

फार्म नं. III
Form No. III

भारतीय डाक सेवा
INDIAN POSTAL SERVICE

भारतीय डाक सेवा के उच्च प्रशासनिक ग्रेड के अधिकारियों के लिए
वार्षिक कार्य-निष्पादन मूल्यांकन रिपोर्ट (एपीएआर)
(वेतनमान 67000-79000 रु.)

**Annual Performance Assessment Report (APAR) Form for
Indian Postal Service Officers
Higher Administrative Grade
(Pay Scale Rs. 67000-79000)**

अधिकारी का नाम _____

Name of the officer _____

_____ को समाप्त वर्ष/अवधि की रिपोर्ट

Report for the year /period from _____ to _____

अधिकारी का नाम _____

Name of the officer _____

भारतीय डाक सेवा के उच्च प्रशासनिक ग्रेड के अधिकारियों के लिए
वार्षिक कार्य-निष्पादन मूल्यांकन रिपोर्ट (एपीएआर)
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**Annual Performance Assessment Report (APAR) for
Indian Postal Service Officers
Higher Administrative Grade
(Pay Scale Rs. 67000-79000)**

को समाप्त वर्ष/अवधि की रिपोर्ट

Report for the year /period from _____ to _____

भाग- I

वैयक्तिक ब्यौरे

PART - I

PERSONAL DATA

(मंत्रालय/विभाग/कार्यालय के संबंधित प्रशासनिक अनुभाग द्वारा भरे जाने के लिए)

(To be filled in by the Administrative Section concerned of the Ministry/Department/ Office)

1. अधिकारी का नाम
Name of the officer
2. आबंटन वर्ष
Year of allotment
3. जन्म तिथि
Date of birth

4. वर्तमान ग्रेड में निरंतर नियुक्ति की तिथि
Date of continuous appointment to the present grade
- दिनांक
Date
- ग्रेड
Grade
5. वर्तमान पद और उस पर नियुक्ति की तारीख
Present post and date of appointment thereto
- तारीख
Date
- पदनाम
Post
6. वर्ष में छुट्टी, प्रशिक्षण आदि पर जाने के कारण अनुपस्थिति की अवधि (यदि अधिकारी ने कोई प्रशिक्षण प्राप्त किया है, तो कृपया उल्लेख करें।)
Period of absence from duty on leave, training etc. during the year (if he has undergone training, please specify).
7. क्या अधिकारी ने कैलेंडर वर्ष की 31 जनवरी अर्थात् निर्धारित तिथि के अंदर पिछले कैलेंडर वर्ष के लिए अचल सम्पत्ति पर वार्षिक रिटर्न भर दिया है? यदि नहीं, तो रिटर्न भरने की तारीख।
Has the officer filed the annual return on immovable property for the preceding calendar year by date i.e. 31st January of the year following the calendar year? If not, the date of filing the return.
8. क्या अधिकारी ने निर्धारित समय-सीमा में पिछले रिपोर्टिंग वर्ष के संबंध में अपने अधीनस्थ कार्य करने वाले समूह 'क' और 'ख' अधिकारियों के वार्षिक कार्य-निष्पादन मूल्यांकन रिपोर्ट भर दिया है?
Has the officer completed APARs of Group 'A' and 'B' officers working under him/her in respect of the previous reporting year within stipulated time?

अधिकारी का नाम _____

Name of the officer _____

भाग- II रिपोर्टिंग प्राधिकारी द्वारा भरे जाने के लिए

Part - II TO BE FILLED IN BY THE REPORTING AUTHORITY

(कृपया प्रविष्टियों को भरने से पहले अलग से परिचालित अनुदेशों को पढ़ लें।)
(Please read the instructions carefully circulated separately)

1. कार्य निष्पादन का मूल्यांकन (इस खंड को 40% मानांक (वेटेज) दिया जाएगा)**
Assessment of Work Output (weightage to this Section would be 40%).**

