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**AFO 19 of 2011**

**AIR FORCE ORDER**

**BY**

**AIR CHIEF MARSHAL NAK BROWNE PVSM AVSM VM ADC**

**CHIEF OF THE AIR STAFF**

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**NO. 19 / 2011**  
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**AIR HEADQUARTERS**

**NEW DELHI, WEDNESDAY, 28 DEC 2011**

(Valid for 10 years from date of issue)

**APPRAISAL REPORTS : AIRMEN AND NCs (E)**

**Appendices:-**

- A Appraisal Report Warranted Officers
- B Appraisal Report Warranted Officers (Sportsmen / Coaches)
- C Transit Cover Warranted Officers
- D Flying Data
- E Counselling Register
- F Executive Report Performa Warranted Officers
- G Adverse Report Warranted Officers
- H Appraisal Report Sgts & Below with Nine Years and Above Service
- J Appraisal Report Sgts & Below with Nine Years and Above Service (Sportsmen / Coaches)
- K Transit Cover Sgts & Below with Nine Years and Above Service
- L Executive Report Proforma other than Sportsmen / Coaches Sgts & Below with Nine Years and Above Service (Ar-S)
- M Executive Report Proforma Sportsmen / Coach Sgts and Below with Nine Years and Above Service (Ar-S\*)
- N Adverse Report Airmen (Sgts & Below)

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- AA Appraisal Report Cpl & Below with Less than Nine Years of Service
- AB Appraisal Report Cpl & Below with Less than Nine Years of Service (Sportsmen / Coaches)
- AC Transit Cover Cpls & Below with Less than Nine Years of Service
- AD Executive Report Proforma other than Sportsmen / Coaches Cpl & Below with Less than Nine Years of Service (AR-C)
- AE Executive Report Proforma Sportsmen / Coaches Cpl & Below with Less than Nine Years of Service (AR-C\*)
- AF Appraisal Report NCs(E)
- AG Appraisal Report NCs(E) (Sportsmen)
- AH Transit Cover Appraisal Reports Ncs(E)
- AJ Executive Report Proforma Ncs(E) other than Sportsmen / Coaches (AR-N)
- AK Executive Report Proforma : Ncs(E) (Command / Unit Level Sportsmen) (AR-N\*)
- AL Adverse Report NCs(E)
- AM Justification for Awarding Excess High EX / EX

## **INTRODUCTION**

1. Appraisal Report is an important document which provides useful information regarding an individual for various administrative and organizational requirements. All IOs / ROs / SROs have a responsibility in assessing their subordinates impartially and objectively.

## **AIM**

2. The aim of this AFO is to lay down instructions on the above subject issued by the Government of India and Air HQ from time to time, for guidance / reference.

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**SCOPE**

3. This AFO covers the following:-

(a) Part – I (Appraisal Reports - Warranted Officers (AR-W / AR-W\*))

(b) Part - II (Appraisal Reports - Sgts & Below with nine years & more service (AR-S / AR-S\*))

(c) Part – III (Appraisal Reports – Cpls & Below with less than nine years of service (AR-C / AR-C\*))

(d) Part – IV (Appraisal Reports - NCs(E) (AR-N / AR-N\*))

\* For Sportsmen / Coaches

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### PART - I

#### APPRAISAL REPORT : WARRANTED OFFICERS

##### Introduction

4. The Part-I of AFO stipulates instructions for rendering Appraisal Reports in respect of warranted officers (AR-W / AR-W\*). The ARs are to be raised on the following forms:-

- (a) **AR-W** : For MWO / WO / JWO
- (b) **AR-W\*** : For Sportsmen and Coaches of the rank of MWO / WO / JWO

5. The forms for raising AR-W and AR-W\* are given at **Appendix A and B** respectively.

##### Purpose of Appraisal

6. The purpose of appraisal is to evaluate and record the performance of all warranted officers. These reports are utilized for:-

- (a) Grant of Acting Rank of WO / MWO.
- (b) Promotion to the Substantive Rank of JWO / WO / MWO.
- (c) Selection of Personnel for Postings.
- (d) Commissioning.
- (e) Honorary Commissioning.
- (f) Courses, Deputation, Abroad Assignments and Extension of Service.
- (g) Employment in other Government Organization / Agencies.
- (h) Grant of Honours and Awards.

##### Transit Cover

7. The AR forms mentioned above are accompanied by appropriate Transit Covers which contain detailed instructions and guidelines for completion of reports. The Transit Cover for AR-W and AR-W\* is placed at **Appendix C**. Appraisal reports will be rendered in accordance with the guidelines given in the Transit Cover as well as the instructions contained in this order.

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### Occasions for Raising the Reports

8. The Appraisal reports are to be raised in respect of all acting and substantive JWOs / WOs / MWOs held on the posted strength of a unit as on 01 Jul, on the following occasions: -

(a) **Annual.** Annual ARs are to be raised every year for the period 01 Dec to 30 Nov. Annual Report is not required to be raised if a report has been rendered between 01 Jul and 30 Nov due to any of the reasons mentioned in succeeding sub para (b) to (f).

(b) **On Posting Out of the Appraisee.** AR is to be raised on posting from one unit to another. If the date of TORS is after 01 Jul, the despatching unit is to raise the AR. The period of report in such cases will be from 01 Dec to the day prior to reporting to new unit and this will be considered as annual report. For the purpose of calculating period, enroute leave / joining time etc would be counted as part of despatching unit. In case the date of TORS is on or before 01 Jul, the receiving unit is to raise the report. Care should be taken while raising AR in the following categories:-

(i) **More than One Posting During Assessment Year.** In case a Warrant Officer is posted out and reports to a unit on or before 01 Jul and further posted out to another unit before 30 Nov, he should be assessed by the unit where he had longest stay during the assessment year. The period of report in such cases will be the period spent at that unit and this report will be considered as annual report.

(ii) **On Posting (Reporting through Transit Camp).** In case a Warrant Officer is posted out and reports to a transit camp on or before 01 Jul and his TORS in the receiving unit is after 01 Jul, his report is to be raised by the receiving unit provided he has served under IO for minimum period of three months. If required, raising the report can be delayed by an appropriate period to complete the three month period.

(iii) **On Deputation Abroad.** In case a Warrant Officer is detached to a transit unit e.g. 412 AF Stn, 3 Wing etc, on or before 01 Jul, for pre-departure formalities, for onward routing on deputation / posting abroad, and the actual date of departure is after 01 Jul, his report is to be raised by the receiving unit provided he has served under the IO for a minimum period of three months. If required, raising of the report can be delayed by an appropriate period to complete the three months. Similar procedure is to be followed on repatriation from deputation/ posting abroad as well as on routing back to unit on cancellation of deputation/abroad mission.

(c) **On Posting out / Retirement of the IO.** AR is to be raised on the posting out / retirement of the Initiating Officer, provided it takes place after 01 Jul. This report will be treated as annual.

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(d) **On Discharge / Superannuation of the Appraisee.** AR is to be raised on discharge / superannuation of the appraisee provided it takes place after 01 Jul. This report will be treated as annual. No AR is required to be raised in case appraisee proceeds on discharge / superannuation before 01 Jul.

(e) **Any Time the Reporting Officer Wishes to Render an Adverse Report.** This is to be done when there is a grave deterioration in the performance or conduct of the appraisee. Such deterioration may be observed by any of the reporting officers in the chain i.e. IO, RO or SRO. In such cases, there is no requirement to wait for some other occasion for raising an AR. The procedure for rendering the AR would remain the same and should meet the provisions of para 21 to 23 of this AFO.

(f) **When Specifically Called for by Air HQ / AFRO.** This may be combined with the annual report if it falls within the due date of rendition of the annual report and annotated as such on the first page of the AR form.

(g) Warranted officers on the posted strength of PHS on or before 01 Jul on becoming non-effective due to AWL, Hospitalisation, Commissioning, Imprisonment etc are not to be assessed. However, warranted officers on the strength of PHS due to deputation to ARC, abroad etc are to be assessed as applicable for other warranted officers.

### **General Instructions for Objective Appraisal**

9. The career profile and progression of warranted officers, i.e. promotion, placement, training and career planning would depend upon the periodic assessments made on them. All appraisers should undertake the process of appraisal at a time when they are free from stress and disturbances. Any exaggeration in the reporting and / or ascribing biases / prejudices would give a distorted view of the capabilities of the individual and will neither be in the interest of the individual nor the organization. In case the appraisers have to make assessments of a large number of appraisees, the process must be spread over a period, so as to avoid any haste in completing the report. The endeavour of each appraiser should be to present the truest possible picture of the appraisee with regard to his performance and potential. Keeping in mind the distinction between fact and opinion, IOs are to weigh the performance of the appraisee on the designated rating scale in all the attributes mentioned in the form. Following must be observed while raising the AR-W / AR-W\*:-

(a) Assessment should be confined to the actual performance of the individual during the reporting period only. The appraisers must not be influenced by incidents or happenings outside the period of report.

(b) An IO cannot give IK report but RO or SRO can give IK report. However, **both RO and SRO cannot give IK at the same time** as minimum two levels of assessment should be available. In an exceptional circumstances, if required RO / SRO may delay the report till appraisee completes three months under them.

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(c) AR-W / AR-W\* is not to be raised in respect of the JWOs who attain their rank after 01 Jul. In these cases AR-S / AR-S\* (Sgts & below with 9 years & more service) will be raised.

(d) The numerical grading for an attribute is to be given in whole numbers on nine point rating scale provided for this purpose. **Decimals or fractions will not be used in numerical grading.**

(e) The sanctity of the AR is based on the assumption that IOs / ROs / SROs record their well-considered, balanced and objective views. There should normally be no occasion to rewrite or change the marks. However, in exceptional circumstances, if rewriting by any of the Reporting / Reviewing Officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Guidelines for Compilation of AR-W / AR-W\*

10. **Part I – Personal Data and Action on Refusal to Fill AR.** All appraisees are to complete Part I of the AR including the self-appraisal and sign on all the pages of the AR as applicable. A warranted officer of aircrew trade is to fill the flying data (as per **Appendix D** to this AFO) and attach with the AR form. Refusal to complete Part I will invite disciplinary / administrative action which should be preceded by a written Show Cause Notice (SCN). The IO will thereafter take the following actions: -

(a) Endorse in **Red Ink** on the first page of the report that 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM'.

(b) Attach a copy of SCN issued to the individual concerned with the report.

### Chain of Reporting

11. (a) The IO for MWO / WO will be a Commissioned Officer, normally the Section Commander. IO for JWOs will be WO IC Section (MWO / WO), who has been directly supervising / overseeing the work of the appraisee. The RO will be the officer senior to the IO and higher in the chain of command. The SRO will be the officer senior to RO and higher in the chain of command (in most cases he will be the CO/ Branch Head / Stn Cdr / AOC). In case Stn Cdr / AOC are not the SRO, but he wishes to make appraisal of an individual, he can do so as Next Senior Reviewing Officer (NSRO). **Filling up of NSRO column is optional.** However, grading awarded by SRO / NSRO will be final. An AR once initiated by an IO should be commented upon by the next officer in chain of command.

(b) **Airwarrior Posted to Lodger Unit and Working with Station Pool.** The IO of Warranted Officers posted to a lodger unit and working in Station pool will be the Officer / Warranted Officers directly supervising the appraisee. RO / SRO will be officer senior to IO / RO in the chain of command.

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12. In all cases, **minimum two levels of assessment should be available** whenever three levels are not possible. In such cases the two levels would be those of IO & SRO with the RO column being left blank / scored out. **Single level AR will NOT (R) NOT be accepted by AFRO.** In following cases the column meant for RO is to be scored out and the report is to be sent directly to the SRO:-

- (a) IO is senior to the CO of the appraisee.
- (b) IO is the CO himself.
- (c) IO is working directly under the Stn Cdr / AOC.

13. The following points are to be noted by the Initiating Officer:-

(a) An IO will not initiate an Appraisal report unless the **appraisee has worked under him / her for at least three months.** Period spent on leave / T/D by IO or appraisee is to be counted for reckoning the period of three months. However, if the IO feels that due to his / her own absence or the absence of appraisee, he / she does not have sufficient knowledge about the performance of the individual, then he / she may delay the report till he completes three months under IO.

(b) Performance counselling for Warranted officers has to be carried out once in every quarter of the appraisal period. A record of this counselling should be maintained in a register (as per **Appendix E**), so that the past performance record of an individual in a unit is always available. It is essential that the records are maintained in the proper format for future reference. Strengths / limitations of an individual are to be brought to his notice. IO and RO should ensure strict compliance of conduct of counselling sessions and maintaining a record for the same. These performance counselling registers will be checked by the visiting / inspection teams by DASI / DMI / DAI / Command HQ.

(c) The suitability of the appraisee for Instructional Duties should be mentioned in the AR form by the IO. The numerical grading awarded in the attribute 'Capability to Impart Knowledge' both written and verbal would have a direct bearing in deciding the suitability of the appraisee for Instructional Duties (Warranted officers posted to TIs are to be assessed in instructional effectiveness). The performance of the appraisee during any service course undergone in the reporting period should also be factored in for this purpose. **Unsuitability for Instructional Duties does not constitute an adverse report.**

(d) Paragraph 15 in the AR form is provided for the IO, to give a brief pen-picture of the appraisee. The IO should give specific remarks on the job performance on primary duties (appointments held), secondary duties, if any, and personal characteristics. **The remarks in the pen-picture should be commensurate with the numerical grading given at Para 11 to 13 of the report.**

(e) IO is to certify his assessment at Para 16 of Part III of the report.

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14. **Part IV.** This part of the report is to be filled by the RO. He will give his remarks on primary and secondary duties of the appraisee based on his numerical assessments made in Para 11 to 13 of Part II.

15. **Part V.** This part of the report is to be filled by the officer reporting in his capacity as SRO.

16. **Part VI.** This part of the report may be filled by the Station Commander / Air Officer Commanding as NSRO, if he is not the SRO. **Filling up this column is optional.** NSRO column is to be filled up when NSRO is at variance / disagrees with SRO. In such cases he should mandatorily award numerical marks in all attributes and sign below the grading column in Part II.

17. **Part VII.** This part of the report is to be filled by the PSO at Command / Air HQ in respect of all ARs, which are either adverse or when specially called for review.

### Appraisal Reports of Sportsmen / Coaches

18. Sportsmen / Coaches are to be assessed on AR form meant for them i.e. AR-W\* (as per **Appendix B** to this AFO). The main aspects are as follows:-

(a) Sportsmen and coaches of warranted officers representing AF / Services / Nationals will be assessed at nodal centre where the individual is posted / attached. They are to be assessed on the basis of their proficiency / achievements in their respective field of sports. **However, in the attributes under heading 'Individual Qualities' and sportsmen / coaches are to be assessed independent of their performance in sports.** All ARs of sportsmen / coaches are to be forwarded to AFSCB for completion of Part II (Para 11 to 13) & Part VII of AR-W\* and onward submission to AFRO.

(b) Command / Unit level sportsmen / coaches not held under SS code, are to be assessed for their performance in respective trade duties, with due weightage to their level of performance in sports, on the AR format applicable to all warranted officers i.e. AR-W. AFSCB / Command SCBs are to ensure that notable achievements of such warranted officers are given in the form of a feedback to their parent units, so that necessary consideration is given by IO / RO / SRO, at the time of their assessment. However, a warranted officer would require to work in a unit for at least three months (including leave / T/D period of individual / IO, excluding the period spent on Sports T/D). In case a warranted officer is not available in a unit for a minimum period of three months, then the AR is required to be initiated either by the coach (Sports AR-W\*) or by the officer (normal AR-W) under whom the appraisee has spent maximum period.

(c) The reporting channel in case of AR for sportsmen / coaches is as follows :-

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|       |   |          |   |
|-------|---|----------|---|
| (i)   | For Command /Unit level players             | IO       | Coach / Officer under whom appraisee has spent maximum period.                    |
|       |   | RO       | Stn Sports Offr / Officer senior to the IO and higher in the chain of command.    |
|       |   | SRO      | Secy, CSCB / Officer senior to RO and higher in the chain of command.             |
|       |   | NSRO     | Chairman AFSCB / AOC / Stn Cdr of parent unit (optional).                         |
| (ii)  | For Air Force / Services/ Nationals players | IO       | AF & above level coach (as applicable).   |
|       |   | RO       | OIC Nodal centre / Stn Sports Offr (in case OIC Nodal centre is not detailed).    |
|       |   | SRO      | Secretary / Jt Secy AFSCB.  |
|       |   | NSRO     | Chairman AFSCB (Optional).  |
| (iii) | For Command Coaches                         | IO       | OIC Nodal Centre / Stn Sports Officer (In case OIC Nodal Centre is not detailed). |
|       |   | RO       | Secretary, CSCB.  |
|       |   | SRO      | Secretary / Jt Secy AFSCB.  |
|       |   | NSRO     | Chairman AFSCB (Optional).  |
| (iv)  | For AF & above level Coaches                | IO       | OIC Nodal Centre / Stn Sports Offr (In case of OIC Nodal Centre is not detailed). |
|       |   | RO / SRO | Jt Secy / Secy AFSCB.   |
|       |   | NSRO     | Chairman AFSCB (Optional).  |

Note :- Optional indicates at the discretion of AOC / Stn Cdr / Chairman AFSCB.

**IK Report**

19. In case a report is to be raised due to any of the occasions specified and the appraisee has not served under the IO for a minimum period of three months, then IO may delay the report till the three months period is completed. Giving Insufficient Knowledge (IK) report for any one / some attributes by RO / SRO is not acceptable. The following cannot give IK report:-

- (a) IO at any time.
- (b) RO and SRO both at same time. (Please refer para 9(b) above)

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### Executive Reports

20. An Executive Report is required to be raised in case an appraisee is away on attachment / temporary duty or undergoing type training course at TETTRA / TTCU for a period exceeding five months. The format of Executive Report is given at **Appendix F** to this AFO. It is to be raised in two copies by the officer under whom the appraisee has served during the period of attachment / temporary duty or course. The Executive Report will be reviewed by the officer who is higher in the chain of command to the officer who raises the Executive Report. In case the Executive Report is adverse in nature, the procedure as stipulated in Para 22 below is to be followed. Thereafter, one copy of the Executive Report will be forwarded directly to AFRO and the other copy is to be dispatched to the CO of the parent unit of the individual who is to keep the contents of the Executive Report in mind while raising the Appraisal Report as and when due. The Executive Report is to be treated as Confidential and is to be attached with Appraisal Report by the parent unit.

### Adverse Reports

21. The following will be treated as adverse report: -

(a) **Numerical Gradings.** When awarded 2 or less marks in any of the attributes at Para 11 to 13 in Part II of Appraisal Report or if the grand total of attributes at Para 11 to 13 in Part II is less than 80 marks.

(b) **Negative Remarks.** Any unqualified remark / comment in the pen picture/ remarks column at Para 15 / 17 / 18 / 19 of the report, which conveys a definite and clear negative trait.

22. **Action by Unit on Adverse Report.** Following actions will be taken by the units before initiating an adverse report: -

(a) Issue warning letter as soon as the failings are observed, in order to give the individual a chance to improve himself well before the AR is due. The failings are also to be recorded in the performance counselling register by the IO. When failings are observed very near to the due date of rendition of the report, thereby denying reasonable time for issue of a warning and watching any improvement appraisee, the rendition of the report may be delayed by 3 to 4 weeks allowing time for issue of warning letter and to ascertain improvement, if any, by the air warrior.

(b) If assessed Adverse, appraisee should have been given at least two warnings in the preceding 12 months. There should be a gap of at least one month between the two warnings, so as to give him an opportunity to improve his performance. The warning administered to the individual should be within the period of report.

(c) If, at the time of rendition of the report, it is felt that the warning(s) received by the individual has / have been of no avail, 'Adverse Report' as per

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**Appendix G** is to be raised. The same is to be specifically mentioned in the respective remarks column in AR by IO / RO / SRO / NSRO.

(d) Appraisal Report of an appraisee adversely reported upon should contain copies of Adverse Report as per **Appendix G** duly signed by the appraisee along with copy (s) of warning letters issued. In case, an appraisee who has been adversely reported upon refuses to sign the certificate, it should be annotated on the certificate in Red ink as follows:-

*' Appraiser refused Report (Appendix G) Adverse*

(e) Adverse ARs when raised should be processed through Command HQ (SPSO / CPSO) / Air HQ (ACAS / PSO as applicable) for review before submission to AFRO (CP Wing).

23. **Action by Air HQ / Command HQ on Adverse Reports.** On receipt of Adverse ARs from units, appropriate PSO at Air HQ (for units directly under Air HQ) / Comd HQ should scrutinize the reports and their enclosures to check the correctness of the adverse report and action taken by the unit. Part VII of AR-W / Part VIII of AR-W\* is to be completed by Air HQ / Comd HQ and forwarded to AFRO (CP Wing). In the covering letter Air HQ / Comd HQ will include the details of disciplinary / administrative action taken / initiated against the individual.

**Grading**

24. The performance in different attributes is graded on nine point rating scale. Guidance for graded description is given as part of **Appendix C** (Transit Cover) for AR-W / AR-W\*. In order to achieve objectivity in appraisal process, it is mandatory that all appraisers use these standards as yardsticks for evaluation.

25. Based on the total marks obtained by a Warrant Officer as mentioned below, the grading will be as follows :-

(a) Warrant Officers who score 180 to 198 marks are to be awarded the grading **HIGH-EXCEPTIONAL** to be written as **HI EX**. It must be ensured that this grading is only awarded to an outstanding Warrant Officer both in natural capacity and efficiency in the performance of his duties.

(b) Warrant Officers who score 160 to 179 marks are to be graded as **EXCEPTIONAL** to be written as **EX**. It must be ensured that this grading is awarded to an exceptional Warrant Officer both in natural capacity and efficiency in the performance of his duties.

(c) Warrant Officers who score 140 to 159 marks are to be graded as **ABOVE AVERAGE** to be written as **AA**. This grading is to be awarded to a Warrant Officer who is above the average in the qualities being assessed.

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(d) Warrant Officers who score 120 to 139 marks are to be graded as **HIGH AVERAGE** to be written as **HI AV**. This grading is awarded to a Warrant Officer who is high average in the qualities being assessed.

(e) Warrant Officers who score 100 to 119 marks are to be graded as **AVERAGE** to be written as **AV**. This grading will be given to a Warrant Officer whose performance is average.

(f) Warrant Officers who score 80 to 99 marks are to be graded as **BELOW AVERAGE** to be written as **BA**. This grading will be given to a Warrant Officer whose performance is below average.

(g) Warrant Officers who score less than 80 marks are to be graded as **INFERIOR** to be written as **INF**. This grading will imply that the individual's retention in trade is questionable. In such case it is mandatory to take necessary action as per Para 263 and 264 of Regulations of Air Force 1964. This grading will be construed as an Adverse Report and Adverse Report as per **Appendix G** is required to be raised. The procedure mentioned at para 22 and 23 above should have been followed by the IO before awarding this grade i.e; below 80 marks.

**Percentage Guidelines**

26. The limitations on award of grading is appended below :-

| <b><u>Grading</u></b> | <b><u>Normal Units</u></b>                                     | <b><u>QR Units</u></b>   |
|-----------------------|--|--|
| High Exceptional      | 10%  | 20%  |
| Exceptional           | 15%  | 30%  |
| Above Average         | 75%  | 50%  |
| High Average          | Percentage in this group can be exceeded without justification | Percentage in this group can be exceeded without justification |
| Average               |  |  |
| Below Average         |  |  |
| Inferior              |  |  |

27. AOC / Stn Cdr / CO are to strictly adhere to the laid down percentage. Relaxation beyond specified limit in Hi Ex & Ex **for normal units only** as given above, is permissible by maximum 5%, provided Justification report as per **Appendix AM** is attached along with each report. The assessments of MWOs are to be kept out of the percentage limit as they have already gone through the selection process to reach this rank. WOs and JWOs are to be grouped separately for the purpose of applying percentage guidelines irrespective of their place of posting. At the time of calculating percentage for AR grading the marginal percentage would be rounded to the next whole number (i.e. 2.1 will be rounded off to 3). Command HQs would carry out the macro level vetting of assessment percentages and ensure that they are strictly followed. The percentage guidelines are to be applied in the following manner:-

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- (a) Percentage restriction is not applicable for the airwarriors on posting abroad inclusive of AFE IMTRAT.
- (b) For Warranted officers posted to a Station / unit, percentage guidelines are to be applied separately for tech / non-tech trades.
- (c) Aircrew and PJI trades would be considered separately for the purpose of percentage guidelines.
- (d) For Warranted officers posted to a Directorate at Air HQs / Branch (PSOs) at Comd HQ, percentage guidelines are to be applied irrespective of their trades i.e. they would not be grouped separately as tech / non-tech trades.
- (e) At TIs, instructors would be considered together for the purpose of application of percentage guidelines, irrespective of their trades. However, they would not be grouped with other Warranted officers posted for non-instructional duties. For WOs / JWOs posted to Training Institutes on non-instructional duties / not posted against specified QRs, the percentage limits as applicable to WOs / JWOs in normal units would apply.

28. **Limitations for Small Units.** WOs and JWOs are to be grouped separately for the purpose of applying percentage guidelines even in small units. Units where strength of WOs is less than five, all WOs would be considered together irrespective of trade. A maximum of one WO can be given 'HI EX' / 'EX' in such units. Similarly, in units where posted strength of JWOs is less than five, a maximum of one JWO can be given 'HI EX' / 'EX' grading.

29. **List of QR Based Units.** The list of specified units where postings are made based on QRs, with assessment being one of the QRs, is given below. .

- (a) Posting Abroad including AFE IMTRAT
- (b) Training Institutes (For Instructors other than Edn Instr and GTI tradesmen)
- (c) GEB, REBs, AEB (for Examiners only)
- (d) AFLUs
- (e) Sqn with induction of new ac (To be reviewed by AFRO one year after induction)
- (f) ASTE, TACDE, SDI and CSDO
- (g) Inter service / Central Govt Organisations
- (h) DASI, DMI and DAI
- (j) AHCS

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30. For WOs / JWOs posted to Training Institutes on non instructional duties / not posted against specified QRs, the percentage limit as applicable to WOs / JWOs in normal units would apply.

31. **Posting / Deputation Abroad.** The number of WOs / JWOs posted at Embassies / on deputation abroad is very small and the workload is shared by all, irrespective of the trade. Though the WOs and JWOs are to be grouped separately, all the WOs, whether Tech or Non-Tech should be clubbed together and the percentage guidelines applicable to QR based units applied. Similarly, all JWOs irrespective of their trade should be clubbed together for application of percentage guidelines. In case of local Actg unpaid rank of JWO being granted to Sgts, AR-W / W\* is NOT to be initiated. In such cases AR-S / S\*, which is applicable for Sgts & below with nine years and more service is to be raised.

### **Transmission of ARs**

32. **Action by Parent Unit.** The completed ARs are to be submitted to AFRO (Attn: OIC CP Wing) except in case of adverse reports or when specially called for review by Command HQ / Air HQ. ARs are to be transmitted as per guidelines given below:-

(a) The Adjutant is responsible for scrutinizing the Appraisal Reports before their submission to obviate any discrepancy. He will ensure that entries filled by appraisee are correct. The columns for medical category and skill level are completed in all respect.

(b) After completion of reports by IO / RO / SRO the Adjutant is to compile percentage chart and forward the same to Comd HQ for approval on or before 31 Dec each year.

(c) After approval of Comd HQ all reports are to be forwarded to AFRO in a single batch along with percentage chart and nominal roll. ARs are not to be forwarded in piecemeal.

(d) The Appraisal reports are to be forwarded in a sealed cover marked **Confidential** so as to reach AFRO latest by 31 Jan each year. If due to unforeseen reasons any Appraisal Report has not been raised because of hospitalization/pre-release course or any other reason, units are to indicate such cases separately in the covering letter while forwarding the ARs to AFRO. It is to be ensured that all warranted officers proceeding on annual leave, long course or T/D submit their ARs to their Section Commander / IO, if due, before they proceed on leave / course etc on or after 01 Jul each year. Blank Appraisal Reports or Insufficient Knowledge (IK) reports at two levels are not to be forwarded to AFRO.

(e) ARs in respect of Warranted officers posted out during the period from 01 Jul to 30 Nov are to be completed by IO / RO / SRO immediately as and when due. These reports are to be forwarded to AFRO along with all other ARs of the unit.

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(f) The Adjutant is to ensure that no warranted officer is left un-assessed. A fortnightly progress report from the month of Feb should reach AFRO through Comd HQs by 15<sup>th</sup> & 25<sup>th</sup> of every month till submission of all ARs. The reports submitted after 01 Apr of the year succeeding the assessment period should be accompanied with a detailed inquiry report, fixing of responsibility, if any, and suitable action initiated.

33. **Action by Command / Air HQ.** A Progress Report on all cases, where ARs have not been dispatched to AFRO, is to be forwarded by SPSO / CPSO / Concerned PD at Air HQ to AFRO as per the following: -

- (a) First progress report to reach AFRO by 15th Feb of following year.
- (b) Subsequent reports are to be forwarded to AFRO every fortnight till completion of all outstanding reports.
- (c) Command HQ / Air HQ is to forward the details of all cases wherein the ARs have been unduly delayed beyond 01 Apr, specifying the reasons thereof.

34. A completed Appraisal Report is a confidential document and is to be handled as per laid down guidelines. **The report will not be shown to appraisee reported upon and no copies are to be made.** ARs once submitted to Air Force Record Office are NOT (R) NOT to be recalled for a review at any level.

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**PART – II**

**APPRAISAL REPORT: SGT & BELOW WITH  
NINE YEARS AND MORE SERVICE**

**Introduction**

35. The Part-II of AFO stipulates instructions for rendering Appraisal Reports in respect of Sgts and below with nine years and above service (AR-S / AR-S\*). The ARs are to be raised on following forms:-

- (a) AR-S : For Sgts and below with nine years and above service.
- (b) AR-S\* : For Sportsmen and Coaches of the rank of Sgts and below with nine years and above service.

36. The forms for raising AR-S and AR-S\* are given at **Appendix H and J** respectively.

**Purpose of Appraisal**

37. The purpose of appraisal is to evaluate and record the performance of all Sgts and below with nine years and above service. These reports are utilized for:-

- (a) Selection of personnel for various postings.
- (b) Selection of personnel for various courses and deputation within and outside India.
- (c) For promotion, extension of service and commissioning.
- (d) For award of GCB pay.
- (e) Remustering.
- (f) For employment in civil / government offices.
- (g) For Honours & Awards and Commendations.

**Transit Cover**

38. The AR forms mentioned above are accompanied by appropriate Transit Cover which contains detailed instructions and guidelines for completion of reports. The Transit Cover for AR-S and AR-S\* is placed at **Appendix K**. Appraisal reports will be rendered in accordance with the guidelines given in the Transit Cover as well as the instructions contained in this order.

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### Occasions for Raising the Reports

39. The ARs (AR-S / S\*) are to be raised in respect of all **Sgts & below with nine years and more service** as on 31 Aug of the year and held on the posted strength of a unit as on 01 Apr (TORS date is to be taken). The ARs are to be raised on the following occasions:-

(a) **Annual.** Annual ARs are to be raised for the period 01 Sep to 31 Aug. Annual report is not required to be raised if a report has been rendered between 01 Apr and 31 Aug due to any of the reasons mentioned in succeeding sub Paras (b) to (f).

(b) **On Posting out of the Appraisee.** AR is to be raised on posting from one unit to another. If the date of TORS is after 01 Apr, the despatching unit is to raise the AR. The period of report in such cases will be from 01 Sep to the day prior to reporting to new unit and this will be considered as annual report. Enroute leave / joining time etc would be counted as part of assessment period by the despatching unit. In case the date of TORS is on or before 01 Apr, the receiving unit is to raise the report. Care should be taken while raising AR in the following categories:-

(i) **More than One Posting During Assessment Year.** In case an air warrior is posted out and reports to a unit on or before 01 Apr and is further posted out to another unit before 31 Aug, he should be assessed by the unit where he had longest stay during the assessment year. The period of report in such cases will be the period spent at that unit and this report will be considered as annual report.

(ii) **On Posting (Reporting Through Transit Camp).** In case an air warrior is posted out and reports to a transit camp on or before 01 Apr and his TORS in the receiving unit is after 01 Apr, his report is to be raised by the receiving unit.

(iii) **On Deputation Abroad.** In case an air warrior is detached to a transit unit e.g. 412 AF Stn, 3 Wing etc, on or before 01 Apr, for pre-departure formalities, for onward routing on deputation / posting abroad, and the actual date of departure is after 01 Apr, his report is to be raised by the receiving unit provided he has served under the IO for a minimum period of three months. If required, raising of the report can be delayed by an appropriate period to complete the three months. Similar procedure is to be followed on repatriation from deputation/ posting abroad as well as on routing back to unit on cancellation of deputation/abroad mission.

(c) **On Posting out / Discharge of the IO.** AR is to be raised on the posting out / Discharge of the Initiating Officer, provided it takes place after 01 Apr. This report will be treated as annual.

(d) **On Discharge / Superannuation of the Appraisee.** AR is to be raised on discharge / superannuation of the appraisee provided it takes place after

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01 Apr. This report will be treated as annual. No AR is required to be raised in case appraisee proceeded on discharge / superannuation before 01 Apr.

(e) **Any Time the Reporting Officer Wishes to Render an Adverse Report.**

This is to be done when there is a grave deterioration in the performance or conduct of the appraisee. Such deterioration may be observed by any of the reporting officers in the chain i.e. IO, RO or SRO. In such cases, there is no requirement to wait for some other occasion for raising an AR. The procedure for rendering the AR would remain the same and should meet the provisions of para 61 to 63 of this AFO.

(f) **When Specifically Called for by Air HQ / AFRO.** This may be combined with the annual report if it falls within due date of rendition of the annual report and annotated as such on the first page of the AR form.

