURE OF THE FACULTY BY THE REVIEWING OFFICER (about 100 words on the overall qualities of the officer including areas of strengths and lesser strengths and his contribution to the achievement of RFD targets)

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Date:

Reviewing Officer's Signature

GRADING SCORE GIVEN BY THE REVIEWING OFFICER IN PART-5	/200
FINAL GRADING % (Upto two decimal places)	%

I hereby certify that I have received a complete copy of the APAR for the year _____ duly reviewed.

Date :

Signature of the FACULTY reported upon

**INSTITUTE OF HOTEL MANAGEMENT, CATERING
TECHNOLOGY & APPLIED NUTRITION, _____**

**ANNUAL PERFORMANCE APPRAISAL REPORT FORM
FOR ASSISTANT LECTURERS, LECTURERS & SR. LECTURERS**

REPORT FOR THE PERIOD : FROM _____ TO _____

PART -1

(To be filled by the Administration)

1. Name of the Faculty :
2. Designation :
3. Whether belonging to SC/ST/OBC :
4. Date of Birth :
5. Date of continuous appointment to the present grade :
6. Present Post and Date of appointment thereto :
7. Period of absence from duty (on leave, training, etc) during the year. If he has undergone training, specify. :

PART - 2

(To be filled by the Faculty reported upon)

1. Brief description of duties :

2.

	B.Sc. Subjects Taught	Subject-wise Average Attendance of B.Sc. Students during the year	Performance of B.Sc. Students in the Final Exam. of the two semesters
		Average %	Average %
1			
2			
3			
4			
5			
6			

3. Guidance of Students' Research Project work

4. Publications, if any, in print media/trade journals

Date :

Signature

PART - 3

(To be filled by the Faculty Reported upon and attested by Administration)

Sl. No.	EVALUATION PARAMETERS	WEIGHTAGE (MAX : 50)	ACHIEVED	GRADING SCORE
1	Educational Qualification (Marks to awarded for the highest degree - P.hd= 5 Marks; Masters Degree: 4 Marks Bachelors/Diploma Degree: 3 Marks)	5		
2	Training Courses attended during the year (2 Mark for > 5 days Courses attended & 1 Marks for > 3 days Course attended)	3		
3	Exposure to practical Industry operations during the year (> 2 Weeks (12 working days) = 3 Marks; otherwise NIL)	3		
4	Consultancy work undertaken during the year (1 Marks for each completed Project worth more than Rs.50,000/-)	2		
5	% of teaching hours done during the year as against the no. of hours assigned (98% to100%= 30 Marks/ 94% to 98% = 24 Marks/ 90% to 94% = 20 Marks/ <90% = 00 Marks)	10		
6	Involvement in extra & intra-curricular activities during the year (1 Mark for each Activity)	3		
7	Involvement in CBSP classes during the year (1 Mark for every 5 Hours)	4		
8	Average % of marks obtained by students in the final Exam. (Total of the marks obtained by all students of all the classes taught divided by the total number of students) Above 75%=15 marks; 60% to 75%=12 marks; 50% to 60% = 8 marks; and <50%= 5 marks.	15		
9	Publications, if any, in print media/trade journals (1 Mark for each paper)	5		
TOTAL				

Signature of the Faculty reported upon
Officer
Date :

Signature of Administrative
Date :

PART - 4

(To be filled by the REPORTING & REVIEWING OFFICERS)

Sl. No	EVALUATION PARAMETERS	WEIGHTAGE	REPORTING OFFICER'S GRADING	REVIEWING OFFICER'S GRADING
A : Planning and Preparation		50		
1	Level of knowledge of content & pedagogy	10		
2	Level of Knowledge of students and ability to use this knowledge to direct and guide instruction	10		
3	Level of awareness of resources, materials & technology available	10		
4	Ability to design classroom instructions in proper sequence	10		
5	Ability to assess the level of student learning and align instructions in accordance with individual student's needs.	10		
B : Classroom Environment		50		
1	Ability to set clear expectations for student achievement and quality of student work	10		
2	Level of attention paid on equitable learning opportunities for students and attitude towards SC/ST/OBC/Women	10		
3	Quality of interactions between teacher & students and among students	10		
4	Level of attention paid to classroom routines and procedures to ensure little or no loss of instructional time	10		
5	Ability to manage student conduct & behavior	10		

C : Instructional Delivery		50		
1	Ability to clearly communicate the procedures and content	10		
2	Ability to use questioning and discussion strategies to encourage students' participation in learning	10		
3	Ability to provide equitable, accurate and constructive feedback to students on their learning	10		
4	Ability to use informal and formal assessments to meet learning goals and monitor student learning	10		
5	Level of flexibility and responsiveness exhibited in meeting the learning needs of students	10		
D : Professionalism		50		
1	Level of adherence to Institute's procedures and regulations on attendance, punctuality & the like.	10		
2	Level of commitment to professional conduct & standards	10		
3	Level of compliance with Institute's requirements for maintaining accurate and complete records	10		
4	Extent of participation in professional development events/opportunities, application of new learning in the class-room & sharing of learning with colleagues	10		
5	Willingness to shoulder additional responsibilities	10		
TOTAL OF A + B + C + D		200		

INTEGRITY :

PEN PICTURE OF THE FACULTY BY THE REPORTING OFFICER (about 100 words on the overall qualities of he officer including areas of strengths and lesser strengths)

Please indicate the specific areas in which you feel the Faculty needs to upgrade his skills through training programs.

Date:

Reporting Officer's Signature

REVIEW

PEN PICTURE OF THE FACULTY BY THE REVIEWING OFFICER (about 100 words on the overall qualities of the officer including areas of strengths and lesser strengths)

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Date:

Reviewing Officer's Signature

GRADING SCORE GIVEN BY THE REVIEWING OFFICER IN PART-4	/200
FINAL GRADING % (Upto two decimal places)	%

I hereby certify that I have received a complete copy of the APAR for the year _____ duly reviewed.

Date :

Signature of the FACULTY reported upon