

**Confidential Report
for
Indian Police Service Officers**

Junior Time-Scale

Senior Time-Scale

Selection Grade

Name of Officer _____

Report for the year/period ending _____

4.(a) Please specify the 8 to 10 targets / goals/ objectives that were set for you and / or you set for yourself in order of priority.

(b) Wherever Targets have been fixed how far have they been achieved particularly in respect of inspections, visits to scenes of crimes / sensitive spots, tours and supervision of crime work. You can also highlight any major law and order problem attended to, any improvement / innovation introduced in your area of work and any special work done relating to policemen welfare.

5. (a) Please state briefly the shortfalls with reference to the targets/ goals / objectives referred to in column 4. Please specify constraints, if any.

(b) Please also indicate items in which there have been significantly better / higher achievements compared to targets and your contribution thereto.

B. ATTRIBUTES

3. Attitude to work-
(Please comment on the extent to which the officer is dedicated and motivated and on his/her willingness and initiative to learn and systematize his/her work.)

4. Decision making ability-
(Please comment on the quality of decision-making and on ability to weigh pros and cons of alternatives.)

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

6. Ability to inspire and motivate-
(Please comment on the capacity of the officer to motivate to obtain willing support by own conduct and capacity to inspire confidence.)

7. Communication skill (written and oral)-
(Please comment on the ability of the officer to communicate and on his/her ability to present arguments.)

8. Inter-personal relations and team work-
(Please comment on the quality of relationship with superiors, colleagues and subordinates, and on the ability to appreciate other's point of view and take advice in the proper spirit. Please also comment on his/her capacity to work as a member of a team and to promote team spirit and optimize the output of the team.)

9. Relations with the public-
(Please comment on the officer's accessibility to the public and responsiveness to their needs.)

10. Attitude towards Scheduled Castes/Scheduled Tribes/Weaker Sections of Society-
(Please comment on his/her understanding of the problems of Scheduled Castes and Scheduled Tribes/Weaker Sections and willingness to deal with them.)

11. **Personal Management-**
Please comment on the officer's willingness in assume responsibility, organizing, quality of leadership ability to provide timely and proper guidance and regard for training and development of subordinates).

12. Effectiveness in the supervising investigation

13. Effectiveness in maintaining communal harmony

14. Interest in Policemen's welfare & their families-
(Please comment on any tangible work done in this regard)

15. Aptitude and Potential-
(Please indicate three fields of work from amongst the following for possible specialization and career development of the officer.)

1. General Administration
2. Personnel Administration
2. Training
3. Planning, Research & Development
4. Staff duties
5. Secretarial work
6. Law and Order
7. Intelligence
8. Village & Anti-corruption work
9. Investigation of Crime
10. Metropolitan Policing
11. Traffic Management
12. Anti-dacoity/counter insurgency operation
13. Para-military/Armed Police
14. Security (including VIP, Airport & Industrial Security)
15. Special Units/Tech.Services like Wireless, Scientific Aids, Computer Services etc.
16. Any other field of work (Please specify)-

16. Traits/Special Abilities

- i) General bearing and personality:
- ii) Sociability:
- iii) Dedication to duty:
- iv) Appreciation of situations and quickness of response
- v) Attention to detail:
- vi) Ability to withstand pressure/stress:
- vii) Ability to take a principled stand:
- viii) Any other traits/special abilities of the officer other than those mentioned above.

PART-IV

GENERAL

1. State of health-
(Please mention whether the officer is over weight or under weight and whether he is fit for field duties)

2. Integrity-
(please see Note below the instructions)

3. General assessment-
Any action/aspect needing special mention. (Please give an overall assessment of the officer with reference to his/her strength and shortcomings and also by drawing attention to the qualities, if any not covered by the entries above.)

4. Grading-
(Outstanding/Very Good/Good/Average/Below Average)
(An Officer should not be graded outstanding unless exceptional qualities and performance have been noticed, grounds for giving such a grading should be clearly brought out)

Place:
Date :

Signature
Name in block letters
Designation

PART-V

REMARKS OF THE REVIEWING AUTHORITY

1. Length of service under you.
2. Are you 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. Do you agree with assessment of the officer given by the reporting authority?
(In case of disagreement, please specify the reasons. Is there anything you wish to modify or add?)
4. General remarks with specific comments about the general remarks given by the Reporting Authority and remarks about meritorious work of the officer.
5. 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.
6. Grading-
(Outstanding/Very Good/Good/Average/Below Average)
(An Officer should not be graded outstanding unless exceptional qualities and performance have been noticed, grounds for giving such a grading should be clearly brought out)

Signature of the Reviewing Authority

Date:

Name in block letters

Designation

(During the period of Report)

PART-VI

REMARKS OF THE ACCEPTING AUTHORITY

Signature of the Accepting Authority

Date:

Name in block letters

Designation

(During the period of Report)

INSTRUCTIONS

1. The Confidential Report 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 Confidential Reports should be used as tool for human resource 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 faultfinding 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 authorities.
4. Performance evaluation by the reporting officer must not be done without having conducted at least one detailed inspection of the work of the subordinate unless the subordinate is one with whom his senior is inter acting almost daily.
5. If the Reviewing Authority is satisfied that the Reporting Authority had made the report without due care and attention, he shall record a remark to that effect in Part V, Column 2. The Government shall enter the remarks in the Confidential Roll of the Reporting Authority.
6. Every answer shall be given in a narrative form. 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', 'Good', 'Average', 'below average' while giving your comments against any of the attributes.
7. The Reporting Officer shall, in the beginning of the year set quantitative/physical/financial targets in consultation with each of the officers 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, in the case of All India Service Officers. 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.
8. 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 or the area of the work of the officer to be reported upon.
 9. 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.
 10. 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.
 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.

NOTE

The following procedure should be followed in filling up the column relating to integrity.

- (i) If the Officers integrity is beyond doubt, it may be so stated.
- (ii) If there is any doubt or suspicion, the column should be left blank and action taken as under:
 - a. A separate secret note should be recorded and followed up. A copy of the note should also be sent together with the Confidential Report to the next superior Officer, who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note, the Reporting Officer should state either that he had not watched the officer's work for sufficient time to form a definite judgement or that he has heard nothing against the officer, as the case may be.

- b. If, as a result of the follow up action, the doubts or suspicions are cleared, the officers integrity should be certified and an entry made accordingly in the Confidential Report.
- c. If the doubts or suspicions are confirmed, this fact should also be recorded and duly communicated to the officer concerned.
- d. If as a result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the officer's conduct should be watched for a further period and thereafter action taken as indicated at (b) and (c) above.