### **Appraisal of Airmen Posted to TIs for Courses**

40. The training institutes where an airman is posted to undergo course will not be able to assess the individual for his professional skill in the field. Hence, the training institutes will not raise a full AR of the airman and instead only his character will be assessed. Training Institute shall raise ARs in respect of U/T airmen (other than Ab-initio) for their character who are on their posted strength as on 01 Apr. The IO and SRO must complete their respective remarks columns with an annotation as **U/T** and forward the same to AFRO.

### **Appraisal of Non-Effective Airmen**

41. Airmen on the posted strength of PHS on becoming non-effective due to AWL, Hospitalisation, Commissioning, Imprisonment etc are not to be assessed. However, airmen on the strength of PHS due to deputation to ARC, abroad etc are to be assessed as applicable for other airmen. Airmen undergoing commissioning courses are not to be assessed. PHS is to forward to AFRO a list of airmen held on its posted strength along with the reasons for holding such airmen on its strength by 15 Sep of every year.

### **General Instructions for Objective Appraisal**

42. The career profile and progression of an airman, i.e. promotion, placement, training and career planning would depend upon the periodic assessments made on him. All appraisers should undertake the process of appraisal at a time when they are free from stress and disturbances. Any exaggeration in the reporting and/or ascribing biases/ prejudices would give a distorted view of the capabilities of the individual and will neither be in the interest of the individual nor the organization. In case the appraisers have to make assessments of a large number of appraisees, the process must spread over a period, so as to avoid any haste in completing the report. The endeavour of each appraiser should be to present the truest possible picture of the appraisee with regard to his performance and potential. Keeping in mind the distinction

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between fact and opinion, IOs are to weigh the performance of the appraisee on the designated rating scale in all the attributes mentioned in the form. Following must be observed while raising the AR-S / AR-S\*:-

- (a) Assessment should be confined to the actual performance of the individual during the reporting period only. The appraisers must not be influenced by incidents or happenings outside the period of report.
- (b) An IO cannot give IK report but RO or SRO can give IK report. However, **both RO and SRO cannot give IK at the same time** as minimum two levels of assessment should be available.
- (c) AR-W / AR-W\* (AR for warranted officers) is to be raised in respect of the Sgts who attain the rank of the JWO on or before 01 Jul. In these cases AR-S / AR-S\* will not be raised.
- (d) The numerical grading for an attribute is to be given in whole numbers on nine point rating scale provided for this purpose. **Decimals or fractions will not be used in numerical gradings.**
- (e) The sanctity of the AR is based on the assumption that IOs/ ROs/ SROs record their well-considered, balanced and objective views. There should normally be no occasion to rewrite or change the marks. However, in exceptional circumstances, if rewriting by any of the Reporting / Reviewing Officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Guidelines for Compilation of AR-S / AR-S\*

43. **Part I - Personal Data and Action on Refusal to Fill Part I of AR.** All appraisees are to complete Part I of the AR and sign on top of each page. The flying details of airmen aircrew are to be filled as per **Appendix D** and to be attached with the AR. Refusal to complete Part I will invite disciplinary / administrative action which should be preceded by a written SCN. The IO will thereafter take the following actions:-

- (a) Endorse in **Red Ink** on the first page of the report that 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM'.
- (b) Attach a copy of SCN issued to the individual concerned with the report.

### Assessment of Character and General Behaviour

44. Assessment of character and general behaviour is a very important part of the AR. An airman assessed less than **Very Good** automatically becomes ineligible for grant of GCB pay. Assessment of character also has a direct bearing on the career profile of an airman such as promotion, specialist courses, extension of service,

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remustering etc. Therefore, unless there are sufficient reasons to give lower assessment of character (i.e. Good or below), as specified at Para 47, 48, 49 & 50 below, airmen should normally be assessed as 'Very Good' 'V' in their character. Assessment of character and general behaviour are to be entered in the appropriate column in the following terms only:-

- (a) **Very Good** to be written as **V**.
- (b) **Very Good\*** to be written as **S**.
- (c) **Good** to be written as **G**.
- (d) **Fair** to be written as **F**.
- (e) **Indifferent** to be written as **I**.
- (f) **Bad** to be written as **B**.

45. The CO of an airman may assess an airman's character as **Very Good \*** once during his career although he might have been punished and such punishment has rendered him ineligible for 'V', but eligible for 'Good'. This privilege is granted in order that an airman should not by one slip forfeit the rewards due, in an otherwise unblemished record. It will be allowed only if the CO is entirely satisfied with the behaviour, conduct and the work of the airman during the period for which the assessment is made, apart from the offence in question, and that the airman has not been assessed, lower than 'V' on any previous occasion during his career. **However, before awarding Very Good\*, the eligibility criteria as mentioned above is to be ascertained by CO from AFRO.**

46. 'S' will be regarded as equivalent to 'V' for all purposes. However, it is to be ensured by SRO that an airman does not receive this special consideration more than once during his service.

47. A higher character than 'Good' will not be given to an airman, except as provided at para 45 above, if he is being discharged from service under the clause 'Services no longer required/ unsuitable for retention in the IAF' or if during the period for which his character is being assessed, he has been awarded any of the following punishments :-

- (a) Reverted, reduced in rank or deprived of seniority for misconduct.
- (b) Forfeiture of Good Conduct Badge.
- (c) Sentenced to field punishment, detention or imprisonment (including imprisonment awarded by civil power) for period up to but not exceeding 20 days in aggregate.

48. A higher character than 'Fair' will not be given to an airman, if during the period for which his character is being assessed, he has been sentenced to field punishments, detention or imprisonment (including imprisonment awarded by civil power) for 21 days or more but not exceeding 60 days in aggregate.

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49. A higher character than 'Indifferent' will not be given to an airman, if during the period for which his character is being assessed, he has been sentenced to field punishments, detention or imprisonment (including imprisonment awarded by civil power) for a period of 61 days or more in aggregate.

50. An airman holding the rank of Cpl or above will not be assessed as 'B' in character on any occasion. NCOs awarded more than two red ink entries in the year of assessment should not be assessed higher than 'Fair' but not lower than 'Indifferent'. Character assessment 'B' can be given to ACs and LACs only, if so warranted.

### Chain of Reporting

51. (a) The IO for each appraisee will be the senior most warranted officer directly supervising / overseeing the work of the appraisee. **In the absence of any warranted officer, the Officer IC Section will be the IO.** The RO will be the officer senior to the IO and higher in the chain of command. The SRO will be the officer senior to RO and higher in the chain of command (in most cases he will be the CO / Branch Head / Stn Cdr / AOC). In case the Stn Cdr / AOC are not the SRO, but he wishes to make appraisal of an individual, he can do so as Next Senior Reviewing Officer (NSRO). **Filling up of NSRO column is optional.** However, grading awarded by NSRO will be final. An AR once initiated by an IO should be commented upon by the next officer in chain of command.

(b) **Airwarrior Posted to Lodger Unit and Working with Station Pool.** The IO of airmen posted to a lodger unit and working in Station pool will be the senior most warranted rank supervising the appraisee. RO / SRO will be officer senior to IO / RO in the chain of command.

52. In all cases, **minimum two levels of assessment should be available** whenever three levels are not possible. In such cases the two levels would be those of IO & SRO with the RO column being left blank / scored out. **Single level AR will NOT (R) NOT be accepted by AFRO.**

53. The following points are to be noted by the Initiating Officer:-

(a) An **IO will not initiate the AR unless the appraisee has worked under him for at least three months.** Period spent on leave / T/D by IO or appraisee is valid for reckoning the period of three months. An **IO is not to write Insufficient Knowledge (IK).** However, if the IO feels that due to his/her own absence or the absence of appraisee, he / she does not have sufficient knowledge about the performance of the individual, then he / she may delay the report till he / she completes three months under IO.

(b) In case of inter service organisations where a warranted officer (from IAF) is not available, IO will be a Commissioned Officer. IO in respect of airmen working directly under civilian officer will be Civilian Gazetted Officer himself (not below the rank of Jt Dir / Dy Dir in case of Air HQ). Following are not to become IO:-

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- (i) JCO of Army and his equivalent from Navy.
- (ii) Civilian Section Officer / Private Secretary.

(c) Performance counselling for airmen has to be carried out once in every quarter of the appraisal period. A record of this counselling should be maintained in a register (as per **Appendix E**), so that the past performance record of an individual in a unit is always available. It is essential that the records are maintained in the proper format for future reference. Strengths/ limitations of an individual have to be brought to his notice. IO and RO should ensure strict compliance of conduct of counselling sessions and maintaining a record for the same. Maintaining a record of an individual's performance is the IO's responsibility. These performance counselling registers will be checked by the visiting / inspection teams from DASI / DMI / DAI / Command HQ.

(d) The suitability of the appraisee for Instructional Duties should be mentioned in the AR form by the IO. The numerical grading awarded in the attribute 'Communication Skills' would have a direct bearing in deciding the suitability of the appraisee for Instructional Duties. The performance of the appraisee during any service course undergone in the reporting period should also be factored in for this purpose. **Unsuitability for Instructional Duties does not constitute an adverse report.**

(e) In paragraph 11 the IO is to give a brief pen-picture of the appraisee. The IO should give specific remarks on the job performance and personal characteristics. The **remarks in the pen-picture should be commensurate with the numerical grading** given at para 9 of Part III of AR.

54. **Part V.** This part of the report is to be filled by the RO. He will give his remarks on job performance and personal characteristic of the appraisee based on his numerical assessments made at para 9 of Part III of AR.

55. **Part VI.** This part of the report is to be filled by the officer reporting in his capacity as SRO.

56. **Part VII.** This part of the report may be filled by the Station Commander/ Air Officer Commanding as NSRO, if he is not the SRO. **Filling up this column is optional.** NSRO column is to be filled up when NSRO is at variance/ disagrees with SRO. In such cases he should mandatorily award numerical grading in all attributes and sign below the grading column in Part III of AR.

57. **Part VIII.** This part of the report is to be filled by the PSO at Command/ Air HQ in respect of all ARs, which are either adverse or when specially called for review.

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**Appraisal of Sportspersons/ Coaches**

58. Sportsmen/ Coaches representing AF/ Services/ National level are to be assessed on AR for sportsmen (AR-S\*) as per **Appendix J** to this AFO. The main aspects are as follows:-

(a) Sportsmen and coaches of the rank of Sgts & below with nine years and above service representing AF/ Services/ Nationals will be assessed by IO, RO and SRO at nodal centre where the individual is posted/ attached. They are to be assessed on the basis of their proficiency/ achievements in the field of sports. However, in the attributes of 'Turnout, Bearing and Attitude to Military Life', 'Honesty and Integrity' and 'Communication Skills' the sportsmen are to be assessed independent of their performance in sports. All ARs of sportsmen are to be forwarded to AFSCB for completion of Part III (Para 9) & Part VIII (AR-S\*) and onward submission to AFRO.

(b) Command/ Unit level sportsmen/ coaches are to be assessed for their performance in their respective trade duties, with due weightage to their level of performance in sports, on the Appraisal Report format applicable to all airmen (AR-S). AFSCB / Command SCBs are to ensure that notable achievements of such airmen are given in the form of a feed-back to their parent units, so that necessary consideration is given by IO/ RO/ SRO at the time of their assessment. However an airman would require to work in a unit for at least three months (including leave/ T/D period of individual/ IO excluding the period spent on Sports T/D). In case an airman is not available in a unit for a minimum period of three months, then the AR is required to be initiated either by the coach (on AR-S\*) or by the Warrant Officer / Officer (on AR-S) under whom the appraisee has spent maximum period.

(c) The reporting channel in case of AR for sportsmen/ coaches is as follows:-

|      |  |      |  |
|------|--|------|--|
| (i)  | Command/<br>Unit level<br>players                | IO   | Coach / Warrant Officer under whom appraisee has spent maximum period.         |
|      |  | RO   | Stn Sports Offr / Officer senior to the IO and higher in the chain of command. |
|      |  | SRO  | Secy, CSCB / Officer senior to RO and higher in the chain of command.          |
|      |  | NSRO | Chairman AFSCB / AOC / Stn Cdr of parent unit (optional).                      |
| (ii) | Air Force /<br>Services/<br>Nationals<br>Players | IO   | AF & above level coach (as applicable).  |
|      |  | RO   | OIC Nodal centre / Stn Sports Offr (in case OIC Nodal centre is not detailed). |
|      |  | SRO  | Secretary / Jt Secy AFSCB.   |
|      |  | NSRO | Chairman AFSCB (Optional).   |



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|       |                            |         |   |
|-------|----------------------------|---------|---|
| (iii) | Command Coaches            | IO      | OIC Nodal Centre / Stn Sports Officer (In case OIC Nodal Centre is not detailed). |
|       |                            | RO      | Secretary, CSCB.  |
|       |                            | SRO     | Secretary / Jt Secy AFSCB.  |
|       |                            | NSRO    | Chairman AFSCB (Optional).  |
| (iv)  | AF and above level Coaches | IO      | OIC Nodal Centre / Stn Sports Offr (In case of OIC Nodal Centre is not detailed). |
|       |                            | RO/ SRO | Jt Secy / Secy AFSCB.   |
|       |                            | NSRO    | Chairman AFSCB (Optional).  |

Note: - Optional indicates at the discretion of AOC / Stn Cdr / Chairman AFSCB.

**IK Report**

59. In case a report falls due on any of the occasions specified and the appraisee has not served under the IO for a minimum period of three months, then IO may delay the report till the appraisee completes three months under IO. Giving IK report for any one / some attributes by RO / SRO is not acceptable. The following cannot give IK report:-

- (a) IO at any time.
- (b) RO and SRO both at same time. (Refer Para 42(b) above)

**Executive Reports**

60. An Executive Report is required to be raised in case an appraisee is away on attachment/ temporary duty (including sports T/D) or undergoing type training course at TETTRA/ TTCU for a period exceeding five months. The format of executive report is given at **Appendix L** (Normal ARs) & **M** (Command/unit level sportsmen/ coaches) to this AFO. It is to be raised in two copies by the Officer/ Warrant Officer under whom the appraisee has served during the period of attachment/ temporary duty or course. The Executive Report will be reviewed by the officer who is higher in the chain of command to the officer who raises the Executive Report. In case the Executive Report is adverse in nature, the procedure as stipulated in Para 62 below is to be followed. Thereafter, one copy of the Executive Report will be forwarded directly to AFRO and the other copy is to be dispatched to the CO of the parent unit of the individual who is to keep the contents of the Executive Report in mind while raising the Appraisal Report as and when due. The Executive Report is to be treated as Confidential and is to be attached with Appraisal Report by the parent unit.

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**Adverse Reports**

61. The following will be treated as adverse report in respect of Sgts & below with nine year and above service: -

(a) **Numerical Gradings.** When awarded 'Inferior' (less than total 40 marks) in attributes at Para 9 (a) to (l) of Part III of AR.

(b) **Negative Remarks.** Any unqualified remark/ comment in the pen picture/ remarks column at Para 12/ 13/ 14/ 15/16 of the report, which conveys a definite and clear negative trait.

62. **Action by Unit on Adverse Report.** Following action will be taken by the units before initiating adverse report in respect of an airman: -

(a) Issue warning letter as soon as the failings are observed, in order to give the individual a chance to improve himself well before the AR is due. The failings are also to be recorded in the performance counselling register by the IO. When failings are observed very near to the due date of rendition of the report, thereby denying reasonable time for issue of a warning and watching any improvement in appraisee, the rendition of the report may be delayed by 3 to 4 weeks allowing time for the issue of a warning and to ascertain improvements, if any, by the airwarrior.

(b) If assessed 'Inferior' (below 40 marks), airman should have been given at least two warnings in the preceding 12 months. There should be a gap of at least one month between the two warnings, so as to give him an opportunity to improve his performance. The warning administered to the individual should be within the period of report and not later.

(c) If, at the time of rendition of the report, it is felt that the warning(s) received by the individual has/ have been of no avail, 'Adverse Report' as per **Appendix N** is to be raised. The same is to be specifically mentioned in the respective remarks column in AR by IO/ RO/ SRO/ NSRO.

(d) Appraisal Report of an appraisee adversely reported upon should contain copies of Adverse Report as per **Appendix N** duly signed by the appraisee along with copy(s) of warning letters issued. In case, an airman who has been adversely reported upon refuses to sign the certificate, it should be annotated on the certificate in Red ink as follows:-

*' Airman refused to sign Appendix N Adverse Report*

(e) Adverse ARs when raised should be processed through Command HQ (SPSO / CPSO) / Air HQ (ACAS / PSO as applicable) for review before submission to AFRO (CP Wing).

63. **Action by Air HQ / Command HQ on Adverse Reports.** On receipt of Adverse ARs from units, appropriate PSO at Air HQ (in case the unit is directly under

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Air HQ) / Comd HQ should scrutinize the reports and their enclosures to check the correctness of the adverse report and action taken by the unit. Part VIII of AR-S / Part IX of AR-S\* is to be completed by Air HQ/ Comd HQ and forwarded to AFRO (CP Wing). In the covering letter Air HQ/ Comd HQ will include the details of disciplinary / administrative action taken/ initiated against the individual.

### Grading

64. The performance in different attributes is graded on nine point rating scale. Guidance for graded description is given as part of **Appendix K** (Transit Cover) for AR-S / AR-S\*. In order to achieve objectivity in appraisal process, it is mandatory that all appraisers use these standards as yardsticks for evaluation. Based on the total marks obtained by an airman as mentioned below, the grading will be as follows:-

(a) Airmen who score 90 to 99 marks are to be awarded the grading **HIGH EXCEPTIONAL** to be written as **HI EX**. It must be ensured that this grading is awarded to an outstanding airman both in natural capacity and efficiency in the performance of his duties.

(b) Airmen who score 80 to 89 marks are to be graded as **EXCEPTIONAL** to be written as **EX**. It must be ensured that this grading is awarded to an exceptional airman both in natural capacity and efficiency in the performance of his duties.

(c) Airmen who score 70 to 79 marks are to be graded as **ABOVE AVERAGE** to be written as **AA**. This grading is to be awarded to an airman who is above average in the qualities being assessed.

(d) Airmen who score 60 to 69 marks are to be graded as **HIGH AVERAGE** to be written as **HI AV**. This grading is awarded to an airman who is high average in the qualities being assessed.

(e) Airmen who score 50 to 59 marks are to be graded as **AVERAGE** to be written as **AV**. This grading will be given to an airman whose performance is average.

(f) Airmen who score 40 to 49 marks are to be graded as **BELOW AVERAGE** to be written as **BA**. This grading will be given to an airman whose performance is below average.

(g) And those who score less than 40 marks are to be graded as **INFERIOR** to be written as **INF**. This grading will imply that the airman's retention in trade is questionable. In such case it is mandatory to take necessary action as per para 263 and 264 of Regulations of Air Force 1964. This grading will be construed as an Adverse Report and Adverse Report as per **Appendix N** is required to be raised. The procedure mentioned at para 61 to 63 above should have been followed by the IO before awarding this grade i.e; below 40 marks.

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**Percentage Guidelines**

65. The limitations on award of grading is appended below :-

| <b><u>Grading</u></b> | <b><u>Normal Units</u></b>                                     | <b><u>QR Units</u></b>   |
|-----------------------|--|--|
| High Exceptional      | 10%  | 20%  |
| Exceptional           | 15%  | 30%  |
| Above Average         | 75%  | 50%  |
| High Average          |  |  |
| Average               |  |  |
| Below Average         |  |  |
| Inferior              |  |  |
|                       | Percentage in this group can be exceeded without justification | Percentage in this group can be exceeded without justification |

66. AOC / Stn Cdr / CO are to strictly adhere to the laid down percentage. Relaxation beyond specified limit in Hi Ex & Ex **for normal units only** as given above, is permissible by maximum of 5%, provided Justification report as per **Appendix AM** is attached along with each report. At the time of calculating percentage for AR grading the marginal percentage would be rounded to the next whole number (i.e. 2.1 will be rounded off to 3). Command HQs would carry out the macro level vetting of assessment percentages and ensure that they are strictly followed. The percentage guidelines are to be applied in the following manner:-

- (a) Percentage restriction is not applicable for the airwarriors on posting abroad inclusive of AFE IMTRAT.
- (b) Percentage guidelines will apply to all Sgts & below with nine years and more service posted to a unit within their trades.
- (c) All Sgts & below with nine years and more service posted to a Directorate at Air HQs / Branch (PSOs) at Comd HQ will be clubbed together for the purpose of percentage guidelines, irrespective of their trades.
- (d) Sgts & below with nine years and more service posted as instructors at TIs would be considered together for the purpose of percentage guidelines, irrespective of their trades. However, airmen posted to TIs for non-instructional duties the percentage limits as applicable to airmen in normal units would apply.

67. **Small Units.** For applying percentage guidelines in units where strength of airmen is less than or equal to 15, Sgts & below with nine years and more service would be clubbed together irrespective of trade. In units where strength is less than five, a maximum of one airman can be given 'HI EX' / 'EX'.

68. **List of QR Based Units.** The list of Units where PBORs are posted based on certain QRs, with assessment being one of the QRs, is appended below: -

- (a) Posting Abroad including AFE IMTRAT

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- (b) Training Institutes (For Instructors other than Edn Instr and GTI tradesmen)
- (c) GEB, REBs, AEB (for Examiners only)
- (d) AFLUs
- (e) Sqn with induction of new ac (To be reviewed by AFRO one year after induction)
- (f) ASTE, TACDE, SDI and CSDO
- (g) Inter service / Central Govt Organisations
- (h) DASI, DMI and DAI
- (j) AHCS

69. **Posting / Deputation Abroad.** The selection for posting abroad is made from a panel of high performance airwarriors besides other QRs. Hence, percentage restriction will not be applied on these units.

### **Transmission of ARs**

70. The Adjutant will ensure that entries filled in Part I & II are correct and column for medical category is completed with the date, duly signed by Medical Officer. He is to award assessment of character and general behaviour at Para 5 in terms of conditions mentioned at Para 44 to 50. The skill level obtained by an individual is to be mentioned at Para 7 of the AR form. Adjutant is to also ensure that:-

- (a) If due to unforeseen reasons any Appraisal Report has not been raised, such as hospitalization/ pre-release course or any other reason, such cases are to be indicated separately while forwarding the ARs to AFRO.
- (b) All airmen proceeding on annual leave, long course or T/D are to submit their ARs to their IO, if due, before they proceed on leave/ course etc on or after 01 Apr each year.
- (c) Blank Appraisal Reports or Insufficient Knowledge (IK) reports are not to be forwarded to AFRO.
- (d) ARs in respect of airmen posted out during the period from 01 Apr to 31 Aug are to be completed by IO / RO / SRO immediately as and when due. These reports are to be forwarded to AFRO along with all other ARs of the unit.

71. After completion of reports by IO / RO / SRO the Adjutant is to compile percentage chart and forward the same to Comd HQ for approval on or before 30 Sep each year. After approval of Comd HQ all appraisal reports are to be forwarded in a

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Confidential sealed cover so as to reach to AFRO (Attn: OIC CP Wing) by 31 Oct each year in a single batch alongwith percentage chart and nominal roll. ARs are not to be forwarded in piecemeal.

72. The Adjutant is to ensure that no airman is left un-assessed. A fortnightly progress report from the month of Nov should reach AFRO through Comd HQs by 15<sup>th</sup> & 25<sup>th</sup> of every month till submission of all ARs. The reports submitted after 15 Jan next year should be accompanied with a detailed inquiry report, fixing of responsibility, if any, and suitable action initiated.

73. **Action by Command / Air HQ.** A Progress Report on all cases, where ARs have not been dispatched to AFRO, is to be forwarded by Command HQ (SPSO/ CPSO) / Air HQ ( PD / BCO) to AFRO as per the following: -

- (a) First progress report to reach AFRO by 15<sup>th</sup> Nov.
- (b) Subsequent reports are to be forwarded to AFRO every fortnight till completion of all outstanding reports.
- (c) Command HQ / Air HQ is to forward the details of all cases wherein the ARs have been unduly delayed beyond 15 Jan, specifying the reasons thereof.

### **Review of Assessment**

74. Assessments made by a SRO / NSRO are independent of previous assessments given to an airman. Appeals from airmen to change the assessment on the plea that they had received higher assessments in the past will not be entertained by AFRO.

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**PART – III**

**APPRAISAL REPORT: CPL & BELOW WITH LESS THAN  
NINE YEARS OF SERVICE**

**Introduction**

75. The Part-III of AFO stipulates instructions for rendering Appraisal Reports in respect of Cpls and below with less than nine years of service (AR-C / AR-C\*). The ARs are to be raised on following forms:-

- (a) AR-C : For Cpls & Below with less than nine years of service.
- (b) AR-C\* : For Sportsmen and Coaches of the rank of Cpls & below with less than nine years of service.

76. The forms for raising AR-C and AR-C\* are given at **Appendix AA and AB**.

**Purpose of Appraisal Report**

77. The purpose of appraisal is to evaluate and record the performance of all Cpls & below with less than nine years of service. These reports are utilised for:-

- (a) Selection of personnel for various postings.
- (b) Selection of personnel for various courses and deputation within and outside India.
- (c) For promotion & commissioning.
- (d) For award of GCB Pay.
- (e) Remustering.
- (f) For employment in civil / government offices.
- (g) For Honours & Awards and Commendations.
- (h) For extension of service.

**Transit Cover**

78. The AR forms mentioned above are accompanied by appropriate Transit Cover which contains detailed instructions and guidelines for completion of reports. The Transit Cover for AR-C and AR-C\* is placed at **Appendix AC**. Appraisal reports will be rendered in accordance with the guidelines given in the Transit Cover as well as the instructions contained in this order.

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### Occasions for Raising the Reports

79. The ARs (AR-C/ C\*) are to be raised in respect of all **Cpl & below with less than nine years of service** as on 31 May of the year and held on the posted strength of a unit as on 01 Jan (TORS date is to be taken). The ARs are to be raised on the following occasions:-

(a) **Annual.** Annual ARs are to be raised every year for the period 01 Jun to 31 May. Annual report is not required to be raised if a report has been rendered between 01 Jan and 31 May due to any of the reasons mentioned in succeeding sub Para (b) to (f). For air warriors completing nine years of service on or prior to 31 Aug of the year, AR-C / C\* as on 31 May is **NOT** to be raised. Instead AR-S/S\* will be raised covering the period upto 31 Aug.

(b) **On Posting out of the Appraisee.** AR is to be raised on posting from one unit to another. If the date of TORS is after 01 Jan, the despatching unit is to raise the AR. The period of report in such cases will be from 01 Jun to the day prior to reporting to new unit and this will be considered as annual report. Enroute leave / joining time etc would be counted as part of assessment period by the despatching unit. In case the date of TORS is on or before 01 Jan, the receiving unit is to raise the report. Care should be taken while raising AR in the following categories:-

(i) **More than One Posting During Assessment Year.** In case an air warrior is posted out and reports to a unit on or before 01 Jan and is further posted out to another unit before 31 May, he should be assessed by the unit where he had longest stay during the assessment year. The period of report in such cases will be the period spent at that unit and this report will be considered as annual report.

(ii) **On Posting (Reporting Through Transit Camp).** In case an air warrior is posted out and reports to a transit camp on or before 01 Jan and his TORS in the receiving unit is after 01 Jan, his report is to be raised by the receiving unit.

(iii) **On Deputation Abroad.** In case an air warrior is detached to a transit unit e.g. 412 AF Stn, 3 Wing etc, on or before 01 Jan, for pre-departure formalities, for onward routing on deputation / posting abroad, and the actual date of departure is after 01 Jan, his report is to be raised by the receiving unit provided he has served under the IO for a minimum period of three months. If required, raising of the report can be delayed by an appropriate period to complete the three months. Similar procedure is to be followed on repatriation from deputation/ posting abroad as well as on routing back to unit on cancellation of deputation/abroad mission.

(c) **On Posting out/ Discharge of IO.** AR is to be raised on the posting out/ retirement of the Initiating Officer, provided it takes place after 01 Jan. This report will be treated as annual.

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(d) **On Discharge of the Appraisee.** AR is to be raised on discharge of the appraisee provided it takes place after 01 Jan. This report will be treated as annual. No AR is required to be raised in case appraisee proceeded on discharge/ superannuation before 01 Jan.

(e) **Any time the Reporting Officer wishes to Render an Adverse Report.** This is to be done when there is a grave deterioration in the performance or conduct of the appraisee. Such deterioration may be observed by any of the reporting officers in the chain i.e. IO, RO or SRO. In such cases, there is no requirement to wait for some other occasion for raising an AR. The procedure for rendering the AR would remain the same and should meet the provisions of para 99 to 101 of this AFO.

(f) **When Specifically Called for by Air HQ/ AFRO.** This may be combined with the annual report if it falls within due date of rendition of the annual report and annotated as such on the first page of the AR form.

### **Appraisal of Airmen Posted to TIs for Courses**

80. The training institutes where an airman is posted to undergo course will not be able to assess the individual for his professional skill in the field. Hence, the training institutes will not raise a full AR of the airman, instead only his character will be assessed. Training Institute shall raise ARs in respect of U/T airmen (other than Ab-initio) for their character who are on their posted strength as on 01 Jan. The IO and SRO must complete their respective remarks columns with an annotation as 'U/T' and forward the same to AFRO.

### **Appraisal of Non-Effective Airmen**

81. Airmen on the non-effective strength of PHS for reasons other than those specified at (para 82 beow), are not to be assessed including when they become effective on being posted out from PHS. PHS is to forward to AFRO a list of airmen held on its posted strength along with the reasons for holding such airmen on its strength by 15 Jun of every year. Airmen undergoing commissioning courses are not to be assessed.

82. Airmen on the strength of PHS while on deputation to ARC, abroad etc are to be assessed as applicable to other airmen.

### **General Instructions for Objective Appraisal**

83. The career profile and progression of an airman, i.e. promotion, placement, training and career planning would depend upon the periodic assessments made on him. All appraisers should undertake the process of appraisal at a time when they are free from stress and disturbances. Any exaggeration in the reporting and/ or ascribing biases/ prejudices would give a distorted view of the capabilities of the individual and

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will neither be in the interest of the individual nor the organization. In case the appraisers have to make assessments of a large number of appraisees, the process must spread over a period, so as to avoid any haste in completing the report. The endeavour of each appraiser should be to present the truest possible picture of the appraisee with regard to his performance and potential. Keeping in mind the distinction between fact and opinion, IOs are to weigh the performance of the appraisee on the designated rating scale in all the attributes mentioned in the form. Following must be observed while raising the AR-C / AR-C\*:-

- (a) Assessment should be confined to the actual performance of the individual during the reporting period only. The appraisers must not be influenced by incidents or happenings outside the period of report.
- (b) An IO cannot give IK report but RO or SRO can give IK report. However, **both RO and SRO cannot give IK at the same time** as minimum two levels of assessment should be available.
- (c) The numerical grading for an attribute is to be given in whole numbers on nine point rating scale provided for this purpose. **Decimals or fractions will not be used in numerical grading.**
- (d) The sanctity of the AR is based on the assumption that IOs/ ROs/ SROs record their well-considered, balanced and objective views. There should normally be no occasion to rewrite or change the marks. However, in exceptional circumstances, if rewriting by any of the Reporting / Reviewing Officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Guidelines for Compilation of AR-C / AR-C\*

84. **Part I - Personal Data and Action on Refusal to Fill Part I of AR.** All appraisees are to complete Part I of the AR and sign on top of second page. Refusal to complete Part I will invite disciplinary / administrative action which should be preceded by a written SCN. The IO will thereafter take the following actions:-

- (a) Endorse in **Red Ink** on the first page of the report that 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM'.
- (b) Attach a copy of SCN issued to the individual concerned with the report.

### Assessment of Character and General Behaviour

85. Assessment of character and general behaviour is a very important part of the AR. An airman assessed less than 'Very Good' automatically becomes ineligible for grant of GCB pay. Assessment of character also has a direct bearing on the career profile of an airman such as promotion, specialist courses, extension of service,

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remustering etc. Therefore, unless there are sufficient reasons to give lower assessment of character (i.e. Good or below), as specified at Para 88, 89, 90 & 91 below, airmen should normally be assessed as 'Very Good' 'V' in their character. Assessment of character and general behaviour are to be entered in the appropriate column in the following terms only:-

- (a) **Very Good** to be written as **V**.
- (b) **Very Good \*** to be written as **S**.
- (c) **Good** to be written as **G**.
- (d) **Fair** to be written as **F**.
- (e) **Indifferent** to be written as **I**.
- (f) **Bad** to be written as **B**.

86. The CO of an airman may assess an airman's character as '**Very Good \***' once during his career although he might have been punished and such punishment has rendered him ineligible for 'V', but eligible for 'Good'. This privilege is granted in order that an airman should not by one slip forfeit the rewards due, in an otherwise unblemished record. It will be allowed only if the CO is entirely satisfied with the behaviour, conduct and the work of the airman during the period for which the assessment is made, apart from the offence in question, and that the airman has not been assessed, lower than 'V' on any previous occasion during his career. However, before awarding Very Good\*, the eligibility criteria as mentioned above have to be ascertained by CO from AFRO.

87. 'S' will be regarded as equivalent to 'V' for all purposes. However, it is to be ensured by SRO that an airman does not receive this special consideration more than once during his service.

88. A higher character than 'Good' will not be given to an airman, except as provided at para 86, if he is being discharged from service under the clause 'Services no longer required/ unsuitable for retention in the IAF' or during the period for which his character is being assessed, he has been awarded any of the following punishments :-

- (a) Reverted, reduced in rank or deprived of seniority for misconduct.
- (b) Forfeiture of Good Conduct Badge.
- (c) Sentenced to field punishment, detention or imprisonment (including imprisonment awarded by civil power) for period up to but not exceeding 20 days in aggregate.

89. A higher character than 'Fair' will not be given to an airman, if during the period for which his character is being assessed, he has been sentenced to field punishments, detention or imprisonment (including imprisonment awarded by civil power) for 21 days or more but not exceeding 60 days in aggregate.