क्र.सं. Sl. No.	विशेषताएं Qualities	रिपोर्टिंग प्राधिकारी Reporting Authority	पुनर्विलोकन प्राधिकारी Reviewing Authority	पुनर्विलोकन प्राधिकारी के हस्ताक्षर Initial of Reviewing Authority
(i)	आबंटित विषयों के अनुसार योजनागत कार्य/आबंटित कार्य पूरा करना Accomplishment of planned work/work allotted as per subjects allotted.			
(ii)	कार्य की गुणवत्ता Quality of output			
(iii)	विश्लेषणात्मक योग्यता Analytical ability			
(iv)	विशिष्ट कार्य/अप्रत्याशित कार्य पूरा करना Accomplishment of exceptional work/ unforeseen tasks performed			
	प्रकार्यात्मक-निष्पादन पर समग्र ग्रेडिंग Overall Grading on Work Output			

- 2: प्रकार्यात्मक क्षमता का मूल्यांकन (इस खंड को 30% मानांक (वेटेज) दिया जाएगा)**
Assessment of Functional Competency (weightage to this Section would be 30%):**

क्र.सं. Sl. No.	प्रकार्यात्मक क्षमता Functional Competency	रिपोर्टिंग प्राधिकारी Reporting Authority	पुनर्विलोकन प्राधिकारी Reviewing Authority	पुनर्विलोकन प्राधिकारी के हस्ताक्षर Initial of Reviewing Authority
(i)	कार्य-क्षेत्र में नियमों/विनियमों/प्रक्रियाओं का ज्ञान और उन्हें सही प्रकार से लागू करने की क्षमता Knowledge of Rules/ Regulations/Procedures in the area of function and ability to apply them correctly.			
(ii)	योजना तैयार करने की योग्यता Strategic planning ability			
(iii)	निर्णय लेने की क्षमता Decision making ability			
(iv)	समन्वयन क्षमता Coordination ability			
(v)	अधीनस्थों को प्रेरणा देने और प्रोत्साहित करने की क्षमता Ability to motivate and develop subordinates			
	कार्य-निष्पादन पर समग्र ग्रेडिंग Overall Grading on Functional Competency			

अधिकारी का नाम _____

Name of the officer _____

3. व्यक्तिगत विशेषताओं का मूल्यांकन(इस खंड को 30% मानांक (वेटेज) दिया जाएगा)**
Assessment of Personal Attributes (weightage to this Section would be 30%):**

क्र.सं. Sl. No.	व्यक्तिगत विशेषताएं Personal Attributes	रिपोर्टिंग प्राधिकारी Reporting Authority	पुनर्विलोकन प्राधिकारी Reviewing Authority	पुनर्विलोकन प्राधिकारी के हस्ताक्षर Initial of Reviewing Authority
(i)	कार्य के प्रति रवैया Attitude to work			
(ii)	उत्तरदायित्व का बोध Sense of responsibility			
(iii)	अनुशासन बनाए रखना Maintenance of Discipline			
(iv)	संपर्क कौशल Communication skills			
(v)	नेतृत्व के गुण Leadership qualities			
(vi)	टीम भावना के साथ कार्य करने की योग्यता Capacity to work in team spirit			
(vii)	कार्य को निर्धारित समय- सीमा में पूरा करने की क्षमता Capacity to work in time limit			
(viii)	आपसी संबंध Inter personal relations			
	व्यक्तिगत विशेषताओं पर समग्र ग्रेडिंग Overall Grading on 'Personal Attributes'			

** अधिक जानकारी के लिए, वार्षिक कार्य-निष्पादन मूल्यांकन रिपोर्ट (एपीएआर) फार्म को भरने के लिए अनुदेशों के पैरा 16 में दर्शाए गए उदाहरण को देखें।

** For details, see example as depicted in para 16 of Instructions for filling up of Annual Performance Assessment Report (APAR) Form.

4. **पहल**
Initiative

कृपया अप्रत्याशित/कठिन परिस्थितियों से अधिकारी की स्वयं निपटने की क्षमता और अतिरिक्त दायित्व लेने तथा नए कार्य क्षेत्रों को स्वीकार करने की इच्छा पर टिप्पणी करें।

Please comment on the capacity and resourcefulness of the officer in handling unforeseen/difficult situations on his/her own and willingness to take additional responsibility and new areas of work.

5. **जनता के साथ संबंध**
Relation with the public

कृपया अधिकारी के जनता के साथ सम्पर्क और जनता की आवश्यकताओं के प्रति उनके रवैये तथा जनता के साथ उनके व्यवहार पर टिप्पणी करें।

Please comment on the officer's accessibility to the public and his /her responsiveness to their needs and his/her ability in dealing with them in a proper manner.