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90. A higher character than 'Indifferent' will not be given to an airman, if during the period for which his character is being assessed, he has been sentenced to field punishments, detention or imprisonment (including imprisonment awarded by civil power) for a period of 61 days or more in aggregate.

91. An airman holding the rank of Cpl or above will not be assessed as 'B' in character on any occasion. NCOs awarded more than two red ink entries in the year of assessment should not be assessed higher than 'Fair' but not lower than 'Indifferent'. Character assessment 'B' can be given to ACs and LACs only, if so warranted.

### Chain of Reporting

92. (a) The IO for each appraisee will be the senior most warranted officer directly supervising / overseeing the work of the appraisee. **In the absence of any warranted officer, the Officer IC Section will be the IO.** The RO will be the officer senior to the IO and higher in the chain of command. The SRO will be the officer senior to RO and higher in the chain of command (in most cases he will be the CO / Branch Head / Stn Cdr / AOC). In case Stn Cdr/ AOC is not the SRO, but he wishes to make appraisal of an individual, he can do so as Next Senior Reviewing Officer (NSRO). **Filling of NSRO column is optional.** However, grading awarded by NSRO will be final. An AR once initiated by an IO should be commented upon by the next officer in chain of command.

(b) **Posted to lodger Unit and working with Station Pool.** The IO of airmen posted to a lodger unit and working in Station pool will be the senior most warranted rank supervising the appraisee. RO / SRO will be officer senior to IO / RO in the chain of command.

93. In all cases, **minimum two levels of assessment should be available** whenever three levels are not possible. In such cases the two levels would be those of IO & SRO with the RO column being left blank / scored out. **Single level AR will NOT (R) NOT be accepted by AFRO.**

94. The following points are to be noted by the **Initiating Officer:-**

(a) **An IO will not initiate the AR unless the appraisee has worked under him for at least three months.** Period spent on leave/ T/D by IO or appraisee is valid for reckoning the period of three months. **An IO is not to write Insufficient Knowledge (IK).** However, if the IO feels that due to his/her own absence or the absence of appraisee, he / she does not have sufficient knowledge about the performance of the individual, then he / she may delay the report till he / she completes three months under IO.

(b) In case of inter service organisations where a warranted officer (from IAF) is not available, IO will be a Commissioned Officer. IO in respect of airmen working directly under civilian officer will be Civilian Gazetted Officer himself (not below the rank of Jt Dir / Dy Dir in case of Air HQ). Following are not to become IO:-

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- (i) JCO of Army and his equivalent from Navy.
- (ii) Civilian Section Officer / Private Secretary.

(c) In case IO is posted out after 01 Jan of the year and there are no warranted officers in the chain of command, then the Officer-in-Charge having direct knowledge of the appraisee can become IO. In case, there is no other warranted officer / Officer-in-Charge, then the IO, before proceeding on posting is to raise the AR.

(d) Performance counselling for airmen has to be carried out once in every quarter of the appraisal period. A record of this counselling should be maintained in a register (as per **Appendix E**), so that the past performance record of an individual in a unit is always available. It is essential that the records are maintained in the proper format for future reference. Strengths / limitations of an individual have to be brought to his notice. IO and RO should ensure strict compliance of conduct of counselling sessions and maintaining a record for the same. Maintaining a record of an individual's performance is IO's responsibility. These performance counseling registers will be checked by the visiting / inspection teams by DASI / DMI / DAI /Command HQ.

(e) The suitability of the appraisee for Instructional Duties should be mentioned in the AR form by the IO. The numerical grading awarded in the attribute 'Communication Skills' would have a direct bearing in deciding the suitability of the appraisee for Instructional Duties. The performance of the appraisee during any service course undergone in the reporting period should also be factored in for this purpose. **Unsuitability for Instructional Duties does not constitute an adverse report.**

95. The RO and SRO are also to award numerical gradings at para 10 of Part III of AR. However, filling up of **NSRO column is optional which can be filled by AOsC/ Stn Cdrs/ COs**. NSRO column is to be filled up when NSRO is at variance/ disagrees with SRO. In such cases he should mandatorily award numerical grading in all attributes and sign below the grading column in Part III of AR.

### Appraisal of Sportspersons/ Coaches

96. Sportsmen / Coaches representing AF/ Services/ National level are to be assessed on AR for sportsmen (AR-C\*) as per **Appendix AB** to this AFO. The main aspects are as follows:-

(a) Sportsmen / coaches of the rank of Cpls & below with less than nine years of service representing AF/ Services/ Nationals will be assessed by IO, RO and SRO at nodal centre where the individual is posted / attached. They are to be assessed on the basis of their proficiency / achievements in the field of sports. However, in the attributes of 'Turnout, Bearing and Attitude to Military Life', 'Honesty and Integrity' and 'Communication Skills' the sportsmen are to be assessed independent of their performance in sports. All ARs of sportsmen are

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to be forwarded to AFSCB for completion of Part III (Para 10) of AR-C\* and onward submission to AFRO.

(b) Command / Unit level sportsmen / coaches are to be assessed for their performance in their respective trade duties, with due weightage to their level of performance in sports, on the Appraisal Report format applicable to all airmen (AR-C). AFSCB / Command SCBs are to ensure that notable achievements of such airmen are given in the form of a feed-back to their parent units, so that necessary consideration is given by IO / RO / SRO, at the time of their assessment. However an airman would require to work in a unit for at least three months (including leave / T/D period of individual / IO excluding the period spent on Sports T/D). In case an airman is not available in a unit for a minimum period of three months, then the AR is required to be initiated either by the coach (on AR-C\*) or by the Warrant Officer / Officer (on AR-C) under whom the appraisee has spent maximum period.

(c) The reporting channel in case of AR for sportsmen / coaches is as follows:-

|       |   |        |   |
|-------|---|--------|---|
| (i)   | For Command/ Unit level players             | IO     | Coach / Warrant Officer under whom appraisee has spent maximum period.            |
|       |   | RO     | Stn Sports Offr / Officer senior to the IO and higher in the chain of command.    |
|       |   | SRO    | Secy, CSCB / Officer senior to RO and higher in the chain of command.             |
|       |   | NSRO   | Chairman AFSCB / AOC / Stn Cdr of parent unit (optional).                         |
| (ii)  | For Air Force / Services/ Nationals Players | IO     | AF & above level coach (as applicable).   |
|       |   | RO     | OIC Nodal centre / Stn Sports Offr (in case OIC Nodal centre is not detailed).    |
|       |   | SRO    | Secretary / Jt Secy AFSCB.  |
|       |   | NSRO   | Chairman AFSCB (Optional).  |
| (iii) | For Command Coaches                         | IO     | OIC Nodal Centre / Stn Sports Officer (In case OIC Nodal Centre is not detailed). |
|       |   | RO     | Secretary, CSCB.  |
|       |   | SRO    | Secretary / Jt Secy AFSCB.  |
|       |   | NSRO   | Chairman AFSCB (Optional).  |
| (iv)  | For AF & above level Coaches                | IO     | OIC Nodal Centre / Stn Sports Offr (In case of OIC Nodal Centre is not detailed). |
|       |   | RO/SRO | Jt Secy / Secy AFSCB.   |
|       |   | NSRO   | Chairman AFSCB (Optional)   |

Note: - Optional indicates at the discretion of AOC / Stn Cdr / Chairman AFSCB.

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### IK Report

97. In case a report falls due on any of the occasions specified and the appraisee has not served under the IO for a minimum period of three months, then IO may delay the report till the appraisee completes three months under IO. Giving IK report for any one/ some attributes by RO/ SRO is not acceptable. The following cannot give IK report:-

- (a) IO at any time.
- (b) RO and SRO both at same time. (Refer para 83(b) above)

### Executive Reports

98. An Executive Report is required to be raised in case an appraisee is away on attachment/ temporary duty (including sports T/D) or undergoing type training course at TETTRA/ TTCU for a period exceeding five months. The format of executive report is given at **Appendix AD** (Normal ARs) and **AE** (Command/unit level sportsmen/ coaches) to this AFO. It is to be raised in two copies by the IO under whom the appraisee has served during the period of attachment / temporary duty or course. The Executive Report will be reviewed by the officer who is higher in the chain of command to the officer who raises the Executive Report. In case the Executive Report is adverse in nature, the procedure as stipulated in Para 100 below is to be followed. Thereafter, one copy of the Executive Report will be forwarded directly to AFRO and the other copy is to be dispatched to the CO of the parent unit of the individual who is to keep the contents of the Executive Report in mind while raising the Appraisal Report as and when due. The Executive Report is to be treated as Confidential and is to be attached with Appraisal Report by the parent unit.

### Adverse Reports

99. An AR will be treated as adverse report in respect of Cpls & below with less than nine years of service in case the appraisee is awarded 'Inferior' (less than total 40 marks) in attributes at Para 10 (a) to (l) of Part III of AR.

100. **Action by Unit on Adverse Report.** Following action will be taken by the units before initiating adverse report in respect of an airman: -

- (a) Issue warning letter as soon as the failings are observed, in order to give the individual a chance to improve himself well before the AR is due. The failings are also to be recorded in the performance counselling register by the IO. When failings are observed very near to the due date of rendition of the report, thereby denying reasonable time for issue of a warning and watching any improvement in appraisee, the rendition of the report may be delayed by 3 to 4 weeks allowing time for the issue of a warning and watching its results.

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(b) If assessed 'Inferior' (below 40 marks), airman should have been given at least two warnings in the preceding 12 months. There should be a gap of at least one month between the two warnings, so as to give him an opportunity to improve his performance. The warning administered to the individual should be within the period of report and not later.

(c) If, at the time of rendition of the report, it is felt that the warning(s) received by the individual has / have been of no avail, 'Adverse Report' as per **Appendix N** is to be raised.

(d) Appraisal Report of an appraisee adversely reported upon should contain copies of Adverse Report as per **Appendix N** duly signed by the appraisee along with copy (s) of warning letters issued. In case, an airman who has been adversely reported upon refuses to sign the certificate, it should be annotated on the certificate in Red ink as follows :-

*' Airman refused to sign Appendix N Adverse Report*

101. **Action by RO / SRO / NSRO on Adverse Reports.** If the overall assessment by the IO is adverse and the same is not notified to the appraisee, the RO must inform the IO and arrange for the appraisee to be notified in writing. **The AR must be reviewed by the AOC / Stn Cdr / CO as SRO / NSRO.** The RO and SRO / NSRO must scrutinize the reports and their enclosures to check the correctness of the adverse report and ensure that all actions as specified at para 100 above have been taken. In the covering letter to AFRO, details of disciplinary / administrative action taken / initiated against the individual are to be mentioned.

### **Grading**

102. The performance in different attributes is graded on nine point rating scale. Guidance for graded description is given as part of **Appendix AC** (Transit Cover) for AR-C / AR-C\*. In order to achieve objectivity in appraisal process, it is mandatory that all appraisers use these standards as yardsticks for evaluation. Based on the total marks obtained by an airman as mentioned below, the grading will be as follows:-

(a) Airmen who score 90 to 99 marks are to be awarded the grading **HIGH EXCEPTIONAL** to be written as **HI EX**. It must be ensured that this grading is awarded to an outstanding airman both in natural capacity and efficiency in the performance of his duties.

(b) Airmen who score 80 to 89 marks are to be graded as **EXCEPTIONAL** to be written as **EX**. It must be ensured that this grading is awarded to an exceptional airman both in natural capacity and efficiency in the performance of his duties.

(c) Airmen who score 70 to 79 marks are to be graded as **ABOVE AVERAGE** to be written as **AA**. This grading is to be awarded to an airman who is above average in the qualities being assessed.

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(d) Airmen who score 60 to 69 marks are to be graded as **HIGH AVERAGE** to be written as **HI AV**. This grading is awarded to an airman who is high average in the qualities being assessed.

(e) Airmen who score 50 to 59 marks are to be graded as **AVERAGE** to be written as **AV**. This grading will be given to an airman whose performance is average.

(f) Airmen who score 40 to 49 marks are to be graded as **BELOW AVERAGE** to be written as **BA**. This grading will be given to an airman whose performance is below average.

(g) Airmen who score less than 40 marks are to be graded as 'INFERIOR' to be written as 'INF'. This grading will imply that the airman's retention in trade is questionable. In such case it is mandatory to take necessary action as per para 263 and 264 of Regulations of Air Force 1964. This grading will be construed as an Adverse Report and Adverse Report as per **Appendix N** is required to be raised.

**Percentage Guidelines**

103. The limitations on award of grading is appended below :-

| <b><u>Grading</u></b> | <b><u>Normal Units</u></b>                                     | <b><u>QR Units</u></b>   |
|-----------------------|--|--|
| High Exceptional      | 10%  | 20%  |
| Exceptional           | 15%  | 30%  |
| Above Average         | 75%  | 50%  |
| High Average          | Percentage in this group can be exceeded without justification | Percentage in this group can be exceeded without justification |
| Average               |  |  |
| Below Average         |  |  |
| Inferior              |  |  |

104. AOC / Stn Cdr / CO are to strictly adhere to the laid down percentage. Relaxation beyond specified limit in Hi Ex & Ex **for normal units only** as given above, is permissible by maximum of 5%, provided Justification report as per **Appendix AM** is attached along with each report. At the time of calculating percentage for AR grading the marginal percentage would be rounded to the next whole number (i.e. 2.1 will be rounded off to 3). Command HQs would carry out the macro level vetting of assessment percentages and ensure that they are strictly followed. The percentage guidelines are to be applied in the following manner:-

(a) Percentage restriction is not applicable for the airwarriors on posting abroad inclusive of AFE IMTRAT.

(b) Percentage guidelines will apply to all Cpls & below with less than nine years of service posted to a unit within their trade.

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(c) All Cpls & below with less than nine years of service posted to a Directorate at Air HQs/ Branch (PSOs) at Comd HQ will be clubbed together for the purpose of percentage guidelines, irrespective of their trades.

(d) Cpls & below with less than nine years of service posted as instructors at TIs would be considered together for the purpose of percentage guidelines, irrespective of their trades. However, airmen posted to TIs for non-instructional duties, the percentage limits as applicable to airmen in normal units would apply.

105. **Small Units.** For applying percentage guidelines in units where strength of airmen is less than or equal to 15, Cpls & below with less than nine years of service would be clubbed together irrespective of trade as per the policy issued by Air HQ from time to time. A maximum of one airman can be given 'HI EX' / 'EX' in units where strength is less than five.

106. **List of QR Based Units.** The list of Units where PBORs are posted based on certain QRs, with assessment being one of the QRs, is appended below: -

- (a) Officers Training Institutes, NDA, FTS (**For GTI tradesmen only**)
- (b) Posting abroad including AFE IMTRAT
- (c) TACDE & ASTE (Tech Trades only)

107. **Posting / Deputation Abroad.** The number of airmen posted at Embassies/ on deputation abroad is very few and the workload is shared by all, irrespective of their trades. All the tradesmen, whether Tech or Non-Tech, should be clubbed together and the percentage guidelines applicable to airmen posted to QR based units will also be applied in such cases.

### **Transmission of ARs**

108. The Adjutant will ensure that entries filled in Part I & II are correct and column for medical category is completed with the date, duly signed by Medical Officer. He is to award assessment of character and general behaviour at Para 5 in terms of conditions mentioned at Para 85 to 91. The skill level obtained by an individual is to be mentioned at Para 7 of the AR form. Adj is to also ensure that: -

- (a) If due to unforeseen reasons any Appraisal Report has not been raised, such as hospitalization/ pre-release course or any other reason, such cases are to be indicated separately while forwarding the ARs to AFRO.
- (b) All airmen proceeding on annual leave, long course or T/D submit their ARs to their IO, if due, before they proceed on leave/ course etc on or after 01Jan each year.
- (c) Blank Appraisal Reports or Insufficient Knowledge (IK) reports are not to be forwarded to AFRO.

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(d) ARs in respect of airmen posted out during the period from 01 Jan to 31 May are to be completed by IO / RO / SRO immediately as and when due. These reports are to be forwarded to AFRO along with all other ARs of the unit.

109. After completion of reports by IO / RO / SRO the Adjutant is to compile percentage chart and forward the same to Comd HQ for approval on or before 30 Jun each year. After approval of Comd HQ all appraisal reports are to be forwarded in a Confidential sealed cover so as to reach to AFRO (Attn: OIC CP Wing) by 31 Jul each year in a single batch along with percentage chart and nominal roll. ARs are not to be forwarded in piecemeal.

110. The Adjutant is to ensure that no airman is left un-assessed. A fortnightly progress report from the month of Aug should reach AFRO through Comd HQs by 15<sup>th</sup> & 25<sup>th</sup> of every month till submission of all ARs. The reports submitted after 15 Oct should be accompanied with a detailed inquiry report, fixing of responsibility, if any, and suitable action initiated.

111. **Action by Command / Air HQ.** A Progress Report on all cases, where ARs have not been dispatched to AFRO, is to be forwarded by Command HQ (SPSO/ CPSO) / Air HQ ( PD / BCO) to AFRO as per the following: -

- (a) First progress report to reach AFRO by 15<sup>th</sup> Aug.
- (b) Subsequent reports are to be forwarded to AFRO every fortnight till completion of all outstanding reports.
- (c) Command HQ / Air HQ is to forward the details of all cases wherein the ARs have been unduly delayed beyond 15 Oct, specifying the reasons thereof.

**Review of Assessment**

112. Assessments made by a SRO / NSRO are independent of previous assessments given to an airman. Appeals from airmen to change the assessment on the plea that they had received higher assessments in the past will not be entertained by AFRO.

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**PART - IV**

**APPRAISAL REPORT: NCs(E)**

**Introduction**

113. The Part-IV of AFO stipulates instructions for rendering Appraisal Reports in respect of NCs (E) (AR-N / AR-N\*). The ARs are to be raised on following forms:-

- (a) AR-N : For NCs(E).
- (b) AR-N\* : For NCs(E)(Sportsmen).

114. The forms for raising AR-N and AR-N\* are given at **Appendix AF and AG** respectively.

**Purpose of Appraisal Report**

115. The purpose of appraisal is to evaluate and record the performance of all NCs (E). These reports are utilised for:-

- (a) Selection of NCs (E) for various postings.
- (b) Selection for deputation within and outside India.
- (c) For employment in Civil/ Govt offices.
- (d) Promotions of NCs (E) to NCs (E) Tindal.
- (e) Recruitment of NCs (E) as an airman.
- (f) For grant of Honours & Awards.

**Transit Cover**

116. The AR forms mentioned above are accompanied by appropriate Transit Cover which contains detailed instructions and guidelines for completion of reports. The Transit Cover for AR-N and AR-N\* is placed at **Appendix AH**. Appraisal reports will be rendered in accordance with the guidelines given in the Transit Cover as well as the instructions contained in this order.

**Occasions for Raising the Report**

117. The Appraisal reports are to be raised in respect of all NCs(E) held on the posted strength of a unit as on 01 Aug (date of TORS to be taken) on the following occasions :-

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(a) **Annual.** Annual ARs are to be raised every year for the period 01 Jan to 31 Dec. Annual report is not required to be raised if a report has been rendered between 01 Aug to 31 Dec due to any of the reasons mentioned in succeeding sub Para (b) to (f).

(b) **On Posting out of the Appraiser.** AR is to be raised on posting from one unit to another. If the date of TORS is after 01 Aug, the despatching unit is to raise the AR. The period of report in such cases will be from 01 Jan to the day prior to reporting to new unit and this will be considered as annual report. Enroute leave / joining time etc would be counted as part of assessment period by the despatching unit. In case the date of TORS is on or before 01 Aug, the receiving unit is to raise the report. Care should be taken while raising AR in the following categories:-

(i) **More than One Posting During Assessment Year.** In case an NC (E) is posted out and reports to a unit on or before 01 Aug and further posted out to another unit before 31 Dec, he should be assessed by the unit where he had longest stay during the assessment year. The period of report in such cases will be the period spent at that unit and this report will be considered as annual report.

(ii) **On Posting (Reporting Through Transit Camp).** In case an NC (E) is posted out and reports to a transit camp on or before 01 Aug and his TORS in the receiving unit is after 01 Aug, his report is to be raised by the receiving unit.

(iii) **On Deputation Abroad.** In case an NC (E) is detached to a transit unit e.g. 412 AF Stn, 3 Wing etc, on or before 01 Aug, for pre-departure formalities, for onward routing on deputation / posting abroad, and the actual date of departure is after 01 Aug, his report is to be raised by the receiving unit provided he has served under the IO for a minimum period of three months. If required, raising of the report can be delayed by an appropriate period to complete the three months. Similar procedure is to be followed on repatriation from deputation/ posting abroad as well as on routing back to unit on cancellation of deputation/abroad mission.

(c) **On Posting out / Discharge of the IO.** AR is to be raised on the posting out / retirement of the Initiating Officer, provided it takes place after 01 Aug. This report will be treated as annual.

(d) **On Discharge / Superannuation of the Appraiser.** AR is to be raised on discharge / superannuation of the appraiser provided it takes place after 01 Aug. This report will be treated as annual. No AR is required to be raised in case appraiser proceeded on discharge / superannuation before 01 Aug.

(e) **Any time the Reporting Officer wishes to Render an Adverse Report.** This is to be done when there is a grave deterioration in the performance or conduct of the appraiser. Such deterioration may be observed by any of the reporting officers in the chain i.e. IO, RO or SRO. In such cases, there is no

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requirement to wait for some other occasion for raising an AR. The procedure for rendering the AR would remain the same and should meet the provisions of para 130 to 132 of this AFO.

(f) **When Specifically Called for by Air HQ / AFRO**. This may be combined with the annual report if it falls within due date of rendition of the annual report and annotated as such on the first page of the AR form.

### **AR of Non-effective NCs(E)**

118. NCs(E) held on the non-effective strength of PHS for reasons other than specified at para 119 below are not to be assessed including when they become effective on being posted out from PHS. PHS is to forward a list of NCs (E) held on its posted strength along with the reasons for holding such NCs(E) on its strength to AFRO by 15 Jan of every year.

119. NCs(E) on the posted strength of PHS while on deputation / abroad etc are on effective strength of IAF and are to be assessed as applicable to other NCs(E).

### **General Instructions for Objective Appraisal**

120. The placement and postings of NC(E) for specific assignments would depend upon the periodic assessments made on him. Any exaggeration in the reporting and / or ascribing biases / prejudices would give a distorted view of the capabilities of the individual and will neither be in the interest of the individual nor the organization. In case the appraisers have to make assessments of a large number of appraisees, the process must spread over a period, so as to avoid any haste in completing the report. The endeavour of each appraiser should be to present the truest possible picture of the appraisee with regard to his performance and potential. Keeping in mind the distinction between fact and opinion, IOs are to weigh the performance of the appraisee on the designated rating scale in all the attributes mentioned in the AR form. Following must be observed while raising the AR-N / AR-N\*:-

(a) Assessment should be confined to the actual performance of the individual during the reporting period only. The appraisers must not be influenced by incidents or happenings outside the period of report.

(b) An IO cannot give IK report but RO or SRO can give IK report. However, **both RO and SRO cannot give IK at the same time** as minimum two levels of assessment should be available.

(c) The numerical grading for an attribute is to be given in whole numbers on 10 point rating scale provided for this purpose. **Decimals or fractions will not be used in numerical gradings.**

(d) The sanctity of the AR is based on the assumption that IOs / ROs / SROs record their well-considered, balanced and objective views. There should

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normally be no occasion to rewrite or change the marks. However, in exceptional circumstances, if rewriting by any of the Reporting / Reviewing Officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Guidelines for Compilation of AR-N / AR-N\*

121. **Part I - Personal Data and Action on Refusal to Fill Part I of AR.** All appraisees are to complete Part I of the AR and sign on top of second page. Refusal to complete Part I will invite disciplinary / administrative action which should be preceded by a written SCN. The IO will thereafter take the following actions:-

- (a) Endorse in **Red Ink** on the first page of the report that 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM'.
- (b) Attach a copy of SCN issued to the individual concerned with the report.

### Chain of Reporting

122. The IO for each appraisee will be the senior most warranted officer directly supervising / overseeing the work of the appraisee. **In the absence of warranted officer, the Officer IC Section will be the IO.** The RO will be the officer senior to the IO and higher in the chain of command. The SRO will be the officer senior to RO and higher in the chain of command. However, **if the AR is adverse in nature, then the AOC/ Stn Cdr/ CO must be SRO.** An AR once initiated by an IO should be commented upon by the next officer in chain of command.

123. In all cases, **minimum two levels of assessment should be available** whenever three levels are not possible. In such cases the two levels would be those of IO & SRO with the RO column being left blank / scored out. **Single level AR will NOT (R) NOT be accepted by AFRO.**

### Guidelines for Appraisers

124. The following points are to be noted by the **Initiating Officer:-**

- (a) An **IO will not initiate the AR unless the appraisee has worked under him for at least three months.** Period spent on leave / T/D by IO or appraisee is valid for reckoning the period of three months. An **IO is not to write Insufficient Knowledge (IK).** However, if the IO feels that due to his/ her own absence or the absence of appraisee, he/ she does not have sufficient knowledge about the performance of the individual, then he/ she may delay the report till he/ she completes three months under IO.

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(b) In case of inter service organisations where a warranted officer (from IAF) is not available, IO will be a Commissioned Officer. IO in respect of the appraisee working directly under civilian officer will be Civilian Gazetted Officer himself (not below the rank of Jt Dir in case of Air HQ). Following are not to become IO:-

- (i) JCO of Army and his equivalent from Navy.
- (ii) Civilian Section Officer / Private Secretary.

(c) In case IO is posted out after 01 Aug of the year and there are no warranted officers in the chain of command, then the Officer-in-Charge having direct knowledge of the appraisee can become IO. In case, there is no other warranted officer / Officer-in-Charge, then the IO, before proceeding on posting is to raise the AR.

125. **Specialisation.** The Part III of Appraisal Report of NC (E) provides information on Specialization, Work Experience and Fitness for VIP Duties (other than sportsmen). NCs (E) are selected for various important assignments such as abroad posting, VIP duties etc, based on their specialized professional abilities and certain additional qualities. These are:-

- (a) Gardener
- (b) Painter
- (c) Carpenter
- (d) Driver (Possesses driving license through service or civil)
- (e) Comn Sqn Duties
- (f) In-flight Steward Duties
- (g) **Cook.**
  - (i) Chinese Cook
  - (ii) Continental Cook
  - (iii) Any other (To be specified)
- (h) **Sportsman.**
  - (i) Golfer
  - (ii) Cricketer
  - (iii) Any other sports (To be specified)
- (j) Dog Handler
- (k) **Work Experience.**
  - (i) Officers' Mess
  - (ii) SNCOs' Mess

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(iii) Airmen Mess

126. The RO and SRO are also to award numerical grading at Part IV of AR.

**AR of Sportspersons**

127. Sportsmen representing AF/ Services/ National level are to be assessed on AR for sportsmen (AR-N\*) as per **Appendix AG** to this AFO. The main aspects are as follows:-

(a) Sportspersons of NCs (E) representing AF/ Services/ Nationals will be assessed by IO, RO and SRO at nodal centre where the individual is posted/ attached. They are to be assessed on the basis of their proficiency / achievements in the field of sports. However, in the attributes of 'Drive & Determination', 'Turnout Bearing and Attitude to Military Life', 'Character, Honesty, Integrity and Loyalty' the sportsmen are to be assessed independent of their performance in sports. All Sportsmen Appraisal Reports are to be forwarded to AFSCB for completion of Part IV and onward submission to AFRO.

(b) Command/ Unit level sportsmen are to be assessed for their performance in their respective trade duties, with due weightage to their level of performance in sports, on the Appraisal Report format applicable to all NCs (E). AFSCB / Command SCBs are to ensure that notable achievements of such NCs (E) are given in the form of a feed-back to their parent units, so that necessary consideration is given by IO / RO / SRO, at the time of their assessment. However, NC(E) would require to work in a unit for at least three months (including leave / T/D period of individual / IO excluding the period spent on Sports T/D). In case NC(E) is not available in a unit for a minimum period of three months, then the Appraisal Report is required to be initiated either by the coach or by the Warrant Officer / Officer under whom the appraisee has spent maximum period.

(c) The reporting channel in case of Appraisal Report for Sportsmen is as follows: -

|      |   |     |  |
|------|---|-----|--|
| (i)  | For Command /Unit level Players             | IO  | Coach / Warrant Officer under whom appraisee has spent maximum period.         |
|      |   | RO  | Stn Sports Offr / Officer senior to the IO and higher in the chain of command. |
|      |   | SRO | Secy, CSCB / Officer senior to RO and higher in the chain of command.          |
| (ii) | For Air Force / Services/ Nationals Players | IO  | AF & above level coach (as applicable).  |
|      |   | RO  | OIC Nodal centre / Stn Sports Offr (in case OIC Nodal centre is not detailed). |
|      |   | SRO | Secretary / Jt Secy AFSCB.   |

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|       |  |          |   |
|-------|--|----------|---|
| (iii) | For Command Coaches (if applicable)          | IO       | OIC Nodal Centre / Stn Sports Officer (In case OIC Nodal Centre is not detailed). |
|       |  | RO       | Secretary, CSCB.  |
|       |  | SRO      | Secretary / Jt Secy AFSCB.  |
| (iv)  | For AF & above level Coaches (if applicable) | IO       | OIC Nodal Centre / Stn Sports Offr (In case of OIC Nodal Centre is not detailed). |
|       |  | RO / SRO | Jt Secy / Secy AFSCB.   |

(d) **Specialisation.** The Part III of Appraisal Report of NC(E) provides information on specialization in sports and level of participation.

**IK Report**

128. In case a report falls due on any of the occasions specified and the appraisee has not served under the IO for a minimum period of three months, then IO may delay the report till the appraisee completes three months under IO. Giving IK report for any one / some attributes by RO / SRO is not acceptable. The following cannot give IK report :-

- (a) IO at any time.
- (b) RO and SRO both at a time. (Refer para 120 (b) above)

**Executive Reports**

129. An Executive Report is required to be raised in case an appraisee is away on attachment / temporary duty (including sports T/D) or undergoing a course for a period exceeding five months. The format of Executive Report is given at **Appendix AJ** (Normal ARs) & **AK** (Command/unit level sportsmen / coaches) to this AFO. It is to be raised in two copies by the IO under whom the appraisee has served during the period of attachment / temporary duty or course. The Executive Report will be reviewed by the officer who is higher in the chain of command to the officer who raises the Executive Report. In case the Executive Report is adverse in nature, the procedure as stipulated in Para 131 below is to be followed. Thereafter, one copy of the Executive Report will be forwarded directly to AFRO and the other copy is to be dispatched to the CO of the parent unit of the individual who is to keep the contents of the Executive Report in mind while raising the Appraisal Report as and when due. The Executive Report is to be treated as Confidential and is to be attached with Appraisal Report by the parent unit.

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**Adverse Reports**

130. An AR will be treated as adverse report in respect of NCs (E) in case the appraiser is awarded 'Below Average' (less than total 42 marks) in attributes at Part IV of AR.

131. **Action by Unit on Adverse Report.** Following action will be taken by the units before initiating adverse report in respect of an NC (E): -

(a) Issue warning letter as soon as the failings are observed, in order to give the individual a chance to improve himself well before the AR is due. When failings are observed very near to the due date of rendition of the report, thereby denying reasonable time for issue of a warning and watching any improvement in appraiser, the rendition of the report may be delayed by 3 to 4 weeks allowing time for the issue of a warning and watching its results.

(b) If assessed 'Below Average' (below 42 marks), NC (E) should have been given at least two warnings in the preceding 12 months. There should be a gap of at least one month between the two warnings, so as to give him an opportunity to improve his performance. The warning administered to the individual should be within the period of report and not later.

(c) If, at the time of rendition of the report, it is felt that the warning(s) received by the individual has / have been of no avail, 'Adverse Report' as per **Appendix AL** is to be raised.

(d) Appraisal Report of an appraiser adversely reported upon should contain copies of Adverse Report as per **Appendix AL** duly signed by the appraiser along with copy (s) of warning letters issued. In case, an NC (E) who has been adversely reported upon refuses to sign the certificate, it should be annotated on the certificate in Red ink as follows :-

***' NC ( E ) r e f u s e d t o ~~Appendix AL~~ v e r s e R e p o r t***

132. **Action by RO / SRO on Adverse Reports.** If the overall assessment by the IO is adverse and the same is not notified to the appraiser, the RO must inform the IO and arrange for the appraiser to be notified in writing. **The AR must be reviewed by the AOC / Stn Cdr / CO as SRO.** The RO and SRO must scrutinize the reports and their enclosures to check the correctness of the adverse report and ensure that all actions as specified at para 131 above have been taken. In the covering letter to AFRO, details of disciplinary / administrative action taken / initiated against the individual are to be mentioned.

**Grading**

133. The performance in different attributes is graded on 10 point rating scale. Guidance for graded description is given as part of **Appendix AH** (Transit Cover) for

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AR-N / AR-N\*. In order to achieve objectivity in appraisal process, it is mandatory that all appraisers use these standards as yardsticks for evaluation.

134. Based on the total marks obtained by an NC (E) as mentioned below, the grading will be as follows :-

(a) NCs(E) who score 81 to 100 marks are to be awarded the grading of **EXCEPTIONAL** to be written as **EX**. It must be ensured that this grading is awarded to an outstanding NC (E) both in natural capacity and efficiency in the performance of his duties.

(b) NCs (E) who score 62 to 80 marks are to be graded as **ABOVE AVERAGE** to be written as **AA**. This grading is to be awarded to an NC (E) who is above the average in the qualities being assessed.

(c) NCs (E) who score 42 to 61 marks are to be graded as **AVERAGE** to be written as **AV**. This grading is awarded to an NC (E) who performs his duties satisfactorily.

(d) NCs(E) who score below 42 marks are to be graded as **BELOW AVERAGE** to be written as **BA**. This grading will be awarded to the NC (E) whose performance is below average. This grading will be construed as an Adverse Report and Adverse Report as per **Appendix AL** is to be raised. The procedure mentioned at para 130 to 132 above should have been followed by the IO before awarding this grade i.e. below 42 marks.

### Instructions for Adjutant

135. The Adjutant will ensure that Part I (Personal Data) and Part II (Medical Details / Punishment Entries) of Appraisal Report form are completed in all respect.

136. In case an NC(E) proceeds on attachment for course etc and the period of attachment is likely to exceed beyond the date of submission of ARs, the individual be instructed to raise his Appraisal Report before proceeding on attachment and hand over to the Adjutant. This Appraisal Report is also to be sent alongwith other Appraisal Reports by 31 Jan each year.

137. The Adjutant is to ensure that no NC(E) is left un-assessed in the Unit / Stn.

### Special Instructions for the Transition Period

138. (a) The new AR Forms and period of submission of Appraisal Reports will be effective from the assessment year 2011-12. The first report for Sgts and below with nine years and more service will be for 10 months from 01 Nov 11 to 31 Aug 12 and shall be treated as Annual Report. Similarly, the report for Cpls and below with less than nine years of service will be for seven months from 01 Nov 11 to 31 May 12 and shall be treated as Annual Report.

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(b) In case of posting out of Cpls and below after 01 Jan, before completion of five months stay during the reporting period the Appraisal report is to be raised by the unit where the individual has stayed more i.e. more than three months under the IO. In all such cases, where required, the report could be delayed and submitted till completion of three months under intimation to AFRO (OIC CP Wing).

(c) Provision mentioned in para 138 (a) & (b) above shall be applicable only for the assessment year 2011-12 and shall not be quoted as precedence in future.

### **Review of Assessment**

139. Assessments once accepted by AFRO will be final.

### **Conclusion**

140. Appraisal of personnel is important activity both from the point of view of the organization as well as the individual. Appraisal record forms the basis for selection of personnel for promotions, postings, placements, continuation in service, deputations, training and developmental needs of individuals. The importance of fair and objective appraisal hence needs no emphasis. All appraisers must ensure that the appraisal system meets its purpose towards better human resource development.

141. Considering the technological advancement and relevant enhancement in the networking capabilities within the IAF, the format of ACR forms may be reviewed at this HQ with the approval of AOP on as required basis.

142. This AFO supersedes AFO 05 / 97 and AFO 08 / 2002.

Case No. Air HQ/40657/PA (CPC)

(NAK Browne)  
Air Chief Marshal  
Chief of the Air Staff

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(WHEN FILLED)

**Appendix A**

(Refers to para 5 of AFO 19/11)

**IAFF (P) 12 (AR – W)**

**APPRAISAL REPORT : WARRANTED OFFICERS**  
**(TO BE PRINTED ON BOTH SIDES OF THE PAGE)**

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  On Posting/Retirement of IO  On Discharge/ Superannuation  Special

**PART I - PERSONAL DATA**

|   |   |                    |   |
|---|---|--------------------|---|
| 1. (a) Full Name (in BLOCK CAPITAL letters) |   |                    | (e) Decoration(s)/<br>Commendations (with year) |
| (b) Service Check<br>Number Suffix          | (c) Rank      Date<br>Actg .....<br>Sub .....<br>Date | (d) Trade          |   |
| 2.(a) Date of Birth                         | (b) Date of Enrolment                                 | (c) Date RE Expiry | (d) Parent Unit & Code                          |
| (e) Command                                 | (f) Date of Posting<br>(TORS)                         | (g) Marital Status | (h) Edn Qualification<br>(if POR taken)         |

**QUALIFICATIONS / COURSES UNDERGONE**

|   |   |
|---|---|
| 3. (a) <b><u>Service Courses</u></b> <b><u>Date Completed</u></b><br><b><u>(last 7 years)</u></b><br>(i) .....<br>(ii) .....<br>(iii) .....<br>(iv) .....<br>(v) .....<br>(vi) .....<br>(vii) ..... | (b) <b><u>Computer Literacy Level</u></b> : Advance <input type="checkbox"/> Basic <input type="checkbox"/> Nil <input type="checkbox"/><br><br>(i) <b><u>Service Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b><br>(aa) .....      .....      Yes/No<br>(ab) .....      .....      Yes/No<br>(ac) .....      .....      Yes/No<br><br>(ii) <b><u>Civil Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b><br>(aa) .....      .....      Yes/No<br>(ab) .....      .....      Yes/No<br>(ac) .....      .....      Yes/No |
| 4. Languages known (other than English) with examination passed<br>(a) Indian :      (b) Foreign :  |   |
| 5. AFWWA Membership No. _____   | 6. Signature of Appraisee _____ Date _____  |
| 7. <b><u>Medical Details</u></b> :<br>(a) Height      -<br>(b) Weight      -<br>(c) Obesity Grade      -<br>(d) Medical Category      -<br><br>Date :      Sig of Med Offr                          | 8. <b><u>Skill Level Details</u></b> :<br>(a) Skill Level Grade      -<br>(Write appropriate skill level<br>i.e. Ustad / A / B / C / D or E)<br>(b) Year of Passing      -<br><br>Date :      Sig of Adjt   |

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Signature of Appraisee .....

Service No. ....

**SELF APPRAISAL**  
**(To be recorded by the Appraisee)**

9. **Give your Job Description** (what you have been doing)

(a) Primary Duties : (State tasks being performed)

(b) Secondary Duties :

(c) Training Courses you would like to undergo considering your professional needs.  
(Must be based on your service seniority and current level of performance).

Signature of Appraisee .....

Service No. ....

Name in Block Capitals: .....

Rank .....

**Comments by the IO**

Signature of IO .....

Service No.....

Name in Block Capitals .....

Rank .....

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Signature of Appraisee .....

Service No. ....

**RECORD OF PERFORMANCE COUNSELLING**

10. (a) Dates on which the Performance Counselling was conducted for the appraisee during the Appraisal period :-

(i) (ii) (iii) (iv)

(b) Details of strengths and limitations brought to the notice of the appraisee verbally or in writing during the counselling sessions.

Signature of Appraisee .....Service No. ....

Name in Block Capitals: ..... Rank: .....

(To be signed after counselling)

Signature of IO ..... Service No. ....

Name in Block Capitals ..... Rank .....

**PART II**  
**PERSONAL ASSESSMENT**

(Give numerical grading between 1 to 9 at all Para from 11 to 13 below)

- Note :- (a) No decimal / fractional grading is to be awarded  
(b) The individual is to be assessed in the rank in which he is serving which is.....  
(To be filled by IO)

11. **Individual Qualities**

|                            | Attributes (Remarks for each attribute are to be filled-in as per graded description) | Marks to be filled by |    |     |                 |
|----------------------------|---|-----------------------|----|-----|-----------------|
|                            |   | IO                    | RO | SRO | NSRO (Optional) |
| (a)                        | <b>Sense of Duty</b>  |                       |    |     |                 |
| (b)                        | <b>Loyalty</b>  |                       |    |     |                 |
| (c)                        | <b>Integrity</b>  |                       |    |     |                 |
| (d)                        | <b>Example</b>  |                       |    |     |                 |
| (e)                        | <b>Appearance and Bearing</b>   |                       |    |     |                 |
| (f)                        | <b>Courage (Physical &amp; Moral)</b>   |                       |    |     |                 |
| <b>Total 11 (a) to (f)</b> |   |                       |    |     |                 |



**RESTRICTED**

Signature of Appraisee ..... Service No. ....

12. **Individual Ability**

|                            |                                      | IO | RO | SRO | NSRO<br>(Optional) |
|----------------------------|--------------------------------------|----|----|-----|--------------------|
| (a)                        | Level of Professional Knowledge      |    |    |     |                    |
| (b)                        | Job Performance                      |    |    |     |                    |
| (c)                        | Intelligence                         |    |    |     |                    |
| (d)                        | Determination                        |    |    |     |                    |
| (e)                        | Reliability                          |    |    |     |                    |
| (f)                        | Judgement                            |    |    |     |                    |
| (g)                        | Initiative                           |    |    |     |                    |
| (h)                        | Power to Impart Knowledge (Verbal)*  |    |    |     |                    |
| (j)                        | Power to Impart Knowledge (Written)* |    |    |     |                    |
| <b>Total 12 (a) to (j)</b> |                                      |    |    |     |                    |

\* Warranted officers posted to TIs to be assessed in instructional effectiveness.

13. **Qualities of Leadership**

|                               |                            | IO | RO | SRO | NSRO<br>(Optional) |
|-------------------------------|----------------------------|----|----|-----|--------------------|
| (a)                           | Power of Command           |    |    |     |                    |
| (b)                           | Discipline                 |    |    |     |                    |
| (c)                           | Organising Ability         |    |    |     |                    |
| (d)                           | Co-operation & Team Spirit |    |    |     |                    |
| (e)                           | Tact                       |    |    |     |                    |
| (f)                           | Self Confidence            |    |    |     |                    |
| (g)                           | Motivation                 |    |    |     |                    |
| <b>Total 13 (a) to (g)</b>    |                            |    |    |     |                    |
| <b>Grand Total (11+12+13)</b> |                            |    |    |     |                    |
| <b>Grading</b>                |                            |    |    |     |                    |
| <b>Signatures</b>             |                            |    |    |     |                    |

14.

|   |      |                    |          |            |
|---|------|--------------------|----------|------------|
| <b>Fitness for<br/>Instructional<br/>Duties</b> | IO   | Specially Suitable | Suitable | Unsuitable |
|   | RO   | Specially Suitable | Suitable | Unsuitable |
|   | SRO  | Specially Suitable | Suitable | Unsuitable |
|   | NSRO | Specially Suitable | Suitable | Unsuitable |

**RESTRICTED**

Signature of Appraisee ..... Service No. ....

**PART III (TO BE FILLED BY IO)**

15. **Brief Pen Picture**

(a) **Job Performance on Primary Duty (Appointments held)**

(b) **Job Performance on Secondary Duties**

(c) **Personal Characteristics**

16. **Initiating Officer's Certificate and Remarks**

(a) I certify that assessment on this report has been made from personal knowledge. During the period of report, he has served under me for \_\_\_\_\_ months.

(b) Flying data attached / Not -Applicable. (In case of Airmen Aircrew only)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service  
No. \_\_\_\_\_ Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**RESTRICTED**

Signature of Appraisee ..... Service No. ....

**PART IV (TO BE FILLED BY RO)**

17. **Remarks by Reviewing Officer** (Not applicable if he himself has completed as IO in Part II & III)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART V (TO BE FILLED BY SRO)**

18. **Remarks by Senior Reviewing Officer**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART VI (MAY BE FILLED BY NSRO)**

19. **Remarks by Next Senior Reviewing Officer (Optional)**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

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Signature of Appraisee ..... Service No. ....

**PART VII**

20. **Remarks by Air HQ/Command HQ (As applicable)**  
(In case of Adverse Report. Refers to para 23 of AFO \_\_\_/10)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service \_\_\_\_\_  
No. \_\_\_\_\_ Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART VIII**  
**(FOR OFFICIAL USE AT AFRO)**

|                                 |                      |                               |                      |                                    |                      |                    |                      |
|---------------------------------|----------------------|-------------------------------|----------------------|------------------------------------|----------------------|--------------------|----------------------|
| <b>INDIVIDUAL<br/>QUALITIES</b> | <input type="text"/> | <b>INDIVIDUAL<br/>ABILITY</b> | <input type="text"/> | <b>QUALITIES OF<br/>LEADERSHIP</b> | <input type="text"/> | <b>TOTAL MARKS</b> | <input type="text"/> |
|---------------------------------|----------------------|-------------------------------|----------------------|------------------------------------|----------------------|--------------------|----------------------|

Scrutiny by Checker (Sig): \_\_\_\_\_ Date \_\_\_\_\_

Ser No., Rank & Name \_\_\_\_\_

Scrutiny by Supervisor (Sig): \_\_\_\_\_ Date \_\_\_\_\_

Ser No., Rank & Name \_\_\_\_\_

Sig of Data Entry Opr : \_\_\_\_\_ Date \_\_\_\_\_

Ser No., Rank & Name \_\_\_\_\_

Sig of Verifier : \_\_\_\_\_ Date \_\_\_\_\_

Ser No., Rank & Name \_\_\_\_\_

**RESTRICTED**

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**CONFIDENTIAL**  
(WHEN FILLED)

**Appendix B**

(Refers to para 5 & 18 of AFO 19/11)

**IAFF (P) 12 (AR – W\*)**

**APPRAISAL REPORT : WARRANTED OFFICERS (SPORTSMEN / COACHES)**  
**(TO BE PRINTED ON BOTH SIDES OF THE PAGE)**

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  Posting/Retirement of IO  On Discharge/  
Superannuation  Special

**PART I - PERSONAL DATA**

|   |  |                    |   |
|---|--|--------------------|---|
| 1. (a) Full Name (in BLOCK CAPITAL letters) |  |                    | (e) Decoration(s)/<br>Commendations (with year) |
| (b) Service Check<br>Number Suffix          | (c) Rank Date<br>Actg .....<br>Sub .....<br>Date | (d) Trade          |   |
| 2.(a) Date of Birth                         | (b) Date of Enrolment                            | (c) Date RE Expiry | (d) Parent Unit & Code                          |
| (e) Command                                 | (f) Date of Posting<br>(TORS)                    | (g) Marital Status | (h) Edn Qualification<br>(if POR taken)         |

**QUALIFICATIONS / COURSES UNDERGONE**

|   |   |
|---|---|
| 3. (a) <b><u>Service Courses</u></b> <b><u>Date Completed</u></b><br><b><u>(last 7 years)</u></b><br>(i) .....<br>(ii) .....<br>(iii) .....<br>(iv) .....<br>(v) .....<br>(vi) .....<br>(vii) ..... | (b) <b><u>Computer Literacy Level</u></b> : Advance <input type="checkbox"/> Basic <input type="checkbox"/> Nil <input type="checkbox"/>  |
|   | (i) <b><u>Service Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b><br>(aa) ..... Yes/No<br>(ab) ..... Yes/No<br>(ac) ..... Yes/No<br>(ii) <b><u>Civil Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b><br>(aa) ..... Yes/No<br>(ab) ..... Yes/No<br>(ac) ..... Yes/No |
| 4. Languages known (other than English) with examination passed<br>(a) Indian : _____ (b) Foreign : _____   |   |
| 5. AFWWA Membership No. _____   | 6. Signature of Appraisee _____ Date _____  |
| 7. <b><u>Medical Details</u></b> :<br>(a) Height -<br>(b) Weight -<br>(c) Obesity Grade -<br>(d) Medical Category -<br>Date : _____ Sig of Med Offr _____   | 8. <b><u>Skill Level Details</u></b> :<br>(a) Skill Level Grade -<br>(Write appropriate skill level<br>i.e. Ustad / A / B / C / D or E)<br>(b) Year of Passing -<br>Date : _____ Sig of Adjt _____  |

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**RESTRICTED**

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Signature of Appraisee .....

Service No. ....

**SELF APPRAISAL**  
**(To be recorded by the Appraisee)**

9. **Give your Job Description** (what you have been doing)

(a) Primary Duties : (State tasks being performed)

(b) Secondary Duties :

(c) Training Courses you would like to undergo considering your professional needs.  
(Must be based on your service seniority and current level of performance).

Signature of Appraisee .....

Service No. ....

Name in Block Capitals : .....

Rank .....

**Comments by the IO**

Signature of IO .....

Service No.....

Name in Block Capitals .....

Rank .....

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Signature of Appraisee ..... Service No. ....

**RECORD OF PERFORMANCE COUNSELLING**

10. (a) Dates on which the Performance Counselling was conducted for the appraisee during the Appraisal period :-

(i) (ii) (iii) (iv)

(b) Details of strengths and limitations brought to the notice of the appraisee verbally or in writing during the counselling sessions.

Signature of Appraisee ..... Service No. ....

Name in Block Capitals : ..... Rank : .....

(to be signed after counselling)

Signature of IO ..... Service No. ....

Name in Block Capitals ..... Rank .....

**PART II**  
**PERSONAL ASSESSMENT**

(Give numerical grading between 1 to 9 at all Para from 11 to 13 below)

Note :- (a) No decimal / fractional grading is to be awarded  
(b) The individual is to be assessed in the rank in which he is serving which is.....  
(To be filled by IO)

11. **Individual Qualities**

|                            | Attributes (Remarks for each attribute are to be filled-in as per graded description) | Marks to be filled by |    |     |                 |       |
|----------------------------|---|-----------------------|----|-----|-----------------|-------|
|                            |   | IO                    | RO | SRO | NSRO (Optional) | AFSCB |
| (a)                        | <b>Sense of Duty</b>  |                       |    |     |                 |       |
| (b)                        | <b>Loyalty</b>  |                       |    |     |                 |       |
| (c)                        | <b>Integrity</b>  |                       |    |     |                 |       |
| (d)                        | <b>Example</b>  |                       |    |     |                 |       |
| (e)                        | <b>Appearance and Bearing</b>   |                       |    |     |                 |       |
| (f)                        | <b>Courage (Physical &amp; Moral)</b>   |                       |    |     |                 |       |
| <b>Total 11 (a) to (f)</b> |   |                       |    |     |                 |       |

**RESTRICTED**

Signature of Appraiser ..... Service No. ....

12. **Individual Ability**

|                            |  | IO | RO | SRO | NSRO<br>(Optional) | AFSCB |
|----------------------------|--|----|----|-----|--------------------|-------|
| (a)                        | <b>Discipline</b>  |    |    |     |                    |       |
| (b)                        | <b>Knowledge of Techniques/Tactics of the Game</b>   |    |    |     |                    |       |
| (c)                        | <b>Commitment towards Producing / Grooming New Players</b>   |    |    |     |                    |       |
| (d)                        | <b>Ability to Analyse Games &amp; Technical / Tactical Shortcomings and Plan Tactics for forthcoming Matches accordingly</b> |    |    |     |                    |       |
| (e)                        | <b>Confidence and Self Belief</b>  |    |    |     |                    |       |
| (f)                        | <b>Ability to Instil Team Spirit &amp; Confidence in the Team</b>  |    |    |     |                    |       |
| (g)                        | <b>Physical Endurance &amp; Mental Toughness</b>   |    |    |     |                    |       |
| (h)                        | <b>Adaptability to unfavourable Situations / Playing Facilities</b>  |    |    |     |                    |       |
| (j)                        | <b>Involvement in Maintenance of Ground / Place of Practice</b>  |    |    |     |                    |       |
| <b>Total 12 (a) to (j)</b> |  |    |    |     |                    |       |

13. **Qualities of Leadership**

|                               |                                       | IO | RO | SRO | NSRO<br>(Optional) | AFSCB |
|-------------------------------|---------------------------------------|----|----|-----|--------------------|-------|
| (a)                           | <b>Ability to Command</b>             |    |    |     |                    |       |
| (b)                           | <b>Discipline</b>                     |    |    |     |                    |       |
| (c)                           | <b>Organising Ability</b>             |    |    |     |                    |       |
| (d)                           | <b>Co-operation &amp; Team Spirit</b> |    |    |     |                    |       |
| (e)                           | <b>Tact</b>                           |    |    |     |                    |       |
| (f)                           | <b>Self Confidence</b>                |    |    |     |                    |       |
| (g)                           | <b>Motivation</b>                     |    |    |     |                    |       |
| <b>Total 13 (a) to (g)</b>    |                                       |    |    |     |                    |       |
| <b>Grand Total (11+12+13)</b> |                                       |    |    |     |                    |       |
| <b>Grading</b>                |                                       |    |    |     |                    |       |
| <b>Signatures</b>             |                                       |    |    |     |                    |       |



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Signature of Appraisee ..... Service No. ....

14.

|                                     |       |                    |          |            |
|-------------------------------------|-------|--------------------|----------|------------|
| <b>Fitness for<br/>Coach Duties</b> | IO    | Specially Suitable | Suitable | Unsuitable |
|                                     | RO    | Specially Suitable | Suitable | Unsuitable |
|                                     | SRO   | Specially Suitable | Suitable | Unsuitable |
|                                     | NSRO  | Specially Suitable | Suitable | Unsuitable |
|                                     | AFSCB | Specially Suitable | Suitable | Unsuitable |

**PART III (TO BE FILLED BY IO)**

15. **Brief Pen Picture**

(a) **Job Performance on Primary Duty (Appointments held)**

(b) **Job Performance on Secondary Duties**

(c) **Personal Characteristics**

16. **Initiating Officer's Certificate and Remarks**

(a) I certify that assessment on this report has been made from personal knowledge. During the period of report, he has served under me for \_\_\_\_\_ months.

(b) Flying data attached / Not -Applicable. (In case of Airmen Aircrew only)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_

Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**RESTRICTED**

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Signature of Appraisee ..... Service No. ....

**PART IV (TO BE FILLED BY RO)**

17. **Remarks by Reviewing Officer** (Not applicable if he himself has completed as IO in Part II & III)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART V (TO BE FILLED BY SRO)**

18. **Remarks by Senior Reviewing Officer**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART VI (MAY BE FILLED BY NSRO)**

19. **Remarks by Next Senior Reviewing Officer (Optional)**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

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Signature of Appraisee ..... Service No. ....

**PART VII (TO BE FILLED BY AIR FORCE SPORTS CONTROL BOARD)**

20. **Remarks by AFSCB**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART VIII**

21. **Remarks by Air HQ/Command HQ (As applicable)**  
(In case of Adverse Report. Refers to para 23 of AFO \_\_\_/10)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART IX**  
**(FOR OFFICIAL USE AT AFRO)**

|                             |  |                           |  |                                |  |                    |  |
|-----------------------------|--|---------------------------|--|--------------------------------|--|--------------------|--|
| <b>INDIVIDUAL QUALITIES</b> |  | <b>INDIVIDUAL ABILITY</b> |  | <b>QUALITIES OF LEADERSHIP</b> |  | <b>TOTAL MARKS</b> |  |
|-----------------------------|--|---------------------------|--|--------------------------------|--|--------------------|--|

Scrutiny by Checker (Sig): \_\_\_\_\_ Date \_\_\_\_\_  
Ser No., Rank & Name \_\_\_\_\_  
Scrutiny by Supervisor (Sig): \_\_\_\_\_ Date \_\_\_\_\_  
Ser No., Rank & Name \_\_\_\_\_  
Sig of Data Entry Opr : \_\_\_\_\_ Date \_\_\_\_\_  
Ser No., Rank & Name \_\_\_\_\_  
Sig of Verifier : \_\_\_\_\_ Date \_\_\_\_\_  
Ser No., Rank & Name \_\_\_\_\_

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**Appendix C**

(Refers to para 7 & 24 of  
AFO 19/11)

**TRANSIT COVER AND INSTRUCTIONS FOR COMPLETION OF  
APPRAISAL REPORTS IN RESPECT OF WARRANTED OFFICERS  
(AR-W / AR-W\*)**

**GENERAL**

1. The purpose of these instructions is to provide the appraisee and the appraiser with a convenient aide-memoire for use when completing the Appraisal Report of Warranted officers. Appraisee / appraiser filling any part of the report must read the relevant instructions before filling the report. It has been sequenced in order to maintain the continuity in filling the information in the AR form.

**INSTRUCTIONS FOR THE APPRAISEE**

2. The Appraisal Report (W) is to be raised in respect of all acting and substantive JWO/ WO/ MWO held on the posted strength of a unit as on 01 Jul. In case a Sgt is promoted to the rank of JWO on or before 01 Jul, report is to be initiated on this form. In case of sportsmen and coaches representing at Air Force and above level, AR-W\* is to be raised.

3. The AR form is to be printed on both sides of paper.

**Period of Report and Occasion**

4. The period of report normally would be from 01 Dec to 30 Nov annually. In case appraisee is posted out and the reporting date to new unit is on or after 02 Jul (TORS) after availing joining time/ leave etc, the period of report will be from 01 Dec to the day prior to TORS at new unit and occasion will be 'On Posting'. This report is to be raised at the despatching unit.

5. In case appraisee is posted out and the reporting date to new unit is on or before 01 Jul, the period of report will be 01 Dec to 30 Nov and occasion will be 'Annual'. The report in this case will be raised at new unit of the appraisee.

6. On discharge, provided it takes place on or after 02 Jul. The period of report will be 01 Dec to the day prior to date of discharge and occasion will be 'On Discharge/ Superannuation' (as applicable).

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7. A cross mark (X) is to be made in the appropriate box against the occasion for the report as per following:-

- (a) Annual
- (b) On Posting
- (c) On Posting / Retirement of IO
- (d) On Discharge / Superannuation
- (e) Special

**Part I - Personal Data**

8. The personal particulars at para 1 to 5 are to be completed by appraisee by typing or in own handwriting as per the following details:-

- (a) Full name in Block capitals.
- (b) Rank & Trade to be written in standard abbreviated form. Both Substantive and Acting ranks held are to be written along with the respective dates in DD MON YY format (e.g. 02 Oct 09). The date at all the places in the form is to be mentioned in DD MON YY format only.
- (c) Commendations are to be written in abbreviated form followed by month and year of the award (e.g. CAS: Oct 09/ VCAS: Jan 99). In addition to standard abbreviations the following abbreviations for Honours and Awards are to be used:-

| <b>Sl No</b> | <b>Commendations</b>   | <b>To be written as</b> |
|--------------|--|-------------------------|
| (i)          | Chief of Air Staff   | CAS                     |
| (ii)         | Chief of Army Staff  | COAS                    |
| (iii)        | Chief of Naval Staff   | CNS                     |
| (iv)         | Vice Chief of Air Staff  | VCAS                    |
| (v)          | Air Officer Commanding in Chief / Commander in Chief SFC / ANC | C-in-C                  |
| (vi)         | Chief of Integrated Staff Committee                            | CISC                    |

- (d) Name of Unit / Command should be written in abbreviated form eg. 26 ED, AF / HQ WAC, IAF etc.
- (e) In date of posting column, TORS date should be mentioned.
- (f) Marital status should be clearly mentioned as 'Married'/ 'Single'/ 'Widower'/ 'Divorcee'.
- (g) Higher Education Qualification to be written as MA/ B Sc/ BA/ Intermediate/ Matric etc.

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(h) Service courses undergone during past 7 years only are to be mentioned with month & year of completion e.g. MCF IL-76 - Oct 99. **However, computer courses are to be mentioned irrespective of date undergone.**

(j) Languages known with examination passed are to be written clearly as **Indian** – Hindi, Punjabi etc and **Foreign** as Chinese, Russian etc. English is **NOT** to be mentioned in any of these categories.

(k) AFWWA membership No. is to be mentioned in column No. 5 in respect of married air warriors whose wives are members of AFWWA.

9. **The appraisee is to sign at para 6 of AR form and also on top of each page of the report mentioning his service number.**

10. The medical details are to be completed by SMO/ MO of Wg/ Stn/ Unit mentioning requisite details at para 7 of AR form. The skill level details are to be completed by Adjt at para 8 and sign at appropriate place.

11. **Self Appraisal.** The appraisee has to give job description of his primary as well as secondary duties at column 9 (a) & (b) respectively. Appraiser must clearly mention the primary/ basic duties which have been performed by him during the assessment year. Secondary duties, if any, e.g. CMC, WO i/c billets, etc are to be mentioned accordingly. At para 9 (c), appraiser must mention the training courses he would like to undergo based on service seniority and level of performance considering the service interest. Appraiser is to sign mentioning his service number, name and rank at the appropriate column below the self appraisal.

## **INSTRUCTIONS APPLICABLE TO ALL APPRAISERS**

### **General**

12. From the time the entries are made at Part I of the Form, the report is to be treated as 'Confidential' at all stages of completion and transit.

13. The appraisal report will be a record of the appraisee's ability and performance. AR is an extremely important document which forms the basis for assessing the training and development needs of the appraisee and for determining his suitability for promotion, placements, courses, deputation, extension of service etc. It is a matter of vital importance to the organisation as well as the appraisee on whom the report is raised. It is therefore emphasised that the report be completed with utmost care and attention and in an objective and unbiased manner.

14. To do justice to this task, the appraiser should undertake this exercise when he is free from the pressures of routine work and strains/ stress, and can devote undivided attention to the evaluation of appraisee's performance.

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15. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee with regard to his performance, conduct, behaviour and potential, keeping in mind the distinction between what is fact and what is opinion.

16. Assessment should be confined to the appraisee's performance during the period of report only. Incidents and happenings outside the period of report should not influence the appraisers while making the assessment.

17. Some duties entrusted to the warranted officers of the same rank and trade may be more exacting than others. The degree of stress and strain of any duties may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.

18. The standard against which an appraisee is to be evaluated upon in different attributes is provided in the graded description of attributes at the end of this Transit Cover. An appraisee's performance / behaviour should be appraised against the prescribed standard and then recorded in the report. For each trait the grading has been divided into four / five boxes. To grade, the first task should be to narrow down the appraisee's performance to a box. Thereafter, to decide between the higher or lower grading within the box, analyse whether the appraisee has demonstrated a particular performance 'often' or 'seldom'. If 'often', give the higher grading and if 'seldom', give the lower grading.

19. Once the evaluation has been made in each attribute, it is suggested that the Appraisal Report be set aside for a day or so, after which the evaluation be reviewed. With the benefit of this '**second sober thought**' approach, the appraisers may re-assess some of their previous evaluation which in turn should result in a more accurate and objective appraisal.

20. The pen picture should be written in a free and frank manner. This must match the grading / remarks given at para 11 to 13 of the report. Apparent anomalies between the assessments, recommendations and remarks are to be explained in the pen picture / narrative remarks. Reviewing Officer should try to eliminate or explain any inconsistencies in earlier paragraphs of the report. Senior Reviewing Officer should endeavour to resolve any difference of opinion / evaluation between earlier reporting officers.

21. IO cannot give Insufficient Knowledge (**IK**) report to a person being reported upon. An IO will not initiate an Appraisal Report unless the **appraisee has worked under him for at least three months**. Period spent on leave / T/D by IO or appraisee is to be counted for reckoning the period of three months. However, if the IO feels that due to his own absence or the absence of appraisee, he does not have sufficient knowledge about the performance of the individual, then he may delay the report till appraisee completes three months under IO. RO or SRO can write 'IK'. However, **both RO and SRO cannot give 'IK' at the same time** as minimum two levels of assessment should be available. Giving IK report in any one / some attributes by RO / SRO is not acceptable.

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22. The numerical grading for an attribute is to be given in whole numbers on nine point rating scale provided for this purpose. **Decimals or fractions will not be used in numerical grading. Marks awarded are to be justified in remarks column provided under each attribute.**

23. There should normally be no occasion to rewrite or change the marks. However, in exceptional circumstances, if rewriting by any of the reporting / reviewing officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Adverse Report

24. Adverse remarks / grading awarded by appraiser will be treated as Adverse Report. Such remarks may have adverse effect on an appraisee's career. An AR would become adverse under any one of the following conditions:-

- (a) When appraisee is awarded 2 or less marks in any of the attributes at para 11 to 13.
- (b) The grand total of all the attributes is less than 80 marks.
- (c) In addition, any unqualified remark / comment made at para 15 / 17 / 18 / 19 of AR form which conveys clear negative trait can make an AR adverse although numerical gradings may not be as per sub para (a) and (b) above.

25. In case of adverse report, the action specified at para 22 and 23 of this AFO is to be taken.

### INSTRUCTIONS FOR INITIATING OFFICERS

26. The IO for MWO / WO will be a Commissioned Officer, normally the Section Commander. IO for JWOs will be WO IC Section (MWO / WO), who has been directly supervising / overseeing the work of the appraisee.

27. At the time of receiving AR(W / W\*) from the appraisee, IO will check that details at para 1 to 5 are filled correctly by the appraisee including his signature at para 6 and on top of each page. He will also ensure that Medical details are completed by Medical Officer and Skill Level details are completed by Adjnt at para 7 and 8 respectively. IO should also verify the correctness of Primary / Secondary duties mentioned by the appraisee and comment upon the self appraisal including whether he agrees or disagrees with the appraisee. In case appraisee refuses to fill and sign the Appraisal Report, the IO will endorse in **Red ink** 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM' on top of the first page and sign.

28. Dates of performance counselling must be mentioned at para 10 of Appraisal Report. The appraisee is to be counselled by IO and details of strength and limitations

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intimated to him verbally or in writing must be mentioned by the IO and signature of appraisee is to be obtained at appropriate place. After counselling, IO should also sign at appropriate place.

### **Part II – Personal Assessment**

29. In Part II (para 11 to 13) IO should award numerical grading between 1 to 9 in each attribute considering the performance of the appraisee after referring the guidelines given in Graded Description for attributes. Totalling of numerical grading should be mentioned at the end of each para ie 11, 12 and 13 at the place provided for this purpose. While awarding grading in each attribute, IO has to keep in view the real picture of appraisee for the period of report. The Grand Total (totalling of Para 11, 12 and 13 to be mentioned at the end of para 13 and Grading (e.g. HI EX / EX / AA / HA / AV etc) should be written accordingly. The Grading should match with the total marks awarded to the appraisee.

30. Fitness for instructional / coach duties (in case of sportsmen) should be ticked (J ) in appropriate column at Para 14.

### **Part III – Pen Picture & Remarks by IO**

31. Brief pen picture on job performance on primary, secondary duties and personal characteristics of the appraisee is to be given by the IO at para 15 (a) to (c). The remarks given in this column should commensurate with the numerical grading awarded at para 11 to 13. Care should be taken while writing the pen picture so as to ensure that no adverse comments are made which do not commensurate with the numerical grading(s).

32. At para 16, the IO should mention the period for which the appraisee has served under him and sign at appropriate place with full particulars.