6. **अनुसूचित जाति/अनुसूचित जनजाति/समाज के कमजोर वर्गों के प्रति अधिकारी का रवैया**
Attitude towards Scheduled Castes/Scheduled Tribes/Weaker sections of society.

कृपया अनुसूचित जाति/अनुसूचित जनजाति/समाज के कमजोर वर्गों की समस्याओं को समझने तथा उनसे निपटने के संबंध में अधिकारी की इच्छा पर टिप्पणी करें।

Please comment on his/her understanding of the problems of Scheduled Castes/Scheduled Tribes/Weaker sections and willingness to deal with them.

अधिकारी का नाम _____

Name of the officer _____

7. कृपया बताएं कि क्या अधिकारी ने अगले कैलेंडर वर्ष की 31 जनवरी अर्थात् निर्धारित तिथि के अंदर पिछले कैलेंडर वर्ष के लिए अचल सम्पत्ति पर वार्षिक रिटर्न भर दिया है? यदि नहीं, तो रिटर्न भरने की तारीख का उल्लेख करें।

Has the officer filed the annual return on immovable property for the preceding calendar year within the prescribed date i.e. 31st January of the year following the calendar year? If not, the date of filing the return may be mentioned.

8. क्या अधिकारी ने निर्धारित समय-सीमा में पिछले रिपोर्टिंग वर्ष के संबंध में अपने अधीनस्थ कार्य करने वाले समूह 'क' और 'ख' अधिकारियों की वार्षिक कार्य-निष्पादन मूल्यांकन रिपोर्ट भर दिया है?

Has the officer completed APARs of Group 'A' and 'B' officers working under him/her in respect of the previous reporting year within stipulated time?

भाग-III
PART - III

सामान्य
GENERAL

1. **स्वास्थ्य की स्थिति**
State of Health

2. **सत्यनिष्ठा**
Integrity

3. **अधिकारी की कलम तस्वीर:**
Pen Picture of the officer:

क्षमताओं और कमतर क्षमताओं, असाधारण उपलब्धियां, महत्वपूर्ण विफलताओं तथा कमजोर वर्गों के प्रति रवैये सहित अधिकारी के समस्त गुणों पर रिपोर्ट लिखने वाले अधिकारी द्वारा कलम तस्वीर।

Pen Picture by Reporting Officer on the overall qualities of the officer including area of strengths & lesser strength, extraordinary achievements & significant failures and attitude towards weaker sections.

4. **संख्यात्मक ग्रेडिंग:**
Numerical Grading:

अलग से परिचालित अनुदेशों के अनुसार 1-10 के पैमाने पर संख्यात्मक ग्रेडिंग

Numerical Grading on a scale of 1-10 as per the instructions circulated separately

स्थान :
 Place: _____
 दिनांक :
 Date: _____

हस्ताक्षर :
 Signature: _____
 नाम स्पष्ट अक्षरों में:
 Name in Block letters: _____
 पदनाम:
 Designation: _____

(रिपोर्ट की अवधि में)
 (During the period of Report)

अधिकारी का नाम _____

Name of the officer _____

भाग-IV

पुनर्विलोकन अधिकारी की अभियुक्ति

Part - IV

REMARKS OF THE REVIEWING AUTHORITY

1. पुनर्विलोकन अधिकारी के अंतर्गत सेवाकाल
Length of service under the Reviewing Authority

2. क्या पुनर्विलोकन अधिकारी इस बात से संतुष्ट है कि रिपोर्टिंग अधिकारी ने अपनी रिपोर्ट ध्यानपूर्वक तैयार की है तथा सभी संगत बातों पर विचार किया है?
Is the Reviewing Authority satisfied that the Reporting Authority has made his/her report with due care and attention and after taking into account all the relevant materials?

3. रिपोर्टिंग अधिकारी के साथ मतभेद की स्थिति में, रिपोर्टिंग अधिकारी के मूल्यांकन के साथ मतभेद के क्षेत्र तथा उसके कारण बताएं।
In case of differences with the Reporting Authority, indicate specifically the area of differences with the assessment made by the Reporting Officer and the reasons therefor.