## **INSTRUCTIONS FOR REVIEWING OFFICERS**

### **Part IV**

33. The RO will satisfy himself that the report has been completed in accordance with the instructions for the appraisee and IO. The RO is to give his own numerical assessment on nine point scale in all attributes at para 11 (a) to (f), 12 (a) to (j) and 13 (a) to (g) and sign below the grading column. He will check assessments of the IO for inconsistencies and anomalies, if any, and eliminate and explain them in his narration. If the overall assessment by the IO is adverse which is not notified to the appraisee, the RO must inform the IO and arrange for the appraisee to be notified in writing. The remarks given at para 17 should commensurate with the numerical grading awarded in the respective attributes at para 11 to 13. Fitness for instructional / coach duties (in case of sportsmen) should be ticked (J ) in appropriate column at Para 14.

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**INSTRUCTIONS FOR SENIOR REVIEWING OFFICERS**

**Part V**

34. The SRO will satisfy himself that the report has been completed in accordance with the instructions for the IO and RO. He is to check the assessment, recommendations and remarks of the IO and RO for inconsistencies and anomalies, if any, and give his numerical grading in the column provided. **In reports assessed as 'Hi-EX', 'EX' and 'INF' all the columns provided will have to be mandatorily filled and signed below the grading column**, even if the SRO agrees with the assessment of the RO. In case there is a rectifiable weakness, which he considers as adverse, but not mentioned by the IO or RO, it is to be recorded by him and to be conveyed to the IO through the RO and arrange for the appraisee to be formally notified as per the instructions given in AFO. Fitness for instructional / coach duties (in case of sportsmen) should be ticked ( J ) in appropriate column at Para 14.

**INSTRUCTIONS FOR NEXT SENIOR REVIEWING OFFICERS (OPTIONAL)**

**Part VI**

35. In case AOsC / Stn Cdrs are not the SRO, they may become the NSRO in the chain of command. **Filling up this column is not mandatory.** It is to be done at the discretion of AOC / Stn Cdr. NSRO column is applicable where AOC / Stn Cdr is at variance with SRO or desires to give additional inputs. In such cases he should mandatorily award numerical gradings in all attributes at para 11 to 13 and sign below the grading column in Part II. He should also complete the Part VI in such cases. Fitness for instructional / coach duties (in case of sportsmen) should be ticked ( J ) in appropriate column at Para 14.

**INSTRUCTIONS FOR AIR FORCE SPORTS CONTROL BOARD**  
**(FOR AR-W\* ONLY)**

36. In case of sportsmen / coaches, AR-W\* are to be forwarded to Air Force Sports Control Board for completion of Part VII (para 20). Fitness for the coach duties should be ticked ( J ) in appropriate column at Para 14. The completed AR is to be submitted by AFSCB to Air Force Record Office.

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**INSTRUCTIONS FOR AIR HQs / COMMAND HQs**

37. The reports in respect of appraisees who have been adversely reported upon are to be processed through Air HQs (in case unit is directly under Air HQs) or respective Comd HQ. On receipt of Adverse AR from the unit, appropriate PSO at Air HQs / Comd HQ should scrutinise the report and its enclosures to check the correctness of the report and action taken by the unit as per para 22 of this AFO. The AR duly completed by Air HQ / Comd HQ is to be forwarded to AFRO (OIC CP Wing).

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**GRADED DESCRIPTION OF ATTRIBUTES : WARRANTED OFFICERS (AR-W)**

**INDIVIDUAL QUALITIES**

|     | <b><u>ATTRIBUTES</u></b>   | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9   | <b><u>ABOVE AVERAGE</u></b><br>8-7  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5  | <b><u>BELOW AVERAGE</u></b><br>4- 3  | <b><u>INFERIOR</u></b><br>2 - 1  |
|-----|--|--|---|---|--|--|
| (a) | <b><u>Sense of Duty</u></b><br><br>- Extent of Involvement<br><br>- Undertaking Responsibilities                           | Displays an extremely high sense of duty. Places service duty above all else at all times. Can anticipate the emerging situation and actively involve himself.                                   | Displays a high sense of duty. Takes precautions to fulfil emerging service duties without been told.   | Maintains a reasonable balance between service duty and outside interests. Fairly good involvement in service duty.               | Sometimes includes placing self before duty and can not decide the required extent of self-involvement.  | Generally places self before service and lacks sense of duty.  |
| (b) | <b><u>Loyalty</u></b><br><br>- Degree of Trust<br><br>- Subordination of Personal Interest for Organizational Requirements | Always keeps service interest utmost in day-to-day work. Displays high degree of sincerity and honesty of purpose. Demonstrates unquestioned loyalty to service aims.                            | Subordinates personal interest to overall interest of the service. Demonstrates firm allegiance to service aims.  | Generally keeps personal interest subordinate to service interest. Lives upto the trust placed on him as a warranted officer.     | Sometimes finds it difficult to demarcate clearly between personal interest and service aims.  | Subordinates service interest to personal interest. Displays inadequate honesty of purpose. Shows tendency to betray the trust, reposed in him as a warranted officer. |
| (c) | <b><u>Integrity</u></b><br><br>- Level of Application of Moral Values<br><br>- Sense of Propriety                          | Shows absolute honesty and propriety in his position as a supervisory staff. Ensures proper use of service resources placed in his charge. Always offers correct information and sincere advice. | Displays high sense of honesty and propriety in his position as a supervisory staff. Ensures proper use of service resources placed in his charge. Sincere and upright in offering information. | Generally displays honesty and propriety in his position as a supervisory staff. Uses discretion in offering correct information. | Cannot always discriminate between propriety and impropriety in his position as a supervisory staff. At times apt to give incorrect information/opinion knowingly. | Apt to misuse his position as a supervisory staff for personal gains. Cannot be trusted for correct information/opinion.   |

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|     | <b><u>ATTRIBUTES</u></b>  | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8  | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1  |
|-----|---|---|--|--|---|--|
| (d) | <b><u>Example</u></b><br><br>- Display of Exemplary Behaviour & Patriotism<br><br>- Acceptance by Subordinate as Role-Model | Displays exemplary behaviour at all times. Sets an ideal example for others to learn and follow. Refuses to deceive others in any way no matter what the circumstances are.   | Good behaviour at all the times. Stimulates other to learn and follow. Reputed for good management of personal affairs and sets good example to others.  | Sincere and upright in his dealing with others at various levels. Does not exploit service position.   | Displays indifferent behaviour at times. Willing to compromise when compelled to do so. Unable to put forth self as a good example in personal management.  | Displays erratic behaviour. Sets poor example for others. Tendency to show intellectual dishonesty. Management of personal affairs not satisfactory.           |
| (e) | <b><u>Appearance and bearing</u></b><br><br>- Degree of Neatness and Pride in Uniform<br><br>- Physical Toughness           | Always smartly turned out. Exhibits an exemplary conduct in any group. Displays highly spirited and dignified soldierly behaviour all the times. Displays very high physical endurance to meet emergencies effectively. | Always well turned out. Conducts him adequately and appropriately in all types of groups. Departs himself in elegant manner in various situations. Can meet emergencies with composure. Physical endurance high. | Generally well turned out. Carries him well in select group but not so comfortable with everybody. Feels high to maintain soldierly appearance. Occasionally inclined to get perturbed. Physically endurance satisfactory. | Does not pay sufficient attention to his bearing and turn out. Hardly goes out from his group. Poor display of military qualities. Apt to lose balance under stress. Likely to show tiredness and fatigue under pressure of work. Physical stamina just adequate. | Does not pay attention to his bearing and turn out. Not very careful about his conduct in any group. Gets perturbed under stress. Physical stamina inadequate. |

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|     | <b><u>ATTRIBUTES</u></b>   | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8  | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5  | <b><u>BELOW AVERAGE</u></b><br>4- 3  | <b><u>INFERIOR</u></b><br>2 - 1  |
|-----|--|---|--|---|--|--|
| (f) | <p><b><u>Courage</u></b><br/><b><u>(Physical &amp; Moral)</u></b></p> <ul style="list-style-type: none"> <li>- Ability to take calculated Risk.</li> <li>- Resoluteness in Standing Up for Convictions without Affecting Service Interest</li> </ul> | <p>Takes judicious risk in work situations. Displays adequate moral courage in standing up for what is right. Shows fearlessness and strength of mind. Exhibits stoic endurance</p> | <p>Daring and enterprising. Can face risks. Spirited enough to voice his opinions and stand up for his convictions. Mostly able to face unforeseen situations with appropriate composure. Does not unnerve by sudden challenges.</p> | <p>Generally able to take a judicious risk. Plucky and hardy in meeting dangerous situations. Exercises discretion in standing up for what is right. Prone to sentiments.</p> | <p>Either rash or over cautious in dealing with unforeseen and dangerous situations. Feels hesitant in voicing his opinion and standing up for what is right reacts arbitrarily.</p> | <p>Either timid or reckless in facing unforeseen and dangerous situations. Scared to put across his point of view even when right.</p> |

**INDIVIDUAL ABILITY**

|     |  |   |   |   |  |  |
|-----|--|---|---|---|--|--|
| (a) | <p><b><u>Level of Professional Knowledge</u></b></p> <ul style="list-style-type: none"> <li>- Adequacy and Accuracy of Knowledge.</li> <li>- AF Heritage and General Service Knowledge.</li> </ul> | <p>Possesses excellent knowledge of his job and related function as well as in skills appropriate to his rank and trade. Keeps abreast of various developments in his field and constantly improves his knowledge. <b>Has been identified as USTAD / Skill 'A'.</b></p> | <p>Possesses very good knowledge of his job and related functions as well as in skills appropriate to his rank and trade. Keen to learn and update his professional knowledge. <b>Has been able to achieve skill level 'B'.</b></p> | <p>Possesses adequate knowledge of his job and related functions as well as in skills appropriate to his rank and trade. <b>Has been assessed as skill level 'C' / 'D'.</b></p> | <p>Possesses inadequate knowledge of his job and related functions as well as in skills appropriate to his rank and trade.</p> | <p>Possesses poor knowledge of his job and related functions as well as in skills appropriate to his rank and trade. Not interested improving his knowledge.</p> |
|-----|--|---|---|---|--|--|

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|     | <b><u>ATTRIBUTES</u></b>  | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8   | <b><u>ABOVE AVERAGE</u></b><br>7  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1  |
|-----|---|--|---|--|---|--|
| (b) | <p><b><u>Job performance</u></b></p> <ul style="list-style-type: none"> <li>- Application of Knowledge</li> <li>- Growth Potential &amp; Self Development.</li> <li>- Level of Supervision</li> </ul> | <p>An exceptional performer who translates his knowledge into practice. Can undertake all tasks commensurating with his profession and completes the task successfully. Shows keen urge to grow and learn new things and skills concerning his job. Displays exceptional supervision capability.</p> | <p>A Good professional who can handle various commitments and tasks and accomplishes them. Applies his professional knowledge confidently. Well motivated for personal and professional growth. Displays high level of supervision capability</p> | <p>An average professional who can handle commitments and tasks satisfactorily. Applies his knowledge gainfully under guidance. Motivated for personal growth. Displays satisfactory supervisory capability.</p> | <p>A below average professional can handle only normal and routine commitments. Shows limited application of knowledge and limited growth orientation in personal and professional spheres. Displays just average supervisory capability.</p> | <p>A poor professional. Poor application of knowledge in work situations. Shows no motivation for personal/professional growth. Lacks supervisory capability</p> |
| (c) | <p><b><u>Intelligence</u></b></p> <ul style="list-style-type: none"> <li>- Level of Situational Awareness</li> <li>- Responsiveness</li> </ul>  | <p>Able to perceive immediately and accurately the essentials of a problem. Reacts to situation and ideas quickly and effectively.</p>   | <p>Quick on the uptake and is able to discern the essential of a problem. Reacts to various situations quickly.</p>   | <p>Able to grasp the essentials of a problem without much difficulty. Reacts to situations adequately.</p>   | <p>Takes time to grasp the essentials of even a routine problem. Slow in reacting to situations.</p>  | <p>Unable to grasp elementary issues. Gets confused in unfamiliar situations and fails to react in an appropriate manner.</p>                                    |
| (d) | <p><b><u>Determination</u></b></p> <ul style="list-style-type: none"> <li>- Display of Perseverance and Objective Orientedness</li> <li>- Ability to Handle Stress</li> </ul>                         | <p>Allows no difficulties to deter him achieving the set goal. Exceptionally pushing to attain target. Can withstand prolonged stress.</p>   | <p>Possesses fair amount of perseverance in achieving the set goal. With mind turned to the goal acts resolutely.</p>   | <p>Displays just adequate perseverance to attain the set goal. Can face occasional stress</p>  | <p>Perseveres as long as the going is good but inclined to weaver and surrender in unforeseen situations.</p>   | <p>Lacks perseverance in attaining the set goals. Gives up in pressure and hardship. Can't manage stress.</p>  |

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|     | <b><u>ATTRIBUTES</u></b>  | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8   | <b><u>ABOVE AVERAGE</u></b><br>7  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1   |
|-----|---|--|---|--|---|---|
| (e) | <b><u>Reliability</u></b><br>- Dependability without Supervision<br>- Consistency in Task Accomplishment. | Consistently accomplishes desired results in time without supervision and reminding. Readily and willingly accepts additional tasks/duties/responsibilities. | Makes an effort to accomplish the tasks in time to the best of his ability. Does not require reminders. Mostly accepts additional tasks/duties/ responsibilities. | Can accomplish all normal and routine tasks. Requires to be reminded occasionally.   | Generally not able to accomplish the tasks. Requires frequent reminders.  | Fails to accomplish even the routine tasks despite constant reminders.                        |
| (f) | <b><u>Judgement</u></b><br>- Ability to draw Inference.<br>- Use of Common Sense.                         | Unusually keeps perception and very good judgement. Quick to weigh pros and cons of available alternative. Takes total view of any situation.                | Has more common sense than most and generally takes correct decision. Arrives at good decision even under stress.   | Possesses reasonable amount of common sense. Follows systematic and logical approach. Hampered under stress.   | Generally lacks common sense expresses self in routine and stereo typed manner.   | Totally lacks common sense. Under stress loses touch with logic and becomes indecisive.       |
| (g) | <b><u>Initiative</u></b><br>- Self-Reliance<br>- Ability to Act without Prompting.                        | A self-starter. Shows exceptional resourcefulness in handling unforeseen events/situations effectively. Volunteers to work on any problem.                   | Takes necessary and appropriate action in handling unforeseen tasks and situations. Does not wait for instructions to get things done.                            | Generally takes necessary action on his own when held up for want of decisions and precedents. Occasionally required instructions and guidance to get things done. | Hesitant in taking action in the absence of proper instructions and precedents. Would act only when compelled to do so. | Does not act without instructions. Does not work independently. Unable to prioritize the job. |



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|-----|--|--|---|--|---|--|
| (h) | <u>Power to Impart Knowledge (Verbal)</u><br>- Clarity of thought and Expression<br>- Keeness to Share | Meticulous and highly effective. Makes very good impact with his delivery and conspicuously conveys the idea.  | Clear and unambiguous. Makes favourable impact with delivery and conveys the idea.    | Expression fairly objective manner. Makes himself easily understood.                 | Has difficulty in covering his ideas. Does not make a good impact on listeners.   | Unable to convey his ideas. Lacks expression. Makes a poor impact on listeners.  |
| (j) | <u>Power to Impart Knowledge (Written)</u><br>- Clarity of Concept<br>- Grasp of Staff Duties          | Displays exceptional skill for clear and concise writing even under pressure. Quick and proficient in preparing notes and papers. Does neat and accurate staff work paying attention to details. | Shows marked ability for clear and concise writing. Produces good staff work in time. | Conveys his ideas clearly in working language. Produces staff work of fair standard. | Expresses himself in routine and stereotyped manner. Quality of staff work lacks consistency rather slow in written work. | Lacks vocabulary and skill to convey ideas clearly. Often makes mistake in staff work. Takes unduly more time in written work. |

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**QUALITIES OF LEADERSHIP**

|     | <b><u>ATTRIBUTES</u></b>   | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8   | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1   |
|-----|--|--|--|--|---|---|
| (a) | <b><u>Power of Command</u></b><br><br>- Effectiveness as a Supervisor.<br><br>- Firmness of Purpose        | Provides very effective direction to subordinates. Exercises absolute control. Judiciously delegates authority to others. Does not take personal credit for other achievement. | Provides good and effective direction to subordinates, exercises good control. Knows when to delegate authority, to whom and to what extent. Intervenes at right time. | Provides adequate direction to his subordinate and exercises satisfactory control. Apt to interfere in subordinate's work. Delegation of authority is not judicious. | Reluctant to exercise directions and control. Not firm. Delegates too much or too little authority. Does not take timely corrective action.                             | Displays lack of direction and control. Leave things to subordinates and fails to control or curb effect. |
| (b) | <b><u>Discipline</u></b><br><br>- Adherence to Service Norms /Rules /Orders<br><br>- Commitment to Service | Displays exemplary conduct and behaviour at all times in keeping with the service requirements. Ensures strict and very high discipline amongst his subordinates.              | Conducts himself well in accordance with the standards of service. Able to enforce good discipline amongst his subordinates.   | Generally conforms to service requirements/ standards. Satisfactorily enforces discipline amongst subordinates.  | Generally observes service discipline. Reluctant to enforce discipline amongst subordinates.  | Lacks discipline. Unable to enforce discipline amongst subordinates.                                      |
| (c) | <b><u>Organizing Ability</u></b><br><br>- Resource Management.<br><br>- Ability to Plan.                   | A logical and systematic planner. Shows adequate foresight ensures optimum utilization of resources.   | Normally anticipates work priorities and formulates workable plans. Makes good use of available resources.   | Systematic in planning routine and familiar task and situations of moderate complexity. Makes fair use of available resources.                                       | Finds it difficult to plan even routine tasks/ activities. Foresight and sense of perspective is limited. Makes inadequate and unsystematic use of available resources. | Unable to plan even routine tasks. Unable to make use of available resources.                             |
| (d) | <b><u>Co-operation and Team spirit</u></b>   | Provide wholehearted co-operation to his colleagues, superiors and   | Willingly co-operates with supervisors, colleagues and subordinates. Makes   | Offers co-operation to colleagues, superiors and subordinates as and   | Provides fair co-operation to those who ask for it. Gets  | Aloner in job situations content to work for and by   |

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|     |  |  |  |   |   |  |
|-----|--|--|--|---|---|--|
|     | <p>- Degree of Team Spirit and Esprit de Corps.</p> <p>- Level of Participation in Group Efforts.</p>                      | <p>subordinates. Find ready acceptance by others and next good contribution towards functioning of the group.</p>  | <p>no resistance in gaining acceptance by the group. Makes adequate contribution for functioning of the group.</p>   | <p>when asked. Can make his place in contribution to group functioning.</p>   | <p>accepted in the group as a passive participant. Does not strive much for the group functioning.</p>  | <p>himself. Does not show concern for group objective and functioning. Inclined to cause group disintegration.</p>   |
| (e) | <p><u>Tact</u></p> <p>- Prudence</p> <p>- Ability to maintain Harmonious Relationship.</p>                                 | <p>Highly successful in dealing with others. Displays unusual gift of putting people at ease. Maintain extremely harmonious relations with all. Receptive to others point of view.</p>   | <p>Successful in dealing with others. Maintains good relations with all. Appreciates other view - points. Willingly co-operates.</p>   | <p>Is able to deal with others in an acceptable manner. Maintains satisfactory relations with all. Makes fair contribution to group functioning.</p>                  | <p>Finds difficulty in dealing with others. Apt to irritate lack spontaneity and warmth. Mostly remains passive.</p>  | <p>Tactless in dealing with others. Causes unpleasant situation and conflicts. Ignores feeling of others.</p>  |
| (f) | <p><u>Self confidence</u></p> <p>-Self Assurance and Composure</p> <p>-Level of Conviction</p> <p>-Emotional Stability</p> | <p>Displays total self-reliance in achieving tasks. Feels fully confident, competent and assured. Feels relaxed and adequate in all of types social and work situations. Maintains firm in purpose and unperturbed by fluctuation of prevailing situation.</p> | <p>Possesses sufficient self-reliance in achieving task. Feels generally confident and competent. Exhibits poise and balance in social and work situation. Stronger minded personality and preserve composure.</p> | <p>Generally remains self-confident and self reliant in achieving task. Feels self-assured and generally exhibits equilibrium. Relatively stronger in marinating.</p> | <p>Occasionally shows lack of confidence. Not always feels self-reliant. Exhibits a tinge of rigidity and self-consciousness in different situations. Susceptible to fluctuating circumstances.</p> | <p>Lacks self-confidence and does not feel self-reliant. Gets perturbed easily. Fails to maintain poise and confidence in most situations. Hardly any control over mental equilibrium.</p> |
| (g) | <p><u>Motivation</u></p> <p>-Enthusiasm</p>  | <p>Motivates the group and gets the best possible results. Displays good skills to make others</p>   | <p>Inspires confidence and enthusiasm in his subordinates with his Zeal, personality and example.</p>  | <p>Successfully obtains the willing support of others. His personal bearing and conduct have an uplifting</p>   | <p>Does not manage to keep the good functioning at satisfactory level.</p>  | <p>Subordinates feel demoralized and de-motivated when working under him.</p>  |

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|  |                     |   |  |  |  |   |
|--|---------------------|---|--|--|--|---|
|  | -Ability to Inspire | follow him instinctively. Sensitive and considerate to the needs of juniors. Goes out of the way to cater to the welfare of his subordinates. | Works energetically and successfully for the good of his subordinates. Cares to provide all facilities within the available resources. | influence on his subordinates. Actively concerns himself with the welfare of his subordinates but restricts the welfare activities within the permissible resources. | Feels difficulty in keeping moral at a high level. Takes sporadic interest in welfare projects. Feels satisfied in providing minimum facilities to subordinates. | Allows low priority to welfare of subordinates. Insensitive to the need of juniors. |
|--|---------------------|---|--|--|--|---|

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**GRADED DESCRIPTION OF ATTRIBUTES: WARRANTED OFFICERS (SPORTSMEN / COACHES)**  
**(AR-W\*)**

**INDIVIDUAL QUALITIES**

|     | <b><u>ATTRIBUTES</u></b>   | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8   | <b><u>ABOVE AVERAGE</u></b><br>7  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5  | <b><u>BELOW AVERAGE</u></b><br>4- 3  | <b><u>INFERIOR</u></b><br>2 - 1  |
|-----|--|--|---|---|--|--|
| (a) | <b><u>Sense of duty</u></b><br><br>- Extent of Involvement<br><br>- Undertaking Responsibilities                           | Displays an extremely high sense of duty. Places service duty above all else at all times. Can anticipate the emerging situation and actively involve himself.                                   | Displays a high sense of duty. Takes precautions to fulfil emerging service duties without been told.   | Maintains a reasonable balance between service duty and outside interests. Fairly good involvement in service duty.               | Sometimes includes placing self before duty and can not decide the required extent of self-involvement.  | Generally places self before service and lacks sense of duty.  |
| (b) | <b><u>Loyalty</u></b><br><br>- Degree of Trust<br><br>- Subordination of Personal Interest for Organizational Requirements | Always keeps service interest utmost in day-to-day work. Displays high degree of sincerity and honesty of purpose. Demonstrates unquestioned loyalty to service aims.                            | Subordinates personal interest to overall interest of the service. Demonstrates firm allegiance to service aims.  | Generally keeps personal interest subordinate to service interest. Lives upto the trust placed on him as a warranted officer.     | Sometimes finds it difficult to demarcate clearly between personal interest and service aims.  | Subordinates service interest to personal interest. Displays inadequate honesty of purpose. Shows tendency to betray the trust, reposed in him as a warranted officer. |
| (c) | <b><u>Integrity</u></b><br><br>- Level of Application of Moral Values<br><br>- Sense of Propriety                          | Shows absolute honesty and propriety in his position as a supervisory staff. Ensures proper use of service resources placed in his charge. Always offers correct information and sincere advice. | Displays high sense of honesty and propriety in his position as a supervisory staff. Ensures proper use of service resources placed in his charge. Sincere and upright in offering information. | Generally displays honesty and propriety in his position as a supervisory staff. Uses discretion in offering correct information. | Cannot always discriminate between propriety and impropriety in his position as a supervisory staff. At times apt to give incorrect information / opinion knowingly. | Apt to misuse his position as a supervisory staff for personal gains. Cannot be trusted for correct information/opinion.   |

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|     | <b><u>ATTRIBUTES</u></b>   | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8  | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1  |
|-----|--|---|--|--|---|--|
| (d) | <p><u>Example</u></p> <ul style="list-style-type: none"> <li>- Display of Exemplary Behaviour &amp; Patriotism</li> <li>- Acceptance by Subordinate as Role-Model</li> </ul> | Displays exemplary behaviour at all times. Sets an ideal example for others to learn and follow. Refuses to deceive others in any way no matter what the circumstances are.   | Good behaviour at all the times. Stimulates other to learn and follow. Reputed for good management of personal affairs and sets good example to others.  | Sincere and upright in his dealing with others at various levels. Does not exploit service position.   | Displays indifferent behaviour at times. Willing to compromise when compelled to do so. Unable to put forth self as a good example in personal management.  | Displays erratic behaviour. Sets poor example for others. Tendency to show intellectual dishonesty. Management of personal affairs not satisfactory.           |
| (e) | <p><u>Appearance and bearing</u></p> <ul style="list-style-type: none"> <li>- Degree of Neatness and Pride in Uniform</li> <li>- Physical Toughness</li> </ul>               | Always smartly turned out. Exhibits an exemplary conduct in any group. Displays highly spirited and dignified soldierly behaviour all the times. Displays very high physical endurance to meet emergencies effectively. | Always well turned out. Conducts him adequately and appropriately in all types of groups. Departs himself in elegant manner in various situations. Can meet emergencies with composure. Physical endurance high. | Generally well turned out. Carries him well in select group but not so comfortable with everybody. Feels high to maintain soldierly appearance. Occasionally inclined to get perturbed. Physically endurance satisfactory. | Does not pay sufficient attention to his bearing and turn out. Hardly goes out from his group. Poor display of military qualities. Apt to lose balance under stress. Likely to show tiredness and fatigue under pressure of work. Physical stamina just adequate. | Does not pay attention to his bearing and turn out. Not very careful about his conduct in any group. Gets perturbed under stress. Physical stamina inadequate. |
| (f) | <p><u>Courage (Physical &amp; Moral)</u></p> <ul style="list-style-type: none"> <li>- Ability to take Calculated Risk.</li> <li>- Resoluteness in Standing Up for</li> </ul> | Takes judicious risk in work situations. Displays adequate moral courage in standing up for what is right. Shows fearlessness and strength of mind. Exhibits stoic endurance  | Daring and enterprising. Can face risks. Spirited enough to voice his opinions and stand up for his convictions. Mostly able to face unforeseen situations with  | Generally able to take a judicious risk. Plucky and hardy in meeting dangerous situations. Exercises discretion in standing up for what is right. Prone to sentiments.   | Either rash or over cautious in dealing with unforeseen and dangerous situations. Feels hesitant in voicing his opinion and standing up for what is right reacts arbitrarily.   | Either timid or reckless in facing unforeseen and dangerous situations. Scared to put across his point of view even when right.                                |

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|  |   |  |   |  |  |  |
|--|---|--|---|--|--|--|
|  | Convictions without Affecting Service Interest. |  | appropriate composure. Does not unnerve by sudden challenges. |  |  |  |
|--|---|--|---|--|--|--|

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**INDIVIDUAL ABILITY**

|     | <b><u>ATTRIBUTES</u></b>                       | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8   | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5  | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1                                    |
|-----|--|--|--|---|---|--|
| (a) | Discipline                                     | At all times displays exemplary conduct and behaviour on and off the field keeping with the traditions of service. Ensures strict and very high discipline amongst his juniors.  | Conducts himself well in accordance with the standards of service. Able to enforce good discipline amongst juniors.                            | Generally conforms to service requirements/ standards. Enforces discipline amongst juniors satisfactorily.  | Generally observes service discipline. Reluctant to enforce discipline amongst juniors. | Lacks discipline and unable to enforce discipline amongst juniors. |
| (b) | Knowledge of Techniques/ Tactics of the Game.  | Possesses exceptional knowledge in theory and practical in appropriate to period of his association with sports. Always keeps him abreast of day-to-day scientific and technical developments in sports. Maintains an updated National/ International track record in his field of sports. | Possesses sound theoretical/ practical knowledge in his sports discipline and keeps an updated track record in his field of sports.            | Possesses adequate theoretical/ practical knowledge in his sports and aware of the techniques/tactics applied by coaches/ players in the country. | --  | --   |
| (c) | Commitment towards Producing/ Grooming Players | Exceptionally efficient in spotting talent and fully dedicated in training juniors. Always a motivational force behind the team to produce good result.  | Shows optimum interest in spotting talents and takes pain in assisting them to improve by imparting adequate theoretical/ practical knowledge. | Very efficient in spotting talent and trained them under his guidance.  | Takes average interest in assisting his juniors with his limited knowledge.             | Reluctant in talent haunting or passing on his limited knowledge.  |

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|     |  |   |  |   |  |  |
|-----|--|---|--|---|--|--|
| (d) | Ability to Analyse Games and Technical/ Tactical Shortcomings Effectively and Plan Tactics for Forthcoming Matches accordingly | Exceptionally meticulous in analyzing techniques and methods adopted by International/ National coaches/players. Exceptionally introspective in determining his shortcoming as well as his opponents. Extremely tactful in overcoming own shortcomings and cashing on his opponents weaknesses during encounters. | A keen follower of his opponents weak and strong areas, powerful analyser of self weakness as well as his opponents vulnerability. Quite adept in overcoming self short comings.               | A quick learner of own weakness and has a strong will power to convert his shortcoming to advantage.  | Often late in realizing own shortcomings and taking remedial steps.  | Unable to undermine his shortcomings and unwilling to learn from own wrong doings.   |
| (e) | Confidence and Self Belief   | Displays total self-reliance, feels fully confident, competent and assured. Feels relaxed in all types of situations. Maintains firm purpose and unperturbed by fluctuation of prevailing situation.  | Possesses sufficient, self-reliance in achieving tasks. Generally feels confident and competent. Exhibits pose and balance in all situations. Strong-minded personality and preserve composer. | Generally remains self-confident and self-reliant in achieving task feels self-assured and generally exhibits equilibrium. Relatively stronger in marinating.   | Occasionally shows lack of confidence. Not always feels self-reliant. Exhibits a tinge of rigidity and self-consciousness in different situations. Susceptible to fluctuating circumstances. | Lacks self-confidence and does not feel self-reliant. Gets perturbed easily. Fails to maintain pose and confidence in most situations. Hardly any control over mental equilibrium. |
| (f) | Ability to Instil Team Spirit and Confidence in the Team   | Inspires team members to get past the psychological barrier in achieving the best possible result. Displays excellent skills to make others follow him instinctively. Sensitive and considerate to the needs of team-mates. Goes out of the   | Injects confidence and enthusiasm in the team with zeal, personality and example. Works energetically and successfully for the good of the team members. Cares to                              | Successfully obtains the willing support team members. His personal bearing and conduct have an uplifting influence on his team. Actively concerns himself with | Manages to keep the good functioning at satisfactory level. Feels difficulty in keeping moral at a high level. Takes sporadic interest in welfare projects.                                  | Team members feel demoralized and demotivated under his guidance. Allows low priority to welfare of team members.  |

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|     |   |   |   |  |  |  |
|-----|---|---|---|--|--|--|
|     |   | way to cater the welfare of his team-mates.   | provide all facilities within the available resources.  | the welfare of his team members but restricts welfare activities within permissible resources.                   | Feels satisfied in providing minimum facilities to team-mates.               |  |
| (g) | Physical Endurance and Mental Toughness                     | Extremely fit, both mentally and physically and always willing to accept challenges. His passion and aggression inspires his team-mates to shown their best.  | With a high degree of physical and mental toughness, he always injects a challenging spirit amongst team members.   | Maintains a standard physical fitness, cheerful, willing to deliver when situation demands.                      | Prone to injury, never remains 100% physically fit, performs under pressure. | Very often remains medically unfit. Withdraws himself when his contribution is required. |
| (h) | Adaptability to Unfavourable Situations/ Playing Facilities | Unnerved and invulnerable despite unfavourable playing conditions/ facilities. Extremely tactful in converting disadvantage into advantage.   | Has a strong mind set to negotiate with any unfavourable situational/ playing conditions. Remains unperturbed by the disadvantage, unites his potential and delivers the best.              | Can adapt to any kind of situation and deliver his best.   | Sensitive to unfavourable situations/ playing facilities                     | Breaks down under any unfavourable situations/ playing conditions and fails to deliver.  |
| (j) | Involvement in Maintenance of Ground/Place of Practice      | Extremely dedicated towards maintenance of ground/place of practice. Takes special interest in inspection/maintenance of the play ground/arena, takes initiative and involves him to repair the wear and tear. Functions as a guide/supervisor of the grounds staff and insists other sportsmen to contribute for the same. | Contributes a lot towards maintenance of ground/place of practice with his physical involvement. Supervises work of ground staff and invites attention of higher authorities when required. | Generally contributes towards maintenance of ground/place of practice either by self service or by ground staff. | Takes interest to get the ground/place of practice redone by ground staff.   | His contribution towards maintenance of ground/place of practice is minimal.             |

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**QUALITIES OF LEADERSHIP**

|     |   |  |  |  |   |   |
|-----|---|--|--|--|---|---|
| (a) | <u>Ability of Command</u><br>- Effectiveness as a Supervisor.<br>- Firmness of Purpose  | Provides very effective direction to subordinates. Exercises absolute control. Judiciously delegates authority to others. Does not take personal credit for other achievement. | Provides good and effective direction to subordinates, exercises good control. Knows when to delegate authority, to whom and to what extent. Intervenes at right time.                 | Provides adequate direction to his subordinate and exercises satisfactory control. Apt to interfere in subordinate's work. Delegation of authority is not judicious. | Reluctant to exercise directions and control. Not firm. Delegates too much or too little authority. Does not take timely corrective action.                             | Displays lack of direction and control. Leave things to subordinates and fails to control or curb effect.   |
| (b) | <u>Discipline</u><br>- Adherence to service Norms /Rules /Orders<br>- Commitment to Service                                       | Displays exemplary conduct and behaviour at all times in keeping with the service requirements. Ensures strict and very high discipline amongst his subordinates.              | Conducts himself well in accordance with the standards of service. Able to enforce good discipline amongst his subordinates.   | Generally conforms to service requirements/ standards. Satisfactorily enforces discipline amongst subordinates.  | Generally observes service discipline. Reluctant to enforce discipline amongst subordinates.  | Lacks discipline. Unable to enforce discipline amongst subordinates.  |
| (c) | <u>Organizing Ability</u><br>- Resource Management.<br>- Ability to Plan.   | A logical and systematic planner. Shows adequate foresight ensures optimum utilization of resources.   | Normally anticipates work priorities and formulates workable plans. Makes good use of available resources.   | Systematic in planning routine and familiar task and situations of moderate complexity. Makes fair use of available resources.                                       | Finds it difficult to plan even routine tasks/ activities. Foresight and sense of perspective is limited. Makes inadequate and unsystematic use of available resources. | Unable to plan even routine tasks. Unable to make use of available resources.   |
| (d) | <u>Co-operation and Team spirit</u><br>- Degree of Team Spirit and Esprit de Corps.<br>- Level of Participation in Group Efforts. | Provide wholehearted co-operation to his colleagues, superiors and subordinates. Find ready acceptance by others and next good contribution towards functioning of the group.  | Willingly co-operates with supervisors, colleagues and subordinates. Makes no resistance in gaining acceptance by the group. Makes adequate contribution for functioning of the group. | Offers co-operation to colleagues, superiors and subordinates as and when asked. Can make his place in contribution to group functioning.                            | Provides fair co-operation to those who ask for it. Gets accepted in the group as a passive participant. Does not strive much for the group functioning.                | Aloner in job situations content to work for and by himself. Does not show concern for group objective and functioning. Inclined to cause group disintegration. |

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|     |   |  |   |   |  |   |
|-----|---|--|---|---|--|---|
| (e) | <u>Tact</u><br>- Prudence<br><br>- Ability to Maintain Harmonious Relationship                                  | Highly successful in dealing with others. Displays unusual gift of putting people at ease. Maintain extremely harmonious relations with all. Receptive to others point of view.  | Successful in dealing with others. Maintains good relations with all. Appreciates other view - points. Willingly co-operates.   | Is able to deal with others in an acceptable manner. Maintains satisfactory relations with all. Makes fair contribution to group functioning.   | Finds difficulty in dealing with others. Apt to irritate lack spontaneity and warmth. Mostly remains passive.  | Tactless in dealing with others. Causes unpleasant situation and conflicts. Ignores feeling of others.  |
| (f) | <u>Self confidence</u><br><br>-Self Assurance and Composer<br><br>- Level of Conviction<br>-Emotional Stability | Displays total self-reliance in achieving tasks. Feels fully confident, competent and assured. Feels relaxed and adequate in all of types social and work situations. Maintains firm in purpose and unperturbed by fluctuation of prevail situation. | Possesses sufficient self-reliance in achieving task. Feels generally confident and competent. Exhibits poise and balance in social and work situation. Stronger minded personality and preserve composer.                            | Generally remains self-confidant and self reliant in achieving task. Feels self-assured and generally exhibits equilibrium. Relatively stronger in marinating.  | Occasionally shows lack of confidence. Not always feels self-reliant. Exhibits a tinge of rigidity and self-consciousness in different situations. Susceptible to fluctuating circumstances.   | Lacks self-confidence and does not feel self-reliant. Gets perturbed easily. Fails to maintain poise and confidence in most situations. Hardly any control over mental equilibrium. |
| (g) | <u>Motivation</u><br><br>- Enthusiasm<br><br>- Ability to Inspire   | Motivates the group and gets the best possible results. Displays good skills to make others follow him instinctively. Sensitive and considerate to the needs of juniors. Goes out of the way to cater to the welfare of his subordinates.            | Inspires confidence and enthusiasm in his subordinates with his Zeal, personality and example. Works energetically and successfully for the good of his subordinates. Cares to provide all facilities within the available resources. | Successfully obtains the willing support of others. His personal bearing and conduct have an uplifting influence on his subordinates. Actively concerns himself with the welfare of his subordinates but restricts the welfare activities within the permissible resources. | Does not manage to keep the good functioning at satisfactory level. Feels difficulty in keeping moral at a high level. Takes sporadic interest in welfare projects. Feels satisfied in providing minimum facilities to subordinates. | Subordinates feel demoralized and demotivated when working under him. Allows low priority to welfare of subordinates. Insentive to the need of juniors.                             |



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**Appendix E**

(Refers to para 13, 53 & 94 of AFO 19/11)

**COUNSELLING REGISTER**

Service No.....Rank.....Name.....Trade.....

| <b>SI No.</b> | <b>Date of Counselling</b> | <b>Details of Counselling</b> | <b>Signature of Appraisee</b> | <b>Signature of IO</b> | <b>Remarks</b> |
|---------------|----------------------------|-------------------------------|-------------------------------|------------------------|----------------|
|               |                            |                               |                               |                        |                |

**Note** : Separate page(s) may be earmarked for each appraisee.

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**Appendix F**  
(Refers to para 20 of  
AFO19/11)

**EXECUTIVE REPORT PERFORMA: WARRANTED OFFICERS**

**Ser No.....Rank.....Name.....Trade.....**

**Parent Unit ..... Unit / Formation where Attached.....**

**Period of Attachment - From ..... To .....**

|   |  |
|---|--|
| <p><b><u>Job Performance</u></b></p> <p>Under this heading mention the job performance by the appraisee. The quality of work and special achievements of the appraisee are to be recorded in this paragraph. Also mention the jobs which were not performed satisfactorily.</p> |  |
| <p><b><u>Individual Qualities</u></b></p> <p>This paragraph should provide a brief sketch of the appraisee's character and personality and should also cover his sense of duty, integrity, interest in sports, appearance and bearing.</p>                                      |  |
| <p><b><u>Leadership Qualities</u></b></p> <p>This paragraph should cover the appraisee's power of command, discipline, integrity and the management aspects.</p>  |  |

Signature of Officer.....  
raising executive report

Rank .....

Name .....

Appointment .....

Unit .....

Date :

**Remarks by AOC / STN CDR / CO**

Date :

AOC / STN CDR / CO

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**Appendix G**

(Refers to para 22 & 25 of AFO 19/11)

Tele:

Unit

Ref No.

Date:

**ADVERSE REPORT: WARRANTED OFFICERS**

1. In spite of written warnings given to you by the Section Commander / Commanding Officer on \_\_\_\_\_ date(s) for the failing mentioned therein, you have not shown any improvement. As such the Adverse Assessments have been made in the following attributes of your Appraisal Report for the year \_\_\_\_\_.

(a) \_\_\_\_\_

(b) \_\_\_\_\_

(c) \_\_\_\_\_

(d) \_\_\_\_\_

(e) \_\_\_\_\_

(f) \_\_\_\_\_

2. In addition, the following remarks have also been made in Para \_\_\_\_\_ (15 / 17/ 18 / 19) of your Appraisal Report.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

AOC / Stn Cdr / CO

\_\_\_\_\_  
(Particulars of MWOWO/JWO)

Received original copy

Date:

Signature of MWOWO/JWO

**Note:** Attach copy/copies of the warning(s) given to Warranted officer along with Appraisal Report.



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**Appendix H**

(Refers to para 35 of AFO 19/11)

**IAFF (P) 12 (AR – S)**

**APPRAISAL REPORT : SGTs & BELOW WITH NINE YEARS AND ABOVE SERVICE**  
**(TO BE PRINTED ON BOTH SIDES OF THE PAGE)**

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  On Posting/Retirement of IO  On Discharge  Special

**PART I - PERSONAL DATA**

|   |   |                    |  |
|---|---|--------------------|--|
| 1. (a) Full Name (in BLOCK CAPITAL letters) |   |                    | (e) Decoration(s)/ Commendations (with year) |
| (b) Service Check Number Suffix             | (c) Rank Actg ..... Date ..... Sub ..... Date ..... | (d) Trade          |  |
| 2.(a) Date of Birth                         | (b) Date of Enrolment                               | (c) Date RE Expiry | (d) Parent Unit & Code                       |
| (e) Command                                 | (f) Date of Posting (TORS)                          | (g) Marital Status | (h) Edn Qualification (if POR taken)         |

**QUALIFICATIONS / COURSES UNDERGONE**

|   |  |
|---|--|
| 3. (a) <b><u>Service Courses</u></b> <b><u>Date Completed</u></b><br>(last 7 years)<br>(i) .....<br>(ii) .....<br>(iii) .....<br>(iv) .....<br>(v) .....<br>(vi) .....<br>(vii) ..... | (b) <b><u>Computer Literacy Level</u></b> : Advance <input type="checkbox"/> Basic <input type="checkbox"/> Nil <input type="checkbox"/>                     |
|   | (i) <b><u>Service Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b><br>(aa) ..... Yes/No<br>(ab) ..... Yes/No<br>(ac) ..... Yes/No |
|   | (ii) <b><u>Civil Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b><br>(aa) ..... Yes/No<br>(ab) ..... Yes/No                       |

Signature of Appraisee ..... Date .....

**PART II – DETAILS OF MEDICAL / CHARACTER / PUNISHMENT ENTRIES / SKILL LEVEL**

|   |   |
|---|---|
| 4. (a) Med Cat -<br>(b) Height -<br>(c) Weight -<br>(d) Obesity Grade -<br><br>Date : Sig of Med Offr | 5. Assessment of Character & General Behaviour - (To be written as V / S / G / F / I / B) <input type="checkbox"/>                                |
|   | 6. Punishment (s) awarded during assessment year:-<br>(a) Red Ink Entries <input type="checkbox"/> (b) Black Ink Entries <input type="checkbox"/> |
|   | 7. <b><u>Skill Level</u></b><br>(a) Skill Level Grade - (Write appropriate skill level i.e. Ustad / A / B / C / D or E)<br>(b) Year of Passing -  |
| Date : Sig of Med Offr  | Date : Sig of Adj   |

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Signature of Appraisee:.....

Service No.....

**PART III**

8. **DUTIES EMPLOYED ON**  
(To be filled by IO)

|  |
|--|
|  |
|--|

9. **AWARD OF ASSESSMENT MARKS & GRADING**

- Give numerical grading between 1 to 9.
- No decimal / fractional grading is to be awarded.

**PERFORMANCE APPRAISAL**

|     | Attributes (Remarks for each attribute are to be filled-in as per graded description) | Marks to be filled by |    |     |                 |
|-----|---|-----------------------|----|-----|-----------------|
|     |   | IO                    | RO | SRO | NSRO (Optional) |
| (a) | Professional Knowledge  |                       |    |     |                 |
| (b) | Trade Proficiency and Skill Level   |                       |    |     |                 |
| (c) | Work Output   |                       |    |     |                 |
| (d) | Team Work   |                       |    |     |                 |
| (e) | Responsibility  |                       |    |     |                 |
| (f) | Drive & Determination   |                       |    |     |                 |
| (g) | Utilisation of Resources  |                       |    |     |                 |
| (h) | Care & Guidance of Subordinates   |                       |    |     |                 |

**PERSONAL ATTRIBUTES**

|                    |                                  | IO | RO | SRO | NSRO (Optional) |
|--------------------|----------------------------------|----|----|-----|-----------------|
| (j)                | Turn out, Bearing and Discipline |    |    |     |                 |
| (k)                | Honesty & Integrity              |    |    |     |                 |
| (l)                | Communication Skills             |    |    |     |                 |
| <b>Total Marks</b> |                                  |    |    |     |                 |
| <b>Grading</b>     |                                  |    |    |     |                 |
| <b>Signatures</b>  |                                  |    |    |     |                 |

10.

|   |      |                    |          |            |
|---|------|--------------------|----------|------------|
| <b>Fitness for Instructional Duties</b> | IO   | Specially Suitable | Suitable | Unsuitable |
|   | RO   | Specially Suitable | Suitable | Unsuitable |
|   | SRO  | Specially Suitable | Suitable | Unsuitable |
|   | NSRO | Specially Suitable | Suitable | Unsuitable |

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Signature of Appraisee:.....

Service No.....

**PART IV (TO BE FILLED BY IO)**

11. **Remarks by IO**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_  
No. \_\_\_\_\_ Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

Service

**PART V (TO BE FILLED BY RO)**

12. **Remarks by RO**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_  
No. \_\_\_\_\_ Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

Service

**PART VI (TO BE FILLED BY SRO)**

13. **Remarks by SRO**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_  
No. \_\_\_\_\_ Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

Service

**PART VII (MAY BE FILLED BY NSRO)**

14. **Remarks by Next Senior Reviewing Officer (Optional)**

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

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Signature of Appraisee:.....

Service No.....

**PART VIII**

15. **Remarks by Air HQ/Command HQ (As applicable)**  
(In case of Adverse Report. Refers to para 63 of AFO \_\_\_/10)

Signature \_\_\_\_\_ Rank \_\_\_\_\_ Name \_\_\_\_\_ Service No. \_\_\_\_\_  
Appointment \_\_\_\_\_ Unit \_\_\_\_\_ Date \_\_\_\_\_

**PART IX**  
**(FOR OFFICIAL USE AT AFRO)**

Total Marks :  Grading :

Scrutiny by Checker (Sig): \_\_\_\_\_ Date \_\_\_\_\_

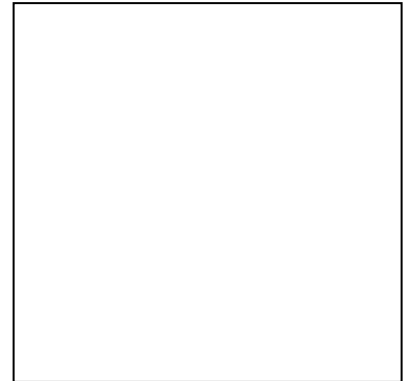
Ser No., Rank & Name \_\_\_\_\_

Sig of Data Entry Opr : \_\_\_\_\_ Date \_\_\_\_\_

Ser No., Rank & Name \_\_\_\_\_

Sig of Verifier : \_\_\_\_\_ Date \_\_\_\_\_

Ser No., Rank & Name \_\_\_\_\_



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(WHEN FILLED)

**Appendix J**

(Refers to para 35 & 58 of AFO19/11)

**IAFF (P) 12 (AR – S\*)**

**APPRAISAL REPORT : SGTs & BELOW WITH NINE YEARS AND ABOVE SERVICE (SPORTSMEN / COACHES)**

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  On Posting/Retirement of IO  On Discharge  Special

**PART I - PERSONAL DATA**

|   |   |                    |  |
|---|---|--------------------|--|
| 1. (a) Full Name (in BLOCK CAPITAL letters) |   |                    | (e) Decoration(s)/ Commendations (with year) |
| (b) Service Check Number Suffix             | (c) Rank Actg ..... Date ..... Sub ..... Date ..... | (d) Trade          |  |
| 2.(a) Date of Birth                         | (b) Date of Enrolment                               | (c) Date RE Expiry | (d) Parent Unit & Code                       |
| (e) Command                                 | (f) Date of Posting (TORS)                          | (g) Marital Status | (h) Edn Qualification (if POR taken)         |

**QUALIFICATIONS / COURSES UNDERGONE**

|   |  |
|---|--|
| <p>3. (a) <b><u>Service Courses</u></b> <b><u>Date Completed</u></b><br/>(last 7 years)</p> <p>(i) .....<br/>(ii) .....<br/>(iii) .....<br/>(iv) .....<br/>(v) .....<br/>(vi) .....<br/>(vii) .....</p> | <p>(b) <b><u>Computer Literacy Level</u></b> : Advance <input type="checkbox"/> Basic <input type="checkbox"/> Nil <input type="checkbox"/></p> <p>(i) <b><u>Service Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b></p> <p>(aa) ..... Yes/No<br/>(ab) ..... Yes/No<br/>(ac) ..... Yes/No</p> <p>(ii) <b><u>Civil Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b></p> <p>(aa) ..... Yes/No<br/>(ab) ..... Yes/No</p> |
|---|--|

Signature of Appraisee ..... Date .....

**PART II – DETAILS OF MEDICAL / CHARACTER / PUNISHMENT ENTRIES / SKILL LEVEL**

|  |  |
|--|--|
| <p>4. (a) Med Cat -<br/>(b) Height -<br/>(c) Weight -<br/>(d) Obesity Grade -</p> <p>Date :                      Sig of Med Offr</p> | <p>5. Assessment of Character &amp; General Behaviour - (To be written as V / S / G / F / I / B) <input type="checkbox"/></p> <p>6. Punishment (s) awarded during assessment year:-<br/>(a) Red Ink Entries <input type="checkbox"/> (b) Black Ink Entries <input type="checkbox"/></p> <p>7. <b><u>Skill Level</u></b></p> <p>(a) Skill Level Grade -<br/>(Write appropriate skill level i.e. Ustad / A / B / C / D or E)</p> <p>(b) Year of Passing -</p> <p>Date :                      Sig of Adjt</p> |
|--|--|

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Signature of Appraiser:.....

Service No.....

**PART III**

8. **DUTIES EMPLOYED ON**  
(To be filled by IO)

|  |
|--|
|  |
|--|

9. **AWARD OF ASSESSMENT MARKS & GRADING**  
- Give numerical grading between 1 to 9.  
- No decimal / fractional grading is to be awarded.

**PERFORMANCE APPRAISAL**

|     | Attributes (Remarks for each attribute are to be filled-in as per graded description) | Marks to be filled by |    |     |                 |       |
|-----|---|-----------------------|----|-----|-----------------|-------|
|     |   | IO                    | RO | SRO | NSRO (Optional) | AFSCB |
| (a) | Performance / Participation Level of Achievement in the year                          |                       |    |     |                 |       |
| (b) | Knowledge / Skill of the Game   |                       |    |     |                 |       |
| (c) | Physical Fitness / Endurance  |                       |    |     |                 |       |
| (d) | Team Spirit   |                       |    |     |                 |       |
| (e) | Responsibility  |                       |    |     |                 |       |
| (f) | Drive & Determination   |                       |    |     |                 |       |
| (g) | Organising Ability  |                       |    |     |                 |       |
| (h) | Urge to Excel   |                       |    |     |                 |       |

**PERSONAL ATTRIBUTES**

|                    |   | IO | RO | SRO | NSRO (Optional) | AFSCB |
|--------------------|---|----|----|-----|-----------------|-------|
| (j)                | Turn out, Bearing and Attitude to Military Life |    |    |     |                 |       |
| (k)                | Honesty & Integrity                             |    |    |     |                 |       |
| (l)                | Communication Skills                            |    |    |     |                 |       |
| <b>Total Marks</b> |   |    |    |     |                 |       |
| <b>Grading</b>     |   |    |    |     |                 |       |
| <b>Signatures</b>  |   |    |    |     |                 |       |

10.

|                                 |       |                    |          |            |
|---------------------------------|-------|--------------------|----------|------------|
| <b>Fitness for Coach Duties</b> | IO    | Specially Suitable | Suitable | Unsuitable |
|                                 | RO    | Specially Suitable | Suitable | Unsuitable |
|                                 | SRO   | Specially Suitable | Suitable | Unsuitable |
|                                 | NSRO  | Specially Suitable | Suitable | Unsuitable |
|                                 | AFSCB | Specially Suitable | Suitable | Unsuitable |

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Signature of Appraisee:.....

Service No.....

**PART IV (TO BE FILLED BY IO)**

11. **Remarks by IO**

Signature\_\_\_\_\_Rank\_\_\_\_\_Name\_\_\_\_\_Service No.\_\_\_\_\_  
Appointment\_\_\_\_\_Unit\_\_\_\_\_Date\_\_\_\_\_

**PART V (TO BE FILLED BY RO)**

12. **Remarks by RO**

Signature\_\_\_\_\_Rank\_\_\_\_\_Name\_\_\_\_\_Service No.\_\_\_\_\_  
Appointment\_\_\_\_\_Unit\_\_\_\_\_Date\_\_\_\_\_

**PART VI (TO BE FILLED BY SRO)**

13. **Remarks by SRO**

Signature\_\_\_\_\_Rank\_\_\_\_\_Name\_\_\_\_\_Service No.\_\_\_\_\_  
Appointment\_\_\_\_\_Unit\_\_\_\_\_Date\_\_\_\_\_

**PART VII (MAY BE FILLED BY NSRO)**

14. **Remarks by Next Senior Reviewing Officer (Optional)**

Signature\_\_\_\_\_Rank\_\_\_\_\_Name\_\_\_\_\_Service No.\_\_\_\_\_  
Appointment\_\_\_\_\_Unit\_\_\_\_\_Date\_\_\_\_\_

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Signature of Appraisee:.....

Service No.....

**PART VIII (TO BE FILLED BY AIR FORCE SPORTS CONTROL BOARD)**

15. **Remarks by AFSCB**

Signature\_\_\_\_\_Rank\_\_\_\_\_Name\_\_\_\_\_Service No.\_\_\_\_\_  
Appointment\_\_\_\_\_Unit\_\_\_\_\_Date\_\_\_\_\_

**PART IX**

16. **Remarks by Air HQ (As applicable)**  
(In case of Adverse Report. Refers to para 63 of AFO \_\_\_\_/10)

Signature\_\_\_\_\_Rank\_\_\_\_\_Name\_\_\_\_\_Service No.\_\_\_\_\_  
Appointment\_\_\_\_\_Unit\_\_\_\_\_Date\_\_\_\_\_

**PART X**  
**(FOR OFFICIAL USE AT AFRO)**

Total Marks :  Grading :

Scrutiny by Checker (Sig):\_\_\_\_\_Date\_\_\_\_\_

Ser No., Rank & Name\_\_\_\_\_

Sig of Data Entry Opr : \_\_\_\_\_Date\_\_\_\_\_

Ser No., Rank & Name\_\_\_\_\_

Sig of Verifier : \_\_\_\_\_Date\_\_\_\_\_

Ser No., Rank & Name\_\_\_\_\_



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**Appendix K**

(Refers to para 38 & 64 of  
AFO 19/11)

**TRANSIT COVER AND INSTRUCTIONS FOR COMPLETION OF  
APPRAISAL REPORTS IN RESPECT OF SGTs & BELOW WITH  
NINE YEARS AND ABOVE SERVICE (AR-S & AR-S\*)**

**GENERAL**

1. The purpose of these instructions is to provide the appraisee and the appraiser with a convenient aide-memorie for use when completing the Appraisal Report of Sgts & below with nine years and above service. Appraisee / appraiser filling any part of the report must read the relevant instructions before filling the report. It has been sequenced in order to maintain the continuity in filling the information in the AR form.

**INSTRUCTIONS FOR THE APPRAISEE**

2. The Appraisal Report (S) is to be raised in respect of all Sgts & below with nine years and above service held on the posted strength of a unit as on 01 Apr. In case a Sgt is promoted to the rank of JWO on or before 01 Jul, report is to be initiated on AR-W/ AR-W\*. In case of sportsmen and coaches representing Air Force and above level, AR-S\* is to be raised.

3. The AR form is to be printed on both sides of paper.

**Period of Report and Occasion**

4. The period of report for all Sgt and below with nine years and above service as on 31 Aug is 01 Sep to 31 Aug annually. In case appraisee is posted out and the reporting date to new unit is on or after 02 Apr (TORS) after availing joining time / leave etc, the period of report will be from 01 Sep to the day prior to TORS at new unit and occasion will be **On Posting**. This report is to be raised at despatching unit.

5. In case appraisee is posted out and the reporting date to new unit is on or before 01 Apr, the period of report will be 01 Sep to 31 Aug and occasion will be **Annual**. The report in this case will be raised at new unit of the appraisee.

6. On discharge provided it takes place on or after 02 Apr, the period of report will be 01 Sep to the day prior to Date of Discharge and occasion will be '**On Discharge**'.

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7. A cross mark (X) is to be made in the appropriate box against the occasion for the report as per following :-

- (a) Annual
- (b) On Posting
- (c) On Posting / Retirement of IO
- (d) On Discharge
- (e) Special

**Part I – Personal Data**

8. The personal particulars at para 1 to 3 are to be completed by appraisee by typing or in own handwriting as per the following details:-

- (a) Full name in Block capitals.
- (b) Rank & Trade is to be written in standard abbreviated form. Both Substantive and Acting ranks held are to be written along with the respective dates in DD MON YY format (eg. 02 Oct 09). The date at all the places in the form is to be mentioned in DD MON YY format.
- (c) Commendations are to be written in abbreviated form followed by month and year of the award (e.g. CAS: Oct 99 / VCAS: Oct 09). In addition to standard abbreviations the following abbreviations for Honours and Awards are to be used :-

| SI No | Commendations  | To be written as |
|-------|--|------------------|
| (i)   | Chief of Air Staff   | CAS              |
| (ii)  | Chief of Army Staff  | COAS             |
| (iii) | Chief of Naval Staff   | CNS              |
| (iv)  | Vice Chief of Air Staff  | VCAS             |
| (v)   | Air Officer Commanding in Chief / Commander in Chief SFC / ANC | C-in-C           |
| (vi)  | Chief of Integrated Staff Committee                            | CISC             |

- (d) Name of Unit / Command should be written in abbreviated form eg. 26 ED, AF/ HQ WAC, IAF etc.
- (e) In date of posting column, TORS date should be mentioned.
- (f) Marital status should be clearly mentioned as Married / Single / Widower / Divorcee.
- (g) Higher Education Qualification to be written as MA / B Sc / BA / Intermediate / Matric etc.

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(h) Service courses undergone during past 7 years only are to be mentioned with month & year of completion e.g. MCF IL-76 - Oct 99. **However, computer courses are to be mentioned irrespective of date undergone.**

9. **The appraisee is to sign below para 3 of AR form and also on top of each page of the report mentioning his service number.**

10. The medical details are to be completed by SMO / MO of Wg / Stn / Unit mentioning requisite details at para 4 of AR form.

### INSTRUCTIONS FOR ADJUTANT

#### Part II

11. Adjutant is to ensure the correctness of details filled by appraisee and completion of para 4 by Medical Officer. He is to award assessment of character and general behaviour at para 5 in the following terms only as per the guidelines given at Para 44 to 50 of this AFO:-

- (a) 'Very Good' to be written as 'V'.
- (b) 'Very Good\*' to be written as 'S'.
- (c) 'Good' to be written as 'G'.
- (d) 'Fair' to be written as 'F'.
- (e) 'Indifferent' to be written as 'I'.
- (f) 'Bad' to be written as 'B'.

12. At para 6, the number of Red / Black ink entries awarded during the assessment year only are to be mentioned.

13. At para 7, skill level and year of passing skill level are to be mentioned. The Adjt should sign at appropriate place after completion of para 5, 6 and 7.

### INSTRUCTIONS APPLICABLE TO ALL APPRAISERS

#### General

14. From the time the entries are made at Part I of the Form, the report is to be treated as 'Confidential' at all stages of completion and transit.

15. The appraisal report will be a record of the appraisee's ability and performance. AR is an extremely important document which forms the basis for assessing the training and development needs of the appraisee and for determining his suitability for promotion, placements, courses, deputation, extension of service etc. It is a matter of vital importance to

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the organisation as well as the appraisee on whom the report is raised. It is therefore emphasised that the report be completed with utmost care and attention and in an objective and unbiased manner.

16. To do justice to this task, the appraiser should undertake this exercise when he is free from the pressures of routine work and strains / stress, and can devote undivided attention to the evaluation of appraisee's performance.

17. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee with regard to his performance, conduct, behaviour and potential, keeping in mind the distinction between what is fact and what is opinion.

18. Assessment should be confined to the appraisee's performance during the period of report only. Incidents and happenings outside the period of report should not influence the appraisers while making the assessment.

19. Duties entrusted to the air warriors of same rank and trade may be more exacting than others. The degree of stress and strain of any duties may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.

20. The standard against which an appraisee is to be evaluated upon in different attributes is provided in the graded description of attributes at the end of this Transit Cover. An appraisee's performance / behaviour should be appraised against the prescribed standard and then recorded in the report. For each trait the grading has been divided into four / five boxes. To grade, the first task should be to narrow down the appraisee's performance to a box. Thereafter, to decide between the higher or lower grading within the box, analyse whether the appraisee has demonstrated a particular performance 'often' or 'seldom'. If 'often', give the higher grading and if 'seldom', give the lower grading.

21. Once the evaluation has been made in each attribute, it is suggested that the Appraisal Report be set aside for a day or so, after which the evaluation be reviewed. With the benefit of this '**second sober thought**' approach, the appraisers may re-assess some of their previous evaluation which in turn should result in a more accurate and objective appraisal.

22. The remarks should be written in a free and frank manner. This must match with the numerical grading given in para 9 of the report. Apparent anomalies between the assessments, recommendations and remarks are to be explained in the remarks column. Reviewing Officer should try to eliminate or explain any inconsistencies in earlier paragraphs of the report. Senior Reviewing Officer should endeavour to resolve any difference of opinion / evaluation between earlier reporting officers.

23. IO can not give Insufficient Knowledge (**IK**) report to a person being reported upon. An IO will not initiate an Appraisal Report unless the **appraisee has worked under him for at least three months**. Period spent on leave / T/D by IO or appraisee is to be counted for reckoning the period of three months. However, if the IO feels that due to his own absence or the absence of appraisee, he does not have sufficient knowledge about the performance of the individual, then he may delay the report till appraisee completes three months under IO. RO or SRO can write 'IK'. However, **both RO and SRO can not give 'IK' at the same time**

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as minimum two levels of assessment should be available. Giving IK report in any one / some attributes by RO / SRO is not acceptable.

24. The numerical grading for an attribute is to be given in whole numbers on nine point rating scale provided for this purpose. **Decimals or fractions will not be used in numerical grading.**

25. There should normally be no occasion to rewrite or change the marks. However, in exceptional circumstances, if rewriting by any of the reporting / reviewing officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Adverse Report

26. Adverse remarks / grading awarded by appraiser will be treated as Adverse Report. Such remarks may have adverse effect on an appraisee's career. An AR would become adverse under any one of the following conditions :-

(a) The grand total of all the attributes is less than 40 marks.

(b) In addition, any unqualified remark / comment made at para 11 / 12 / 13 / 14 of AR form which conveys clear negative trait can make an AR adverse although numerical gradings may not be as per sub para (a) above.

27. In case of adverse report, the action specified at para 62 of this AFO is to be taken.

## INSTRUCTIONS FOR INITIATING OFFICERS

28. The Initiating Officer will be the senior-most warranted officer in the chain of command who has direct and adequate knowledge of the appraisee and his work. In the absence of any warranted officer, the Officer IC Section will be the IO.

29. At the time of receiving AR(S / S\*) from the appraisee, IO will check that details at para 1 to 7 are filled correctly and the appraisee has signed on top of each page. In case appraisee refuses to fill and sign the Appraisal Report, the IO will endorse in **Red ink** 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM' on top of the first page and sign.

### Part III – Personal Assessment

30. The duties performed by the appraisee must be filled by the IO in the appropriate box provided at para 8.

31. In Part III (para 9) IO should award numerical grading between 1 to 9 in each attribute considering the performance of the appraisee after referring the guidelines given in Graded Description for attributes. Totalling of numerical grading should be mentioned at appropriate

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place at para 9. While awarding grading in each attribute, IO has to keep in view the real picture of appraisee for the period of report. The grading (eg HI EX / EX / AA / HA / AV etc) should be written according to the total marks awarded to the appraisee.

32. Fitness for instructional / coach duties (in case of sportsmen) be ticked (J) in appropriate column at Para 10.

### Part IV- Remarks by IO

33. Brief pen picture on job performance and personal characteristics of the appraisee is to be given by the IO at para 11 under remarks column. The remarks given in this column should commensurate with the numerical grading awarded at para 9. Care should be taken while writing the pen picture so as to ensure that no adverse comments are made which do not commensurate with the numerical gradings.

## INSTRUCTIONS TO REVIEWING OFFICERS

### Part V

34. The RO will satisfy himself that the report has been completed in accordance with the instructions for the appraisee and IO. The RO is to give his own numerical assessment on the nine point scale in all attributes at para 9 (a) to (l) and sign below the grading column. He will check assessments of the IO for inconsistencies and anomalies, if any, and eliminate and explain them in his narration. If the overall assessment by the IO is adverse which is not notified to the appraisee, the RO must inform the IO and arrange for the appraisee to be notified in writing. The remarks given at para 12 should commensurate with the numerical grading awarded in the respective attributes at para 9 (a) to (l).

35. Fitness for instructional / coach duties (in case of sportsmen) be ticked (J) in appropriate column at Para 10.

## INSTRUCTIONS TO SENIOR REVIEWING OFFICERS

### Part VI

36. The SRO will satisfy himself that the report has been completed in accordance with the instructions for the IO and RO. He is to check the assessment, recommendations and remarks of IO and RO for inconsistencies and anomalies, if any, and give his numerical grading in the column provided at Para 9 (a) to (l). **In reports assessed as 'Hi-EX', 'EX' and 'INF' all the columns provided will have to be mandatorily filled and signed below the grading column**, even if the SRO agrees with the assessment of the RO. In case there is a rectifiable weakness, which he considers as adverse, but not mentioned by the IO or RO, it is to be recorded by him and to be conveyed to the IO through the RO and arrange for appraisee to be formally notified as per the instructions given in AFO.

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37. Fitness for instructional/ coach duties (in case of sportsmen) be ticked (J) in appropriate column at Para 10.

**INSTRUCTIONS FOR NEXT SENIOR REVIEWING OFFICERS (OPTIONAL)**

**Part VII**

38. In case AOsC / Stn Cdrs are not the SRO, they may become the NSRO in the chain of command. **Filling up this column is not mandatory.** It is to be done at the discretion of AOC / Stn Cdr. NSRO column is applicable where AOC / Stn Cdr is at variance with SRO or desires to give additional inputs. In such cases he should mandatorily award numerical grading in all attributes at para 9 (a) to (l) and sign below the grading column in Part III. He should also complete the Part VII in such cases.