4. क्या अधिकारी में कोई विशेष गुण और/अथवा क्षमताएं हैं जो विशेष कार्यो अथवा बिना बारी पदोन्नति के लिए उनके चयन को औचित्यसम्मत दर्शाती है? यदि हां, तो कृपया उल्लेख करें।
Has the officer any special characteristics, and/or any abilities which would justify his/her selection for special assignment or out of turn promotion? If so, please specify.

5. **अधिकारी की कलम तस्वीर:****Pen Picture of the officer:**

क्षमताओं और कमतर क्षमताओं, असाधारण उपलब्धियां, महत्वपूर्ण विफलताओं तथा कमजोर वर्गों के प्रति रवैये सहित अधिकारी के समस्त गुणों पर रिपोर्ट लिखने वाले अधिकारी द्वारा कलम तस्वीर।

Pen Picture by Reviewing Officer on the overall qualities of the officer including area of strengths & lesser strength, extraordinary achievements & significant failures and attitude towards weaker sections.

6. **संख्यात्मक ग्रेडिंग:****Numerical Grading:**

अलग से परिचालित अनुदेशों के अनुसार 1-10 के पैमाने पर संख्यात्मक ग्रेडिंग

Numerical Grading on a scale of 1-10 as per the instructions circulated separately

स्थान :

Place: _____

दिनांक :

Date: _____

हस्ताक्षर :

Signature: _____

नाम स्पष्ट अक्षरों में:

Name in Block letters: _____

पदनाम:

Designation: _____

(रिपोर्ट की अवधि में)

(During the period of Report)

अधिकारी का नाम _____

Name of the officer _____

भाग-V
PART - Vरिपोर्ट स्वीकार करने वाले अधिकारी की अभियुक्ति
REMARKS OF THE ACCEPTING AUTHORITY
(अगले वरिष्ठ अधिकारी)
(The next superior authority)

1. क्या रिपोर्ट स्वीकार करने वाले अधिकारी इस बात से संतुष्ट हैं कि रिपोर्टिंग/पुनर्विलोकन अधिकारी ने अपनी रिपोर्ट ध्यानपूर्वक तैयार की है तथा सभी संगत बातों पर विचार किया है?
Is the Accepting Authority satisfied that the Reporting/Reviewing Authorities have made their report with due care and attention and after taking into account all the relevant materials?
2. रिपोर्टिंग/पुनर्विलोकन अधिकारी के साथ मतभेद की स्थिति में, रिपोर्टिंग/पुनर्विलोकन अधिकारी के मूल्यांकन के साथ मतभेद के विशिष्ट क्षेत्र तथा उसके कारण बताएं।
In case of differences with the Reporting/Reviewing Authorities, indicate specifically the area of differences with the assessment made by the Reporting/Reviewing Officer and the reasons therefor.
3. **संख्यात्मक ग्रेडिंग:**
Numerical Grading:
अलग से परिचालित अनुदेशों के अनुसार 1-10 के पैमाने पर संख्यात्मक ग्रेडिंग
Numerical Grading on a scale of 1-10 as per the instructions circulated separately

स्थान :
Place: _____
दिनांक :
Date: _____

हस्ताक्षर :
Signature: _____
नाम स्पष्ट अक्षरों में:
Name in Block letters: _____
पदनाम:
Designation: _____

(रिपोर्ट की अवधि में)
(During the period of Report)

INSTRUCTIONS TO FILL THE ANNUAL PERFORMANCE ASSESSMENT REPORT (APAR) FORM OF GROUP 'A' & 'B' OFFICERS

1. The Annual Performance Assessment Report (APAR) is an important document, it provides the basic and vital inputs for assessing the performance of an officer and for his/her further advancement in his/her career. The officer reported upon, the Reporting Authority, the Reviewing Authority and the Accepting Authority should, therefore, undertake the duty of filling out the form with a high sense of responsibility.
2. Performance appraisal through Annual Performance Assessment Report should be used as a tool for human resources development. Reporting Officers should realize that the objective is to develop an officer so that he/she realizes his/her true potential. It is not meant to be a fault-finding process but a developmental one. The Reporting Officer and the Reviewing Officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon.
3. The columns should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authority.
4. If the Reviewing Authority is satisfied that the Reporting Authority had made the report without due care and attention he/she shall record a remark to that effect in Part V column 2 (Part IV column 2 in case of HAG officers and Members of Postal Services Board).
5. Every answer shall be given in narrative form complemented by numerical grading. The space provided indicates the desired length

of the answer. Words and phrases should be chosen carefully and should accurately reflect, the intention of the authority recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'Outstanding' 'Very Good' 'Average', 'Below average', while giving your comments against any of the attributes.