39. Fitness for instructional/ coach duties (in case of sportsmen) should be ticked (J) in appropriate column at Para 10.

**INSTRUCTIONS FOR AIR FORCE SPORTS CONTROL BOARD  
(FOR AR-S\* ONLY)**

40. In case of sportsmen / coaches, AR-S\* are to be forwarded to Air Force Sports Control Board for completion of Part VIII. Fitness for coach duties should be ticked (J) in appropriate column at Para 10. The completed AR is to be submitted by AFSCB to Air Force Record Office.

**INSTRUCTION FOR AIR HQs / COMMAND HQs**

41. The reports in respect of appraisees who have been adversely reported upon are to be processed through Air HQs (in case unit is directly under Air HQs) or respective Comd HQ. On receipt of Adverse AR from the unit, appropriate PSO at Air HQs / Comd HQ should scrutinise the report and its enclosures to check the correctness of the report and action taken by the unit as per para 62 of this AFO. The AR duly completed by Air HQ / Comd HQ is to be forwarded to AFRO (OIC CP Wing).

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GRADED DESCRIPTION OF ATTRIBUTES  
SGTs & BELOW WITH NINE YEARS AND ABOVE SERVICE (AR-S)

PERFORMANCE APPRAISAL

| <b>Factors of Assessment</b>     | <b><u>HI EXCEPTIONAL/</u><br/><u>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/</u><br/><u>AVERAGE</u><br/>6 - 5</b>   | <b><u>BELOW AVERAGE</u><br/>4- 3</b>  | <b><u>INFERIOR</u><br/>2 - 1</b>  |
|----------------------------------|--|--|--|---|---|
| Professional Knowledge           | Possesses excellent knowledge of his job and related function as well as in skills appropriate to his rank and trade. Keeps abreast of various developments in his field and constantly improves his knowledge. <b>Has been identified as USTAD / Skill 'A'.</b> | Possesses very good knowledge of his job and related functions as well as in skills appropriate to his rank and trade. Keen to learn and update his professional knowledge. <b>Has been able to achieve skill level 'B'.</b> | Possesses adequate knowledge of his job and related functions as well as in skills appropriate to his rank and trade. <b>Has been assessed as skill level 'C' / 'D'.</b> | Possesses inadequate knowledge of his job and related functions as well as in skills appropriate to his rank and trade.                                   | Possesses poor knowledge of his job and related functions as well as in skills appropriate to his rank and trade. Not interested improving his knowledge. |
| Trade Proficiency & Skill Levels | Is extremely skilful and applies the trade knowledge effectively. <b>Has been assessed as USTAD/Skill 'A'.</b> Uses his professional knowledge in any task efficiently and effectively. Ensures high skill level in performing a job.                            | Possesses adequate degree of skill and applies the trade knowledge well. <b>Achieved skill level 'B'</b> and shows good skill level in performing his job. Does use professional knowledge in assigned tasks adequately.     | Possesses just satisfactory knowledge and skill. <b>Achieved Skill level 'C' / 'D'.</b> Makes a reasonable attempt to apply knowledge and skill to his task.             | Possesses low skill abilities, unable to apply the trade knowledge in practice. Poor application of knowledge in work situations. Shoddy job performance. | A poor professional. Poor application of knowledge in work situations. Shows no motivation for personal/professional growth. Lacks supervisory capability |
| Work Output                      | Shows an exceptional degree of excellence in his work. Pays attention to details and strives to accomplish the task well in time, while adhering to work ethics.   | High quality output of work. Pays adequate attention to details and tries to accomplish the tasks within the constraints of time.  | Output is satisfactory. Pays adequate attention to details and work output. Makes an attempt to complete job within time.  | Quality of work is unacceptable. Capacity limited to accomplishing only ordinary level results. Always lags behind in any assigned task.                  | Fails to accomplish even the routine tasks despite constant reminders.  |

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| <b><u>Factors of Assessment</u></b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8  | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3  | <b><u>INFERIOR</u></b><br>2 - 1  |
|-------------------------------------|---|--|--|--|--|
| Team Work                           | Invaluable member in any team. A thorough team man whose advice and judgement are always sought and respected. His cooperative nature ensures that he is welcome in any job related group activity. | Performs adequately well as a member of a team. Generally helpful and co-operative. Is a team man, who always does his bit. Cooperates in job related group activity and can be put in any group.      | Generally accepted as a member of the team and tries to extend cooperation in job related group activities. Displays average performance as part of a group. | Find difficulties to perform as a team member in group activities. Does not strive much for the group functioning.   | Is non-cooperative and indifferent. His presence in a group may have a demoralising effect on others. Due to his non cooperative attitude cannot perform constructively in any job related group activity. |
| Responsibility                      | Always keen to undertake the task with dedication and commitment Capable of performing independently. Does not shy away from responsibility, extremely trustworthy.                                 | Willingly accepts responsibilities and undertake the tasks as and when entrusted. However, requires supervision occasionally   | Generally accepts responsibility. Can accomplish all normal and routine tasks. Requires occasional reminding.  | Requires constant supervision while working. He generally avoids accepting responsibility and cannot be given tasks independently.                               | Is unreliable and needs constant supervision. Always evades responsibilities. Tries to find excuses to avoid responsibilities. Is always complaining of workload. Requires constant supervision.           |
| Drive & Determination               | Demonstrates whole hearted application to complete the task. Can withstand prolonged stress related activities. Always strives to finish the task at hand irrespective of longer duration involved. | Occasionally needs some encouragement when undertaking task. Can take a reasonable amount of stress. Usually puts in adequate efforts to ensure task completion even if stretches for longer duration. | Needs encouragement while undertaking tasks. Has to be guided to take initiative. Puts in average efforts for completion of jobs.                            | Easily discouraged. Inclined to waver and give up under a little stress. Sometimes unwilling to put in additional efforts. Does not want to do a task at his own | Lack energy. Avoid prolonged duration activity. Always failed to complete the assigned task.   |

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| <b><u>Factors of Assessment</u></b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8   | <b><u>ABOVE AVERAGE</u></b><br>7   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5  | <b><u>BELOW AVERAGE</u></b><br>4- 3   | <b><u>INFERIOR</u></b><br>2 - 1  |
|-------------------------------------|--|--|---|---|--|
| Utilisation of Resources            | Never mis-utilises service resources. Manages eqpt effectively and efficiently. Understands thoroughly the value of the resources given to him. Takes great care of service items given to him for any task. Uses tools/eqpt given to him effectively and efficiently. | Does not misuse service resources. Take adequate care of service eqpt. Uses resources appropriately. Usually handles service items given to him with care.             | Tries to take care of equipment and resources and puts in efforts to use them appropriately. Does not mis-utilise service equipment.  | Generally does not take care of equipment and resources. Reluctant to maintain service equipments and resources.                              | Careless about service resources. Requires to be told at times not to mis-utilise them. Does not bother to handle service items with care. Has a problem with managing his eqpt. |
| Care & Guidance of Subordinates     | Sensitive and considerate to the needs of juniors. Goes out of his way to cater for their welfare. Shows keenness in training/developing work skills of subordinates. Provides guidance and encouragement.   | Does concern himself with the needs of his juniors. Usually does look after their welfare. Devote adequate time in training and developing work skills of subordinates | Has concern for his subordinates needs and guides them in a routine manner. Needs to be told to put in effort to develop skills of subordinates. Tries to look after their welfare. | Feels satisfied by giving minimum assistance to juniors. Takes little interest in training his subordinates of developing their skill levels. | Subordinates feel demoralized and demotivated when working under him. Allows low priority to the welfare of his subordinates.  |

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**PERSONAL ATTRIBUTES**

| <b><u>Factors of Assessment</u></b>                         | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u></b><br>9-8  | <b><u>ABOVE AVERAGE</u></b><br>7  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u></b><br>6 - 5   | <b><u>BELOW AVERAGE</u></b><br>4- 3  | <b><u>INFERIOR</u></b><br>2 - 1  |
|---|---|---|--|--|--|
| Turnout, Bearing, Discipline and Attitude to Military Life. | Turnout, drill and bearing are good. Is highly disciplined. Takes pride in being a military man. Conducts himself very well at all times. The airman is physically fit, neat and trim. Has a positive and healthy attitude towards the service way of life. He takes any drawbacks in his stride and does not allow it to affect him. | Turnout drill and bearing are satisfactory. Is disciplined. Conducts himself in a satisfactory manner at all times. He is quite positive towards the service way of life. He usually takes all the drawbacks into his stride and makes an effort to balance it in his professional and personal life. | Turnout, Drill and bearing are just satisfactory. Reasonably disciplined. Conducts himself in a satisfactory manner of all times. He does maintain his fitness. He usually takes all the drawbacks in his strides with a little help. Makes a satisfactory effort to balance personal and professional life. | Does not pay sufficient attention to his bearing and turn out. Poor display of military qualities. Lose balance under stress. Likely to show tiredness and fatigue under pressure. Physical stamina just adequate. | Turn out, drill and bearing are unsatisfactory. In disciplined. Military bearing is unsatisfactory. Tends to be brusque/ rude in his mannerisms. Does not pay adequate attention to his fitness. Cannot accept any drawbacks, allows them to affect him personally and professionally. |
| Honesty and Integrity.                                      | Displays high sense of honesty in his dealing. Always offers correct information and objective advice. Is extremely sincere and upright. Manages his personal affairs commendably.  | Generally displays a high sense of honesty and offers correct information and fair advice. Sincere and upright in his approach. Manages his personal affairs well.  | Honest in his dealings. Usually offers fair advice to his superiors and provides correct information. Needs to be told to manage his personal affairs  | Occasionally becomes dishonest in his dealing when tries to make shortcuts. At times apt to give incorrect information/opinion knowingly.  | Cannot be trusted to give correct information at all times. May show bias in his dealings. Does not have adequate control over his personal affairs.   |
| Communication Skills  | Excels in effective communication with credibility and confidence. Is able to express himself clearly at all times. Does not get confused in explaining any matter. In addition to verbal communication has a good writing skill also.  | Satisfactory ability to communicate with superiors and subordinates. Can do a fair job of expressing himself. Usually does not get confused while explaining any matter. Has an adequate writing skill.   | Usually communicates in a fair manner with superior and subordinates. Has just satisfactory skill in expressing himself both in writing and verbally.  | At times find difficulty to communicates his ideas. Does not make a good impact on listeners. Has below average skill in expressing himself both in writing and verbally.  | Unable to convey his ideas. Lacks expression. Makes a poor impact on listeners.  |

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**GRADED DESCRIPTION OF ATTRIBUTES : SGTs & BELOW WITH 09 YEARS AND ABOVE SERVICE (SPORTSMEN/ COACHES)**  
**(AR-S\*)**

**PERFORMANCE APPRAISAL**

| <b>Factors of Assessment</b>                               | <b><u>HI EXCEPTIONAL/ EXCEPTIONAL</u></b><br><b>9-8</b>  | <b><u>ABOVE AVERAGE</u></b><br><b>7</b>  | <b><u>HIGH AVERAGE/ AVERAGE</u></b><br><b>6 - 5</b>   | <b><u>BELOW AVERAGE</u></b><br><b>4- 3</b>                                   | <b><u>INFERIOR</u></b><br><b>2 - 1</b>   |
|--|--|--|---|--|--|
| Performance/Participation Level of Achievement in the Year | <b><u>High Exceptional</u></b><br>-Sportsmen who form part of the Services/National Teams or have won medal in the Inter-Services championship.<br>-AF Coaches selected as Coaches of Services/National Teams or Coaches of AF sportsman/teams winning medals in the Inter-Services Championships.<br><b><u>Exceptional</u></b><br>-Sportsmen representing AF in the Inter-Services Championships.<br>-AF Coaches posted at AF/Command Nodal Centres under SS Code | -Coaches and Sportsmen representing Command in the AF Championships.   | <b><u>High Average</u></b><br>-Station/Unit level sportsmen participating in Command championships.<br>-Sportsmen participating in Command Level championships should not be assessed Average or below. | --   | --   |
| Knowledge / Skill of the Game                              | Possesses exceptional theoretical/practical knowledge appropriate to period of his association with sports. Always keeps himself abreast of day-to-day scientific and technical developments in his sports. Maintains an updated National/International track record in his field of sports.   | Possesses adequate theoretical/ practical knowledge in his sports discipline and keeps an updated track record in his field of sports. | Possesses sound theoretical/practical knowledge in his sports and aware of the techniques/tactics applied by coaches/ players in the country.   | --   | --   |
| Physical Fitness / Endurance                               | Extremely fit, both mentally and physically and always willing to accept challenges. His passion and aggression inspires his team-mates to show their best.  | With a high degree of physical and mental toughness, he always injects a challenging spirit amongst team members.                      | Maintains a standard physical fitness, cheerful, willing to deliver when situation demands.   | Prone to injury, never remains 100% physically fit, performs under pressure. | Very often remains medically unfit. Withdraws himself when his contribution is required. |

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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>  | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|---|--|--|---|--|
| Team Spirit                  | An excellent performer and an invaluable member in the team. A thorough team man whose advice and judgement are always sought and respected. Because of his ability and cooperative nature he is welcome to give any advice in the interest of the game. He always places the team interest above self. | Performs adequately well as a member of the team. Generally helpful and cooperative. Is a team man who always cooperates in team activity and shares the responsibilities. | An average performer generally accepted as member of the team and tries to extend cooperation team activities.   | His contribution to the team is minimum. Reluctant to participate in team strategy or game plan. Less cooperative with team-mates.                | Is non-cooperative and indifferent. His presence in the team may have a negative effect on others. Due to non-cooperative attitude cannot perform constructively in the team activity.                         |
| Responsibility               | Volunteers to accept responsibilities. With dedication, sincerity and hard work achieves the goal. Capable of performing independently. Does not shy away from responsibility.  | Accepts the responsibilities willingly and tries his best to achieve the task with help of others.   | Generally accepts responsibility and is reliable in achieving the task. Requires others help and supervision occasionally.   | Has just average sense of responsibility and requires constant supervision. He accepts responsibility but cannot be given the task independently. | Is unreliable, unsure and needs constant supervision. Always evades responsibility and tries to find excuses. Always complains of workload. Requires constant supervision.                                     |
| Drive & Determination        | Demonstrates extraordinary will power and wholehearted application to achieving goal despite unfavourable circumstances. Can withstand prolonged stress.  | Possesses fair amount of perseverance in achieving goal either individually or as a team member. Never gives up unless extremely pressurized.                              | Displays just adequate perseverance to attain set goal. Can withstand occasional stress. Usually puts in adequate efforts to ensure task completion even if stretches for longer duration. | Needs encouragement while undertaking tasks. Has to be guided to take initiative. Puts in average efforts for completion of jobs.                 | Lacks energy. Easily discouraged. Inclined to waver and give up under a little stress. Lacks the will to put in additional efforts. Avoids prolonged duration activity. Does not want to do a task on his own. |

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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/</u><br/><u>EXCEPTIONAL</u><br/>9-8</b>  | <b><u>ABOVE AVERAGE</u><br/>7</b>   | <b><u>HIGH AVERAGE/</u><br/><u>AVERAGE</u><br/>6 - 5</b>   | <b><u>BELOW AVERAGE</u><br/>4- 3</b>  | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|---|---|--|---|--|
| Organising Ability           | A logical and systematic planner. Shows adequate foresightedness. Ensures maximum result with optimum utilisation of resources.   | Normally anticipates work priorities and formulates workable plans. Makes good use of available resources.          | Systematic in planning routine and familiar task and situations of moderate complexity. Makes fair use of available resources. | Finds it difficult to plan even routine tasks/ activities. Foresight and sense of perspective is limited. Makes inadequate and unsystematic use of available resources. | Unable to plan even routine tasks and unable to make use of available resources. |
| Urge to Excel                | Is extremely passionate and hard working to give the best performance even under adverse on and off field situations. Avails the slightest opportunity that comes on his way and turns the result in his favour or in favour of his team. | Has a strong desire for good result by putting in his best efforts either in the individual event or in team event. | Has fair amount of desire for good result out of better performance individually or as a team member.                          | With a fair amount of effort put in by him can expect an average result   | Incapable of competing. Accepts defeat easily.                                   |

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**PERSONAL ATTRIBUTES**

| <b>Factors of Assessment</b>                    | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>   | <b><u>HIGH AVERAGE/ AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>   | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|---|---|---|--|--|--|
| Turnout, Bearing and Attitude to Military Life. | Turnout, drill and bearing are good. Is highly disciplined. Takes pride in being a military man. Conducts himself very well at all times. The airman is physically fit, neat and trim. Has a positive and healthy attitude towards the service way of life. He takes any drawbacks in his stride and does not allow it to affect him. | Turnout drill and bearing are satisfactory. Is disciplined. Conducts himself in a satisfactory manner at all times. He is quite positive towards the service way of life. He usually takes all the drawbacks into his stride and makes an effort to balance it is his professional and personal life. | Turnout, Drill and bearing are just satisfactory. Reasonably disciplined. Conducts himself in a satisfactory manner of all times. He does maintain his fitness. He usually takes all the drawbacks in his strides with a little help. Makes a satisfactory effort to balance personal and professional life. | Does not pay sufficient attention to his bearing and turn out. Poor display of military qualities. Lose balance under stress. Likely to show tiredness and fatigue under pressure. Physical stamina just adequate. | Turn out, drill and bearing are unsatisfactory. Indisciplined. Military bearing is unsatisfactory. Tends to be brusque/rude in his mannerisms. Does not pay adequate attention to his fitness. Cannot accept any drawbacks, allows them to affect him personally and professionally. |
| Honesty and Integrity.                          | Displays high sense of honesty in his dealing. Always offers correct information and objective advice. Is extremely sincere and upright. Manages his personal affairs commendably.  | Generally displays a high sense of honesty and offers correct information and fair advice. Sincere and upright in his approach. Manages his personal affairs well.  | Honest in his dealings. Usually offers fair advice to his superiors and provides correct information. Needs to be told to manage his personal affairs  | Occasionally becomes dishonest in his dealing when tries to make shortcuts. At times apt to give incorrect information/opinion knowingly.  | Cannot be trusted to give correct information at all times. May show bias in his dealings. Does not have adequate control over his personal affairs.   |
| Communication Skills                            | Excels in effective communication with credibility and confidence. Is able to express himself clearly at all times. Does not get confused in explaining any matter. In addition to verbal communication has a good writing skill also.  | Satisfactory ability to communicate with superiors and subordinates. Can do a fair job of expressing himself. Usually does not get confused while explaining any matter. Has an adequate writing skill.   | Usually communicates in a fair manner with superior and subordinates. Has just satisfactory skill in expressing himself both in writing and verbally.  | At times find difficulty to communicate his ideas. Does not make a good impact on listeners. Has below average skill in expressing himself both in writing and verbally.   | Unable to convey his ideas. Lacks expression. Makes a poor impact on listeners.  |

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**Appendix L**  
(Refers to para 60  
of AFO 19/11)

**EXECUTIVE REPORT PROFORMA OTHER THAN SPORTSMEN / COACHES  
SGTs & BELOW WITH NINE YEARS AND ABOVE SERVICE (AR-S)**

Ser No.....Rank.....Name.....Trade.....

Parent Unit ..... Unit / Formation where attached.....

Period of attachment - From ..... To .....

|   |  |
|---|--|
| <p><b><u>PERFORMANCE APPRAISAL</u></b></p> <p>Under this heading mention the job performance by the airman. The professional knowledge, teamwork and special achievements of the airman are to be recorded in this paragraph. Jobs not performed satisfactorily should also be mentioned.</p> |  |
| <p><b><u>PERSONAL ATTRIBUTES</u></b></p> <p>Under this heading provide a brief sketch of the airman's turnout, bearing and discipline, honesty &amp; integrity and also communication skills.</p>   |  |

Signature of Officer.....  
Raising Executive Report  
Rank .....  
Name .....  
Appointment .....  
Unit .....

Date :

**Remarks by AOC / Stn Cdr / CO**

Date :

AOC / Stn Cdr / CO



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**Appendix M**  
(Refers to para 60 of  
AFO 19/11)

**EXECUTIVE REPORT PROFORMA : SPORTSMEN / COACHES**  
**SGTs & BELOW WITH NINE YEARS AND ABOVE SERVICE**  
**(AR-S\*)**

Ser No.....Rank.....Name.....Trade.....

Parent Unit ..... Unit / Formation where attached.....

Period of attachment - From ..... To .....

|  |  |
|--|--|
| <p><b><u>PERFORMANCE APPRAISAL</u></b></p> <p>Under this heading mention the job performance / participation level of achievement during the year. The physical fitness, team spirit and organising ability of airman are to be recorded in this paragraph. Any lack of interest shown during sports activity should also be mentioned</p> |  |
| <p><b><u>PERSONAL ATTRIBUTES</u></b></p> <p>Under this heading provide a brief sketch of the airman's turnout, bearing and discipline, honesty &amp; integrity and also communication skills.</p>  |  |

Signature of Officer.....

Raising Executive Report

Rank .....

Name .....

Appointment .....

Unit .....

Date :

**Remarks by AOC / Stn Cdr / CO**

Date :

AOC / Stn Cdr / CO

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**Appendix N**

(Refers to para 62,64,100 & 102  
AFO 19/11)

**ADVERSE REPORT : AIRMEN (SGTs & BELOW)**

**PART - I**

1. Certified that the under mentioned airman has been adversely reported upon in Appraisal Report for the year \_\_\_\_\_.

| <b>Service Number</b> | <b>Rank</b> | <b>Name &amp; Initials</b> | <b>Trade</b> |
|-----------------------|-------------|----------------------------|--------------|
|                       |             |                            |              |

2. I have interviewed the airman and explained the reasons to him in writing for adverse report with a view to enable him to improve.

3. The airman was issued with requisite warnings on \_\_\_\_\_ (Copies attached).

Date:

AOC / Stn Cdr / CO

**PART - II**

4. I \_\_\_\_\_ have been informed in writing that I have been adversely reported upon in AR for the year \_\_\_\_\_ along with the reasons for the same.

Date:

Signature & Particulars of Airman



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Signature of Appraiser \_\_\_\_\_

Service No \_\_\_\_\_

**PART III**

8. Duties Employed on \_\_\_\_\_ ( To be filled by IO)

|                                     |      |                    |          |            |
|-------------------------------------|------|--------------------|----------|------------|
| 9. Fitness for Instructional duties | IO   | Specially Suitable | Suitable | Unsuitable |
|                                     | RO   | Specially Suitable | Suitable | Unsuitable |
|                                     | SRO  | Specially Suitable | Suitable | Unsuitable |
|                                     | NSRO | Specially Suitable | Suitable | Unsuitable |

10. **AWARD OF ASSESSMENT MARKS & GRADING**

- Give numerical grading between 1 to 9
- No decimal / fractional grading is to be awarded

| <b><u>PERFORMANCE APPRAISAL</u></b> | <b><u>IO</u></b> | <b><u>RO</u></b> | <b><u>SRO</u></b> | <b><u>NSRO</u></b> |
|-------------------------------------|------------------|------------------|-------------------|--------------------|
| (a) Professional Knowledge          |                  |                  |                   |                    |
| (b) Trade Proficiency & Skill Level |                  |                  |                   |                    |
| (c) Learning Aptitude               |                  |                  |                   |                    |
| (d) Dependability                   |                  |                  |                   |                    |
| (e) Work Output                     |                  |                  |                   |                    |
| (f) Team Work                       |                  |                  |                   |                    |
| (g) Sense of Duty                   |                  |                  |                   |                    |
| (h) Drive & Determination           |                  |                  |                   |                    |
| <b><u>PERSONAL ATTRIBUTES</u></b>   |                  |                  |                   |                    |
| (j) Turnout, Bearing & Discipline   |                  |                  |                   |                    |
| (k) Honesty & Integrity             |                  |                  |                   |                    |
| (l) Communication Skills            |                  |                  |                   |                    |
| Total Marks                         |                  |                  |                   |                    |
| Grading                             |                  |                  |                   |                    |
| Signatures                          |                  |                  |                   |                    |
| Name                                |                  |                  |                   |                    |
| Rank                                |                  |                  |                   |                    |
| Service No.                         |                  |                  |                   |                    |
| Appointment                         |                  |                  |                   |                    |
| Date                                |                  |                  |                   |                    |

**PART IV (FOR OFFICIAL USE AT AFRO)**

Total Marks :  Grading :

Scrutiny by Checker (Sig): \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Data Entry Opr : \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Verifier: \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

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**CONFIDENTIAL**  
(WHEN FILLED)

**Appendix AB**  
(Refers to para 76 & 96 of  
AFO19/11)

**IAFF (P) 12 (AR – C\*)**

**APPRAISAL REPORT : CPL & BELOW WITH LESS THAN NINE YEARS OF SERVICE**  
**(FOR SPORTSMEN / COACHES)**

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  On Posting/Retirement of IO  On Discharge  Special

**PART I - PERSONAL DATA**

|   |  |                    |   |
|---|--|--------------------|---|
| 1. (a) Full Name (in BLOCK CAPITAL letters) |  |                    | (e) Decoration(s)/<br>Commendations (with year) |
| (b) Service Check<br>Number Suffix          | (c) Rank Date<br>Actg .....<br>Sub ..... | (d) Trade          |   |
| 2.(a) Date of Birth                         | (b) Date of Enrolment                    | (c) Date RE Expiry | (d) Parent Unit & Code                          |
| (e) Command                                 | (f) Date of Posting<br>(TORS)            | (g) Marital Status | (h) Edn Qualification (if POR<br>taken)         |

**QUALIFICATIONS / COURSES UNDERGONE**

|   |             |  |
|---|-------------|--|
| 3. (a) <b><u>Service Courses</u></b> <b><u>Date Completed</u></b> | (i) .....   | (b) <b><u>Computer Literacy Level</u></b> : Advance <input type="checkbox"/> Basic <input type="checkbox"/> Nil <input type="checkbox"/> |
|   | (ii) .....  |  |
|   | (iii) ..... |  |
|   | (iv) .....  |  |
|   | (v) .....   |  |
|   |             | (i) <b><u>Service Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b>  |
|   |             | (aa) ..... Yes/No  |
|   |             | (ab) ..... Yes/No  |
|   |             | (ii) <b><u>Civil Courses Undergone</u></b> <b><u>Date Gained</u></b> <b><u>POR Taken</u></b>   |
|   |             | (aa) ..... Yes/No  |
|   |             | (ab) ..... Yes/No  |

Signature of Appraisee ..... Date .....

**PART II – DETAILS OF MEDICAL / CHARACTER / PUNISHMENT ENTRIES / SKILL LEVEL**

|   |   |                          |
|---|---|--------------------------|
| 4. (a) Med Cat -<br>(b) Height -<br>(c) Weight -<br>(d) Obesity Grade - | 5. Assessment of Character & General Behaviour -<br>(To be written as V / S / G / F / I / B)  | <input type="checkbox"/> |
|   | 6. Punishment (s) awarded during assessment year:-<br>(a) Red Ink Entries <input type="checkbox"/> (b) Black Ink Entries <input type="checkbox"/> | <input type="checkbox"/> |
|   | 7. <b><u>Skill Level</u></b>  |                          |
|   | (a) Skill Level Grade -<br>(Write appropriate skill level<br>i.e. Ustad / A / B / C / D or E)<br>(b) Year of Passing -                            |                          |
| Date :                      Sig of Med Offr                             | Date :                      Sig of Adj  |                          |

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Signature of Appraiser \_\_\_\_\_

Service No \_\_\_\_\_

**PART III**

8. Name of Event/Sports \_\_\_\_\_ (To be filled by IO)

|                             |       |                    |          |            |
|-----------------------------|-------|--------------------|----------|------------|
| 9. Fitness for Coach duties | IO    | Specially Suitable | Suitable | Unsuitable |
|                             | RO    | Specially Suitable | Suitable | Unsuitable |
|                             | SRO   | Specially Suitable | Suitable | Unsuitable |
|                             | NSRO  | Specially Suitable | Suitable | Unsuitable |
|                             | AFSCB | Specially Suitable | Suitable | Unsuitable |

10. **PERFORMANCE APPRAISAL :**

- Give numerical grading between 1 to 9
- No decimal / fractional grading is to be awarded

| <b><u>Factors of Assessment</u></b>                | <b><u>IO</u></b> | <b><u>RO</u></b> | <b><u>SRO</u></b> | <b><u>NSRO</u></b><br><b><u>(Optional)</u></b> | <b><u>AFSCB</u></b> |
|--|------------------|------------------|-------------------|--|---------------------|
| (a) Performance/Participation level of achievement |                  |                  |                   |  |                     |
| (b) Knowledge/skill of the game                    |                  |                  |                   |  |                     |
| (c) Physical Fitness/Endurance                     |                  |                  |                   |  |                     |
| (d) Team Spirit                                    |                  |                  |                   |  |                     |
| (e) Responsibility                                 |                  |                  |                   |  |                     |
| (f) Drive & Determination                          |                  |                  |                   |  |                     |
| (g) Organising Ability                             |                  |                  |                   |  |                     |
| (h) Urge to Excel                                  |                  |                  |                   |  |                     |
| (j) Turnout, Bearing and Attitude to Military Life |                  |                  |                   |  |                     |
| (k) Honesty and Integrity                          |                  |                  |                   |  |                     |
| (l) Communication Skills                           |                  |                  |                   |  |                     |
| <b>Total Marks</b>                                 |                  |                  |                   |  |                     |
| <b>Grading</b>                                     |                  |                  |                   |  |                     |
| <b>Signatures</b>                                  |                  |                  |                   |  |                     |
| <b>Name</b>  |                  |                  |                   |  |                     |
| <b>Rank</b>  |                  |                  |                   |  |                     |
| <b>Service No.</b>                                 |                  |                  |                   |  |                     |
| <b>Appointment</b>                                 |                  |                  |                   |  |                     |

**PART IV (FOR OFFICIAL USE AT AFRO)**

Total Marks :  Grading :

Scrutiny by Checker (Sig): \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Data Entry Opr : \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Verifier: \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

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**Appendix AC**  
(Refers para 78 & 102  
of AFO 19/11)

### **TRANSIT COVER AND INSTRUCTIONS FOR COMPLETION OF APPRAISAL REPORTS IN RESPECT OF CPLs & BELOW WITH LESS THAN NINE YEARS OF SERVICE (AR-C & AR-C\*)**

#### **GENERAL**

1. The purpose of these instructions is to provide the appraisee and the appraiser with a convenient aide-memorie for use when completing the Appraisal Report of Cpls & below less than nine years of service. Appraisee / appraiser filling any part of the report must read the relevant instructions before filling the report. It has been sequenced in order to maintain the continuity in filling the information in the AR form.

#### **INSTRUCTIONS FOR THE APPRAISEE**

2. The Appraisal Report (C) is to be raised in respect of all Cpls & below with less than nine years of service held on the posted strength of a unit as on 01 Jan. In case of sportsmen and coaches representing Air Force and above level, AR-C\* is to be raised. ). For air warriors completing nine years of service on or prior to 31 Aug of the year, AR-C / C\* as on 31 May is **NOT** to be raised. Instead AR-S/S\* will be raised covering the period upto 31 Aug.

3. The AR form is to be printed on both sides of paper.

#### **Period of Report and Occasion**

4. The period of report normally would be from 01 Jun to 31 May annually. In case appraisee is posted out and the reporting date to new unit is on or after 02 Jan (TORS) after availing joining time / leave etc, the period of report will be from 01 Jun to the day prior to TORS at new unit and occasion will be on posting. This report is to be raised at despatching unit.

5. In case appraisee is posted out and the reporting date to new unit is on or before 01 Jan, the period of report will be 01 Jun to 31 May and the occasion will be 'Annual'. The report in this case will be raised at new unit of the appraisee.

6. On discharge provided it takes place on or after 02 Jan, the period of report will be 01 Jun to the day prior to date of discharge and occasion will be 'On Discharge'.

7. Special transition clause as mentioned in para 139 (a), (b) and (c) of AFO is to be referred for clarification on AR period 2011-12.

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8. A cross mark (X) is to be made in the appropriate box against the occasion for the report as per following:-

- (a) Annual
- (b) On Posting
- (c) On Posting / Retirement of IO
- (d) On Discharge
- (e) Special

**Part I – Personal Data**

9. The personal particulars at para 1 to 2 are to be completed by appraisee by typing or in own handwriting as per the following details:-

- (a) Full name in Block capitals.
- (b) Rank & Trade to be written in standard abbreviated form. Rank is to be written alongwith date in DD MON YY format (e.g. 02 Oct 09). The date at all the places in the form is to be mentioned in DD MON YY format only.
- (c) Commendations are to be written in abbreviated form followed by month and year of the award (e.g. CAS: Oct 09 / VCAS: Oct 09). In addition to standard abbreviations the following abbreviations for Honours and Awards are to be used :-

| SI No | Commendations   | To be written as |
|-------|---|------------------|
| (i)   | Chief of Air Staff  | CAS              |
| (ii)  | Chief of Army Staff   | COAS             |
| (iii) | Chief of Naval Staff  | CNS              |
| (iv)  | Vice Chief of Air Staff   | VCAS             |
| (v)   | Air Officer Commanding in Chief /<br>Commander in Chief SFC / ANC | C-in-C           |
| (vi)  | Chief of Integrated Staff Committee                               | CISC             |

- (d) Name of Unit / Command should be written in abbreviated form eg. 26 ED, AF/ HQ WAC, IAF etc.
- (e) In date of posting column, TORS date should be mentioned.
- (f) Marital status should be clearly mentioned as 'Married' / 'Single' / 'Widower' / 'Divorcee'.
- (g) Higher Education Qualification to be written as MA / B Sc / BA / Intermediate / Matric etc.
- (h) Necessary tick mark (J ) should be made at appropriate box for computer literacy. Service courses undergone are to be mentioned with month and year of completion e.g. MCF IL-76 – Oct 99.