6. The Reporting officer shall in the beginning of the year set quantitative/physical/financial targets in consultation with each of the officer with respect to whom he is required to report upon. Performance appraisal should be a joint exercise between the officer reported upon and the Reporting Officer. The targets/goals shall be set at the commencement of the reporting year i.e. April, the first month of the reporting year. In the case of an officer taking up a new assignment in the course of the reporting year, such targets/goals shall be set at the time of assumption of the new assignment.
7. The targets should be clearly known and understood by both the officers concerned. While fixing the targets, priority should be assigned item-wise, taking into consideration the nature and the area of work and any special features that may be specific to the nature of the area of the work of the officer to be reported upon.
8. Although performance appraisal is a year-end exercise, in order that it may be a tool for human resource development, the Reporting Officer and the officer reported upon should meet during the course of the year at regular intervals to review the performance and to take necessary corrective steps.
9. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance, conduct, behaviour and potential.

10. Assessment should be confined to the appraisee's performance during the period of report only.
11. Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.
12. Aspects on which an appraisee is to be evaluated on different attributes are delineated below each column. The appraiser should deal with these and other aspects relevant to the attributes.
13. The numerical grading are to be awarded by Reporting and Reviewing Authority for the work output, personnel attributes and functional competency of the officer reported upon. They should be in the scale of 1-10, where 1 refers to lowest grade and 10 to the highest.
14.
 - (i) APAR graded between 8 and 10 will be rated as "outstanding" and will be given a score of 9 for the purpose of calculating average scores for empanelment/promotion.
 - (ii) APAR graded between 6 and short of 8 will be rated as "very good" and given a score of 7.
 - (iii) APAR graded between 4 and short of 6 will be rated as "good" and given a score of 5.
 - (iv) APAR graded below 4 will be given a score of zero.
15. It is expected that any grading of 1 or 2 (against work output or attributes or functional competency or overall grade) would be adequately justified in the pen-picture by way of specific failures and similarly, any grade of 9 or 10 would be justified with respect to specific accomplishments. Grades of 1-2 or 9-10 are expected to be rare

occurrences and hence, the need to justify them. In awarding a numerical grade the reporting and reviewing authorities should rate the officer against a larger population of his/her peers that may be currently working under them.

16. The overall grade on a scale of 1-10 will be based on 40% weightage on assessment of work output and 30% each for assessment of personnel attributes and functional competency. The overall grading will be based on addition of the mean value of each group of indication in proportion to weightage assigned.

Example to arrive at Overall Grading:

- (a) The overall grading in each category (viz. work output, personnel attributes and functional competency) will be worked out by dividing the total of numerical grading by the total number of component in that category as indicated below (the mean value):

Work Output	Numerical Grading	Personnel Attributes	Numerical Grading	Functional Competency	Numerical Grading
Accomplishment of planned work/work allotted as per subjects allotted.	7	Attitude to work	6	Knowledge of Rules/Regulations/Procedures in the area of function and ability to apply them correctly.	9
Quality of output	8	Sense of responsibility	7	Strategic planning ability	8
Analytical ability	8	Maintenance of Discipline	8	Decision making ability	7
Accomplishment of exceptional work/unforeseen tasks performed	9	Communication skills	8	Coordination ability	6
Overall Grading on Work Output	32/4=8	Leadership qualities	7	Ability to motivate and develop subordinates	8
		Capacity to work in team spirit	9	Overall Grading on Functional Competency	38/5=7.6

	Capacity to work in time limit	7		
	Inter personal relations	8		
	Overall Grading on Personal Attributes	60/8=7.5		

(b) Calculation of Overall Grading on the basis of individual grading in each category while keeping in view the weightage as given below:

Category	Numerical Grading	Weightage	Numerical Grading on the basis of weightage
Work Output	8	40%	3.20
Personnel Attributes	7.5	30%	2.25
Functional Competency	7.6	30%	2.28
Overall Grading			7.73

17. Wherever, accepting authority has been prescribed in the existing system in the cadre, accepting authority will also give overall grade on scale of 1-10.
18. The officer reported upon may be required to indicate specific areas in which he/she feels the need to upgrade scale and attend training programme. He/she should also indicate the specific steps that he/she has taken or propose to take to upgrade his/her skills in the identified area. The Reporting/Reviewing Officer may give specific comments on the requirement of skill upgradation.
19. The concept of accepting authority will continue for the officers of HAG rank only as per the letter No. 11-2/96-Vig dated 23.4.96 of the Department of Posts.
20. The maintenance and custody of the Annual Performance Assessment Reports will be regulated as follows:

- (a) The Annual Performance Assessment Reports on Government servants of the organized services should be kept by the Ministry/Department/Office, which controls the service.
- (b) The Annual Performance Assessment Reports of the Heads of Departments and their deputies should be kept by the Administrative Ministry concerned.
- (c) The Annual Performance Assessment Reports on other Group 'A' and Group 'B' Government servants should be kept by the Head of the Department or any other authority specified by him/her.
- (d) The Annual Performance Assessment Reports on Group 'C' (including Multi-Skilled Employees) Government servants (whenever maintained) should be kept by the authority specified by the Head of the Department.
- (e) The Annual Performance Assessment Reports should not in any case be kept by an authority higher than the appointing authority.

Note on filling up the Integrity column:

In the form of Annual Performance Assessment Report there is a column regarding integrity to enable the Reporting Officer to make his remarks on the integrity of the Government servant reported upon. The following guidelines should be followed in the matter of making entries in the column relating to integrity:

- a) Supervisory officer should maintain a confidential diary in which instances which create suspicions about the integrity of a subordinate should be noted from time to time and action to verify the truth of such suspicions should be taken expeditiously by making confidential enquiries

departmentally or by referring the matter to the Special Police Establishment. At the time of recording the Annual Performance Assessment Report, this diary should be consulted and the material in it utilized for filling in the column relating to integrity. If the column is not filled on account of the unconfirmed nature of the suspicions, further action should be taken in accordance with the following sub-paragraphs.

- b) The column pertaining to integrity in the Character Roll should be left blank and a separate secret note about the doubts and suspicions regarding the Government servant's integrity should be recorded simultaneously and followed up.
- c) A copy of the secret note should be sent together with the Character Roll to the next superior officer who should ensure that the follow up action is taken expeditiously.
- d) If, as a result of the follow up action, a Government servant is exonerated, his integrity should be certified and an entry made in the Character Roll by the officer incharge for maintaining the APAR. For the purpose of monitoring, the officer in charge may keep a separate list of APAR where the integrity of an officer has not been certified.
- e) If suspicions regarding his integrity are confirmed, this fact can also be recorded and duly communicated to the Government servant concerned.
- f) There may be cases in which after a secret report/note has been recorded expressing suspicion about a Government servant's integrity, the inquiries that follow do not disclose sufficient material to remove the suspicion or to confirm it. In such a case, the Government servant's conduct should be watched for a further period, and, in the meantime, he should, as far as practicable, be kept away from positions in which

there are opportunities for indulging in corrupt practices and thereafter action taken as indicated at (d) and (e) above.

- g) There are occasions when a Reporting Officer cannot in fairness to himself and to the Government servant reported upon, either certify integrity or make an adverse entry or even be in possession of any information which would enable him to make a secret report to the Head of Department. Such instances can occur when a Government servant is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when a Government servant has worked under the Reporting Officer only for a brief period or has been on long leave etc. In all such cases, the Reporting Officer should make an entry in the integrity column to the effect that he has not watched the Government servant's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be. This would be a factual statement to which there can be no objection. But it is necessary that a superior officer should make every effort to form a definite judgement about the integrity of those working under him, as early as possible, so that he may be able to make a positive statement.

(Department of Personnel OM No. 51/5/72-Estt.A dated 20th may, 1972)

- h) The remarks against the integrity column shall be made by the Reporting Officer in one of three options mentioned below:

(i)	Beyond doubt.
(ii)	Since the integrity of the officer is doubtful, a secret note is attached.
(iii)	Not watched the officer's work for sufficient time to form a definite judgement but nothing adverse has been reported to me about the officer.