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10. The appraisee is to sign below para 3 of AR form and also on top of second page of the report mentioning his service number.

### **INSTRUCTIONS FOR ADJUTANT**

#### **Part II – Medical Details, Character and Skill Level**

11. The medical details are to be completed by SMO / MO of Wg / Stn / Unit mentioning requisite details at para 4 of AR form.

12. Adjutant is to ensure the correctness of details filled by appraisee. He is to award assessment of character and general behaviour at para 5 in the following terms only as per the guidelines given at para 85 to 91 of this AFO :-

- (a) 'Very Good' to be written as 'V'.
- (b) 'Very Good\*' to be written as 'S'.
- (c) 'Good' to be written as 'G'.
- (d) 'Fair' to be written as 'F'.
- (e) 'Indifferent' to be written as 'I'.
- (f) 'Bad' to be written as 'B'.

13. At para 6, the number of Red / Black ink entries awarded during the assessment year only are to be mentioned.

14. At para 7, skill level should be ticked ( J ) in appropriate column alongwith the year. The Adjt should sign at appropriate place after completion of para 5, 6 and 7.

### **INSTRUCTIONS APPLICABLE TO ALL APPRAISERS**

#### **General**

15. From the time the entries are made at Part I & II of the AR, the report is to be treated as 'Confidential' at all stages of completion and transit.

16. The Appraisal Report will be a record of the appraisee's ability and performance. The AR is an extremely important document which forms the basis for assessing the training and development needs of the appraisee and for determining his suitability for promotion, placements, courses, deputation, extension of service etc. It is a matter of vital importance to the organisation as well as the appraisee on whom the report is raised. It is therefore emphasised that the report be completed with utmost care and attention and in an objective and unbiased manner.

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17. To do justice to this task, the appraiser should undertake this exercise when he is free from the pressures of routine work and strains / stress, and can devote undivided attention to the evaluation of appraisee's performance.
18. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee with regard to his performance, conduct, behaviour and potential, keeping in mind the distinction between what is fact and what is opinion.
19. Assessment should be confined to the appraisee's performance during the period of report only. Incidents and happenings outside the period of report should not influence the appraisers while making the assessment.
20. Duties entrusted to the air warriors of same rank and trade may be more exacting than others. The degree of stress and strain of any duties may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.
21. The standard against which an appraisee is to be evaluated upon in different attributes is provided in the graded description of attributes at the end of this Transit Cover. An appraisee's performance / behaviour should be appraised against the prescribed standard and then recorded in the report. For each trait the grading has been divided into four / five boxes. To grade, the first task should be to narrow down the appraisee's performance to a box. Thereafter, to decide between the higher or lower grading within the box, analyse whether the appraisee has demonstrated a particular performance 'often' or 'seldom'. If 'often', give the higher grading and if 'seldom', give the lower grading.
22. Once the evaluation has been made in each attribute, it is suggested that the Appraisal Report be set aside for a day or so, after which the evaluation be reviewed. With the benefit of this '**second sober thought**' approach, the appraisers may re-assess some of their previous evaluation which in turn should result in a more accurate and objective appraisal.
23. IO can not give Insufficient Knowledge (**IK**) report to a person being reported upon. An IO will not initiate an Appraisal Report unless the **appraisee has worked under him for at least three months**. Period spent on leave / T/D by IO or appraisee is to be counted for reckoning the period of three months. However, if the IO feels that due to his own absence or the absence of appraisee, he does not have sufficient knowledge about the performance of the individual, then he may delay the report till appraisee completes three months under IO. RO or SRO can write 'IK'. However, **both RO and SRO can not give 'IK' at the same time** as minimum two levels of assessment should be available. Giving IK report in any one / some attributes by RO / SRO is not acceptable.
24. The numerical gradings between 1 to 9 in each attribute are to be awarded at para 10 (a) to (l), considering the performance of the appraisee. The guidelines given in Graded Description for the attributes may be referred before awarding gradings. The numerical grading is to be given in whole number. **Decimals or fractions will not be used in numerical grading.**
25. There should normally be no occasion to rewrite or change the marks. In exceptional circumstances, if rewriting by any of the reporting / reviewing officer becomes

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inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

### Adverse Report

26. In case the grand total of marks awarded by appraisers is less than 40, the report will be treated as adverse. Such report may have adverse effect on an appraisee's career.

27. In case of adverse report, the action specified at para 100 & 101 of this AFO is to be taken.

## INSTRUCTIONS FOR INITIATING OFFICERS

### Part III

28. The Initiating Officer will be the senior-most warranted officer in the chain of command who has direct and adequate knowledge of the appraisee and his work. In the absence of any warranted officer, the Officer IC Section will be the IO.

29. At the time of receiving AR(C / C\*) from the appraisee, IO will check that details at para 1, 2 and 3 are correctly filled by the appraisee, para 4 by Medical Officer and, 5, 6 and 7 by the Adj. In case appraisee refuses to fill and sign the Appraisal Report, the IO will endorse in **Red ink** 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM' on top of the first page and sign.

30. The duties performed by the appraisee must be filled by the IO in the appropriate box provided at para 8.

31. Fitness for instructional / coach duties (in case of sportsmen) is to be mentioned by IO at para 9 by striking whichever is not applicable.

32. At para 10 (Performance Appraisal), IO should award numerical gradings between 1 to 9 in each attribute considering the performance of the appraisee after referring the guidelines given in Graded Description for attributes. Totalling of numerical grading (ie column 10 (a) to (l)) and Grading (eg HI EX / EX / AA / HA / AV etc) should be mentioned at the place provided for this purpose. While awarding grading in each attribute, IO has to keep in view the real picture of appraisee for the period of report. The Grading awarded by IO should match with the total marks awarded to the appraisee. After completion of para 10, IO should sign at appropriate place with date.

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**INSTRUCTIONS TO REVIEWING OFFICER**

33. The RO will satisfy himself that the report has been completed in accordance with the instructions for the appraisee and IO. At para 10 (Performance Appraisal), RO should award numerical grading from 1 to 9 in each attribute considering the performance of the appraisee. He will check assessments of the IO for inconsistencies and anomalies, if any. If the overall assessment by the IO is adverse which is not notified to the appraisee, the RO must inform the IO and arrange for the appraisee to be notified in writing. After completion of para 10, RO should sign at appropriate place with date.

34. Fitness for the instructional / coach duties (in case of sportsmen) to be mentioned by RO at para 9 by striking whichever is not applicable.

**INSTRUCTIONS TO SENIOR REVIEWING OFFICER**

35. The SRO will satisfy himself that the report has been completed in accordance with the instructions for the IO and RO. He is to check the assessments of IO and RO for inconsistencies and anomalies, if any, and give his numerical grading between 1 to 9 in the column provided at para 10 (a) to (l). **In reports assessed as 'Hi-Ex, 'EX' and 'INF' all the columns provided will have to be mandatorily filled and signed below the grading column.** If the overall assessment by the IO / RO is adverse and not notified to the appraisee, the SRO must inform the RO / IO and arrange for the appraisee to be formally notified in writing.

36. Fitness for the instructional / coach duties (in case of sportsmen) to be mentioned by SRO at para 9 by striking whichever is not applicable.

**INSTRUCTIONS FOR NEXT SENIOR REVIEWING OFFICER (OPTIONAL)**

37. In case AOsC / Stn Cdrs are not the SRO, they may become the NSRO in the chain of command. **Filling up this column is not mandatory.** It is to be done at the discretion of AOC / Stn Cdr. NSRO column is applicable where AOC / Stn Cdr is at variance with SRO or desires to give additional inputs. In such cases he should mandatorily award numerical grading between 1 to 9 in all attributes at para 10 (a) to (l) and sign below the grading column in Part III.

38. Fitness for the instructional / coach duties (in case of sportsmen) to be mentioned by NSRO at para 9 by striking whichever is not applicable.

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**INSTRUCTIONS FOR AIR FORCE SPORTS CONTROL BOARD (FOR AR-C\* ONLY)**

39. In case of sportsmen / coaches, AR-C\* are to be forwarded to Air Force Sports Control Board for completion of appropriate columns of Part III. Fitness for the coach duties is to be mentioned at para 9 by striking whichever is not applicable. The completed AR is to be submitted by AFSCB to Air Force Record Office.

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**GRADED DESCRIPTION OF ATTRIBUTES : CPL & BELOW WITH LESS THAN NINE YEARS OF SERVICE**  
**(AR-C)**

**PERFORMANCE APPRAISAL**

| <b>Factors of Assessment</b>     | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>  | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>  | <b><u>INFERIOR</u><br/>2 - 1</b>  |
|----------------------------------|--|--|--|---|---|
| Professional Knowledge           | Possesses excellent knowledge of his job and related function as well as in skills appropriate to his rank and trade. Keeps abreast of various developments in his field and constantly improves his knowledge. <b>Has been identified as USTAD / Skill 'A'.</b> | Possesses very good knowledge of his job and related functions as well as in skills appropriate to his rank and trade. Keen to learn and update his professional knowledge. <b>Has been able to achieve skill level 'B'.</b> | Possesses adequate knowledge of his job and related functions as well as in skills appropriate to his rank and trade. <b>Has been assessed as skill level 'C' / 'D'.</b> | Possesses inadequate knowledge of his job and related functions as well as in skills appropriate to his rank and trade.                                   | Possesses poor knowledge of his job and related functions as well as in skills appropriate to his rank and trade. Not interested improving his knowledge. |
| Trade Proficiency & Skill Levels | Is extremely skilful and applies the trade knowledge effectively. <b>Has been assessed as USTAD/Skill 'A'.</b> Uses his professional knowledge in any task efficiently and effectively. Ensures high skill level in performing a job.                            | Possesses adequate degree of skill and applies the trade knowledge well. <b>Achieved skill level 'B'</b> and shows good skill level in performing his job. Does use professional knowledge in assigned tasks adequately.     | Possesses just satisfactory knowledge and skill. <b>Achieved Skill level 'C' / 'D'.</b> Makes a reasonable attempt to apply knowledge and skill to his task.             | Possesses low skill abilities, unable to apply the trade knowledge in practice. Poor application of knowledge in work situations. Shoddy job performance. | A poor professional. Poor application of knowledge in work situations. Shows no motivation for personal/professional growth. Lacks supervisory capability |
| Learning Aptitude                | A highly dedicated, shows keen interest to grow knowledge and learn new things and skills concerning his job.  | Dedicated to grow knowledge and learn new professional skills and applies for professional growth.   | Just dedicated to grow knowledge and learn new professional skills and applies for professional growth.  | Does not take initiative to grow knowledge and learn new professional skills.   | Unable to undermine his shortcomings and unwilling to learn/know even from own wrong doings.  |

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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>   | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|---|--|--|--|--|
| Dependability                | Consistently accomplishes desired results in time without supervision and reminding. Readily and willingly accepts additional tasks/duties/responsibilities.  | Makes an effort to accomplish the tasks in time to the best of his ability. Does not require reminders. Mostly accepts additional tasks/ duties/responsibilities.                                | Can accomplish all normal and routine tasks. Require occasional reminding.   | Generally not able to accomplish the tasks. Required frequent extra tasks/ duties/responsibilities.                                      | Fails to accomplish even the routine tasks despite constant reminders.   |
| Work Output                  | Shows an exceptional degree of excellence in his work. Pays attention to details and strives to accomplish the task well in time, while adhering to work ethics.                                    | High quality output of work. Pays adequate attention to details and tries to accomplish the tasks within the constraints of time.  | Output is satisfactory. Pays adequate attention to details and work output. Makes an attempt to complete job within time.                                    | Quality of work is unacceptable. Capacity limited to accomplishing only ordinary level results. Always lags behind in any assigned task. | Fails to accomplish even the routine tasks despite constant reminders.   |
| Team Work                    | Invaluable member in any team. A thorough team man whose advice and judgement are always sought and respected. His cooperative nature ensures that he is welcome in any job related group activity. | Performs adequately well as a member of a team. Generally helpful and co-operative. Is a team man who always does his bit. Cooperates in job related group activity and can be put in any group. | Generally accepted as a member of the team and tries to extend cooperation in job related group activities. Displays average performance as part of a group. | Find difficulties to perform as a team member in group activities. Does not strive much for the group functioning.                       | Is non-cooperative and indifferent. His presence in a group may have a demoralising effect on others. Due to his non cooperative attitude cannot perform constructively in any job related group activity. |
| Sense of duty                | Displays an extremely high sense of duty. Places service duty above all else at all times. Can anticipate the emerging situation and actively involve himself.                                      | Displays a high sense of duty. Takes precautions to fulfil emerging service duties without been told.  | Maintains a reasonable balance, between service duty and outside interests. Fairly good involvement in service duty.   | Sometimes includes placing self before duty and can not decide the required extent of self-involvement.                                  | Generally places self before service and lacks sense of duty.  |

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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>   | <b><u>BELOW AVERAGE</u><br/>4- 3</b>   | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|---|--|---|--|--|
| Drive & Determination        | Demonstrates whole hearted application to complete the task. Can withstand prolonged stress related activities. Always strives to finish the task at hand irrespective of longer duration involved. | Occasionally needs some encouragement when undertaking task. Can take a reasonable amount of stress. Usually puts in adequate efforts to ensure task completion even if stretches for longer duration. | Needs encouragement while undertaking tasks. Has to be guided to take initiative. Puts in average efforts for completion of jobs. | Easily discouraged. Inclined to waver and give up under a little stress. Sometimes unwilling to put in additional efforts. Does not want to do a task at his own | Lack energy. Avoid prolonged duration activity. Always failed to complete the assigned task. |

**PERSONAL ATTRIBUTES**

|   |   |   |  |  |   |
|---|---|---|--|--|---|
| Turnout, Bearing, Discipline and Attitude to Military Life. | Turnout, drill and bearing are good. Is highly disciplined. Takes pride in being a military man. Conducts himself very well at all times. The airman is physically fit, neat and trim. Has a positive and healthy attitude towards the service way of life. He takes any drawbacks in his stride and does not allow it to affect him. | Turnout drill and bearing are satisfactory. Is disciplined. Conducts himself in a satisfactory manner at all times. He is quite positive towards the service way of life. He usually takes all the drawbacks into his stride and makes an effort to balance it in his professional and personal life. | Turnout, Drill and bearing are just satisfactory. Reasonably disciplined. Conducts himself in a satisfactory manner of all times. He does maintain his fitness. He usually takes all the drawbacks in his strides with a little help. Makes a satisfactory effort to balance personal and professional life. | Does not pay sufficient attention to his bearing and turn out. Poor display of military qualities. Lose balance under stress. Likely to show tiredness and fatigue under pressure. Physical stamina just adequate. | Turn out, drill and bearing are unsatisfactory. In disciplined. Military bearing is unsatisfactory. Tends to be brusque/rude in his mannerisms. Does not pay adequate attention to his fitness. Cannot accept any drawbacks, allows them to affect him personally and professionally. |
|---|---|---|--|--|---|



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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>  | <b><u>ABOVE AVERAGE</u><br/>7</b>   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>   | <b><u>BELOW AVERAGE</u><br/>4- 3</b>   | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|--|---|---|--|--|
| Honesty and Integrity.       | Displays high sense of honesty in his dealing. Always offers correct information and objective advice. Is extremely sincere and upright. Manages his personal affairs commendably.   | Generally displays a high sense of honesty and offers correct information and fair advice. Sincere and upright in his approach. Manages his personal affairs well.                                      | Honest in his dealings. Usually offers fair advice to his superiors and provides correct information. Needs to be told to manage his personal affairs | Occasionally becomes dishonest in his dealing when tries to make shortcuts. At times apt to give incorrect information/opinion knowingly.                                | Cannot be trusted to give correct information at all times. May show bias in his dealings. Does not have adequate control over his personal affairs. |
| Communication Skills         | Excels in effective communication with credibility and confidence. Is able to express himself clearly at all times. Does not get confused in explaining any matter. In addition to verbal communication has a good writing skill also. | Satisfactory ability to communicate with superiors and subordinates. Can do a fair job of expressing himself. Usually does not get confused while explaining any matter. Has an adequate writing skill. | Usually communicates in a fair manner with superior and subordinates. Has just satisfactory skill in expressing himself both in writing and verbally. | At times find difficulty to communicate his ideas. Does not make a good impact on listeners. Has below average skill in expressing himself both in writing and verbally. | Unable to convey his ideas. Lacks expression. Makes a poor impact on listeners.  |

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**GRADED DESCRIPTION OF ATTRIBUTES : CPL & BELOW WITH LESS THAN NINE YEARS OF SERVICE  
SPORTSMEN / COACHES (AR-C\*)**

| <b>Factors of Assessment</b>                                | <b><u>HI EXCEPTIONAL/ EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>   | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|---|---|--|--|--|--|
| Performance /Participation Level of Achievement in the Year | <p><b><u>High Exceptional</u></b><br/>-Sportsmen who form part of the Services/National Teams or have won medal in the Inter-Services championship.<br/>-AF Coaches selected as Coaches of Services/National Teams or Coaches of AF sportsman/teams winning medals in the Inter-Services Championships.</p> <p><b><u>Exceptional</u></b><br/>-Sportsmen representing AF in the Inter-Services Championships.<br/>-AF Coaches posted at AF/Command Nodal Centres under SS Code</p> | -Coaches and Sportsmen representing Command in the AF Championships.   | <p><b><u>High Average</u></b><br/>-Station/Unit level sportsmen participating in Command championships.<br/>-Sportsmen participating in Command Level championships should not be assessed Average or below.</p> | --   | --   |
| Knowledge / Skill of the Game                               | Possesses exceptional theoretical/practical knowledge appropriate to period of his association with sports. Always keeps himself abreast of day-to-day scientific and technical developments in his sports. Maintains an updated National/International track record in his field of sports.  | Possesses adequate theoretical/ practical knowledge in his sports discipline and keeps an updated track record in his field of sports. | Possesses sound theoretical/practical knowledge in his sports and aware of the techniques/tactics applied by coaches/ players in the country.  | --   | --   |
| Physical Fitness / Endurance                                | Extremely fit, both mentally and physically and always willing to accept challenges. His passion and aggression inspires his team-mates to show their best.   | With a high degree of physical and mental toughness, he always injects a challenging spirit amongst team members.                      | Maintains a standard physical fitness, cheerful, willing to deliver when situation demands.  | Prone to injury, never remains 100% physically fit, performs under pressure. | Very often remains medically unfit. Withdraws himself when his contribution is required. |

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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>  | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>  | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|---|--|--|---|--|
| Team Spirit                  | An excellent performer and an invaluable member in the team. A thorough team man whose advice and judgement are always sought and respected. Because of his ability and cooperative nature he is welcome to give any advice in the interest of the game. He always places the team interest above self. | Performs adequately well as a member of the team. Generally helpful and cooperative. Is a team man who always cooperates in team activity and shares the responsibilities. | An average performer generally accepted as member of the team and tries to extend cooperation team activities.   | His contribution to the team is minimum. Reluctant to participate in team strategy or game plan. Less cooperative with team-mates.                | Is non-cooperative and indifferent. His presence in the team may have a negative effect on others. Due to non-cooperative attitude cannot perform constructively in the team activity.                         |
| Responsibility               | Volunteers to accept responsibilities. With dedication, sincerity and hard work achieves the goal. Capable of performing independently. Does not shy away from responsibility.  | Accepts the responsibilities willingly and tries his best to achieve the task with help of others.   | Generally accepts responsibility and is reliable in achieving the task. Requires others help and supervision occasionally.   | Has just average sense of responsibility and requires constant supervision. He accepts responsibility but cannot be given the task independently. | Is unreliable, unsure and needs constant supervision. Always evades responsibility and tries to find excuses. Always complains of workload. Requires constant supervision.                                     |
| Drive & Determination        | Demonstrates extraordinary will power and wholehearted application to achieving goal despite unfavourable circumstances. Can withstand prolonged stress.  | Possesses fair amount of perseverance in achieving goal either individually or as a team member. Never gives up unless extremely pressurized.                              | Displays just adequate perseverance to attain set goal. Can withstand occasional stress. Usually puts in adequate efforts to ensure task completion even if stretches for longer duration. | Needs encouragement while undertaking tasks. Has to be guided to take initiative. Puts in average efforts for completion of jobs.                 | Lacks energy. Easily discouraged. Inclined to waver and give up under a little stress. Lacks the will to put in additional efforts. Avoids prolonged duration activity. Does not want to do a task on his own. |

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| <b>Factors of Assessment</b> | <b><u>HI EXCEPTIONAL/</u><br/><u>EXCEPTIONAL</u><br/>9-8</b>  | <b><u>ABOVE AVERAGE</u><br/>7</b>   | <b><u>HIGH AVERAGE/</u><br/><u>AVERAGE</u><br/>6 - 5</b>   | <b><u>BELOW AVERAGE</u><br/>4- 3</b>  | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|------------------------------|---|---|--|---|--|
| Organising Ability           | A logical and systematic planner. Shows adequate foresightness. Ensures maximum result with optimum utilisation of resources.   | Normally anticipates work priorities and formulates workable plans. Makes good use of available resources.          | Systematic in planning routine and familiar task and situations of moderate complexity. Makes fair use of available resources. | Finds it difficult to plan even routine tasks/ activities. Foresight and sense of perspective is limited. Makes inadequate and unsystematic use of available resources. | Unable to plan even routine tasks and unable to make use of available resources. |
| Urge to Excel                | Is extremely passionate and hard working to give the best performance even under adverse on and off field situations. Avails the slightest opportunity that comes on his way and turns the result in his favour or in favour of his team. | Has a strong desire for good result by putting in his best efforts either in the individual event or in team event. | Has fair amount of desire for good result out of better performance individually or as a team member.                          | With a fair amount of effort put in by him can expect an average result   | Incapable of competing. Accepts defeat easily.                                   |

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| <b>Factors of Assessment</b>                    | <b><u>HI EXCEPTIONAL/<br/>EXCEPTIONAL</u><br/>9-8</b>   | <b><u>ABOVE AVERAGE</u><br/>7</b>   | <b><u>HIGH AVERAGE/<br/>AVERAGE</u><br/>6 - 5</b>  | <b><u>BELOW AVERAGE</u><br/>4- 3</b>   | <b><u>INFERIOR</u><br/>2 - 1</b>   |
|---|---|---|--|--|--|
| Turnout, Bearing and Attitude to Military Life. | Turnout, drill and bearing are good. Is highly disciplined. Takes pride in being a military man. Conducts himself very well at all times. The airman is physically fit, neat and trim. Has a positive and healthy attitude towards the service way of life. He takes any drawbacks in his stride and does not allow it to affect him. | Turnout drill and bearing are satisfactory. Is disciplined. Conducts himself in a satisfactory manner at all times. He is quite positive towards the service way of life. He usually takes all the drawbacks into his stride and makes an effort to balance it is his professional and personal life. | Turnout, Drill and bearing are just satisfactory. Reasonably disciplined. Conducts himself in a satisfactory manner of all times. He does maintain his fitness. He usually takes all the drawbacks in his strides with a little help. Makes a satisfactory effort to balance personal and professional life. | Does not pay sufficient attention to his bearing and turn out. Poor display of military qualities. Lose balance under stress. Likely to show tiredness and fatigue under pressure. Physical stamina just adequate. | Turn out, drill and bearing are unsatisfactory. Indisciplined. Military bearing is unsatisfactory. Tends to be brusque/rude in his mannerisms. Does not pay adequate attention to his fitness. Cannot accept any drawbacks, allows them to affect him personally and professionally. |
| Honesty and Integrity.                          | Displays high sense of honesty in his dealing. Always offers correct information and objective advice. Is extremely sincere and upright. Manages his personal affairs commendably.  | Generally displays a high sense of honesty and offers correct information and fair advice. Sincere and upright in his approach. Manages his personal affairs well.  | Honest in his dealings. Usually offers fair advice to his superiors and provides correct information. Needs to be told to manage his personal affairs  | Occasionally becomes dishonest in his dealing when tries to make shortcuts. At times apt to give incorrect information/opinion knowingly.  | Cannot be trusted to give correct information at all times. May show bias in his dealings. Does not have adequate control over his personal affairs.   |
| Communication Skills                            | Excels in effective communication with credibility and confidence. Is able to express himself clearly at all times. Does not get confused in explaining any matter. In addition to verbal communication has a good writing skill also.  | Satisfactory ability to communicate with superiors and subordinates. Can do a fair job of expressing himself. Usually does not get confused while explaining any matter. Has an adequate writing skill.   | Usually communicates in a fair manner with superior and subordinates. Has just satisfactory skill in expressing himself both in writing and verbally.  | At times find difficulty to communicate his ideas. Does not make a good impact on listeners. Has below average skill in expressing himself both in writing and verbally.   | Unable to convey his ideas. Lacks expression. Makes a poor impact on listeners.  |

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**Appendix AD**  
(Refers to para 98  
of AFO 19/11)

**EXECUTIVE REPORT PROFORMA OTHER THAN SPORTSMEN / COACHES**  
**CPL & BELOW WITH LESS THAN NINE YEARS OF SERVICE (AR-C)**

Ser No.....Rank.....Name.....Trade.....

Parent Unit ..... Unit / Formation where attached.....

Period of attachment - From ..... To .....

|   |  |
|---|--|
| <p><b><u>PERFORMANCE APPRAISAL</u></b></p> <p>Under this heading mention the job performance by the airman. The professional knowledge, teamwork and special achievements of the airman are to be recorded in this paragraph. Jobs not performed satisfactorily should also be mentioned.</p> |  |
| <p><b><u>PERSONAL ATTRIBUTES</u></b></p> <p>Under this heading provide a brief sketch of the airman's turnout, bearing and discipline, honesty &amp; integrity and also communication skills.</p>   |  |

Signature of officer.....  
Raising Executive Report

Rank .....

Name .....

Appointment .....

Unit .....

Date :

**Remarks by AOC / Stn Cdr / CO**

Date :

AOC / Stn Cdr / CO

**EXECUTIVE REPORT PROFORMA : SPORTSMEN / COACHES**  
**CPL & BELOW WITH LESS THAN NINE YEARS OF SERVICE**  
**(AR-C\*)**

Ser No.....Rank.....Name.....Trade.....

Parent Unit ..... Unit / Formation where attached.....

Period of attachment - From ..... To .....

|  |  |
|--|--|
| <p><b><u>PERFORMANCE APPRAISAL</u></b></p> <p>Under this heading mention the job performance / participation level of achievement during the year. The physical fitness, team spirit and organising ability of airman are to be recorded in this paragraph. Any lack of interest shown during sports activity should also be mentioned</p> |  |
| <p><b><u>PERSONAL ATTRIBUTES</u></b></p> <p>Under this heading provide a brief sketch of the airman's turnout, bearing and discipline, honesty &amp; integrity and also communication skills.</p>  |  |

Signature of officer.....

Raising Executive Report

Rank .....

Name .....

Appointment .....

Unit .....

Date:

**Remarks by AOC / Stn Cdr / CO**

Date:

AOC / Stn Cdr / CO

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(WHEN FILLED)

**Appendix AF**  
(Refers to para 114 of AFO 19/11)

**IAFF (P) 12 (AR – N)**

**APPRAISAL REPORT : NCs (E)**  
(TO BE PRINTED ON BOTH SIDES OF THE PAGE)

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  On Posting/Retirement of IO  On Discharge  Special

**PART I - PERSONAL DATA**

|  |                            |                       |  |
|--|----------------------------|-----------------------|--|
| 1. (a) Full Name :<br>(in BLOCK CAPITAL letters) |                            |                       |  |
| (b) Service Check Number Suffix                  | (c) Rank                   | (d) Trade             | (e) Decoration/ Commendation(s) (with year)  |
| (f) Date of birth                                | (g) Date of enrolment      | (h) Date of RE Expiry | (j) Parent Unit & Code                       |
| (k) Command                                      | (l) Date of Posting (TORS) | (m) Marital Status    | (n) Educational Qualification (if POR taken) |

Date:

Sig of NC (E).....

**PART II - MEDICAL DETAILS / PUNISHMENT ENTRIES**

|  |  |
|--|--|
| 2. (a) Medical Category -<br>(b) Height -<br>(c) Weight -<br>(d) Obesity Grade - | 3. Punishment (s) awarded during assessment year:-<br>(a) Red Ink entries - <input type="checkbox"/><br>(b) Black Ink entries - <input type="checkbox"/> |
| Date : _____ Sig of Med Offr _____   | Date : _____ Sig of Adjt _____   |

**PART III (TO BE FILLED BY IO)**

|  |  |                  |      |                |  |
|--|--|------------------|------|----------------|--|
| 4. *Specialisation<br>(Mention the specialization from the categories as shown below )   |  |                  |      |                |  |
| * Gardener / Painter / Carpenter / Driver / Comn Sqn Duties / In-flight Steward duties / Cook (Chinese / Continental / Russian etc) / Dog Handler / Officers' Mess / SNCOs' Mess / Airmen Mess |  |                  |      |                |  |
| 5. Work Experience with VIPs,  | CAS  | Air Mshls / PSOs | AVMs | AOC / Air Cmde |  |
| Period (5 Yrs / 4 Yrs / 3 yrs / 2 Yrs or less)   |  |                  |      |                |  |
| 6. Fit for VIP duties  | Yes <input type="checkbox"/> No <input type="checkbox"/> |                  |      |                |  |

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Signature of appraisee .....

Service No.....

**PART IV - ASSESSMENT OF CHARACTER & TRADE PROFICIENCY**

**7. PERFORMANCE APPRAISAL**

| <b><u>Factor of Assessment</u></b><br>(Max Marks for each Attribute- 10) | <b><u>IO</u></b> | <b><u>RO</u></b> | <b><u>SRO</u></b> |
|--|------------------|------------------|-------------------|
| (a) Sense of duty / Promptness in Exercising Orders                      |                  |                  |                   |
| (b) Drive & Determination  |                  |                  |                   |
| (c) Work Output  |                  |                  |                   |
| (d) Initiative & Team Spirit   |                  |                  |                   |
| (e) Resources Utilisation  |                  |                  |                   |
| (f) Discipline   |                  |                  |                   |
| (g) Turnout Bearing  |                  |                  |                   |
| (h) Character, Honesty, Integrity and Loyalty                            |                  |                  |                   |
| (j) Reliability & Dependability  |                  |                  |                   |
| (k) Physical Fitness   |                  |                  |                   |
| <b>Total</b>   |                  |                  |                   |
| <b>Grading</b>   |                  |                  |                   |
| <b>Signatures</b>  |                  |                  |                   |
| <b>Name</b>  |                  |                  |                   |
| <b>Rank</b>  |                  |                  |                   |
| <b>Service No.</b>   |                  |                  |                   |
| <b>Appointment</b>   |                  |                  |                   |
| <b>Date</b>  |                  |                  |                   |

**PART V (FOR OFFICIAL USE AT AFRO)**

Total Marks :  Grading :

Scrutiny by Checker (Sig): \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Data Entry Opr : \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Verifier: \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

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**(WHEN FILLED)**

**Appendix AG**

(Refers to para 114 & 127 of AFO 19/11)

**IAFF (P) 12(AR – N\*)**

**APPRAISAL REPORT : NCs (E) (SPORTSMEN)**  
**(TO BE PRINTED ON BOTH SIDES OF THE PAGE)**

From \_\_\_\_\_ To \_\_\_\_\_

Annual  On Posting  On Posting/Retirement of IO  On Discharge  Special

**PART I - PERSONAL DATA**

|  |                            |                    |  |   |
|--|----------------------------|--------------------|--|---|
| 1. (a) Full Name :<br>(in BLOCK CAPITAL letters) |                            |                    |  |   |
| (b) Service Number                               | Check<br>Suffix            | (c) Rank           | (d) Trade                                    | (e) Decoration/ Commendation(s) (with year) |
| (f) Date of birth                                | (g) Date of enrolment      |                    | (h) Date of RE Expiry                        | (j) Parent Unit & Code                      |
| (k) Command                                      | (l) Date of Posting (TORS) | (m) Marital Status | (n) Educational Qualification (if POR taken) |   |

Date:

Sig of NC (E).....

**PART II - MEDICAL DETAILS / PUNISHMENT ENTRIES**

|  |  |
|--|--|
| 2. (a) Medical Category -<br>(b) Height -<br>(c) Weight -<br>(d) Obesity Grade - | 3. Punishment (s) awarded during assessment year:-<br>(a) Red Ink entries - <input type="checkbox"/><br>(b) Black Ink entries - <input type="checkbox"/> |
| Date :                      Sig of Med Offr                                      | Date :                      Sig of Adjt  |

**PART III (TO BE FILLED BY IO)**

|  |  |
|--|--|
| 4. *Specialisation in Sports, Level of Participation |  |
|--|--|

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Signature of appraisee .....

Service No.....

**PART IV - ASSESSMENT OF CHARACTER & TRADE PROFICIENCY**

**5. PERFORMANCE APPRAISAL**

| <b><u>Factor of Assessment</u></b><br><b>(Maximum Marks for each Attribute- 10)</b> | <b><u>IO</u></b> | <b><u>RO</u></b> | <b><u>SRO</u></b> | <b><u>AFSCB</u></b> |
|---|------------------|------------------|-------------------|---------------------|
| (a) Performance / Participation Level of Achievement in the Year                    |                  |                  |                   |                     |
| (b) Knowledge/Skill of the Game   |                  |                  |                   |                     |
| (c) Physical Fitness/Endurance  |                  |                  |                   |                     |
| (d) Team Spirit   |                  |                  |                   |                     |
| (e) Responsibility  |                  |                  |                   |                     |
| (f) Drive & Determination   |                  |                  |                   |                     |
| (g) Organising Ability  |                  |                  |                   |                     |
| (h) Urge to Excel   |                  |                  |                   |                     |
| (j) Turnout, Bearing and Attitude to Military Life                                  |                  |                  |                   |                     |
| (k) Character, Honesty, Integrity and Loyalty                                       |                  |                  |                   |                     |
| <b>Total</b>  |                  |                  |                   |                     |
| <b>Grading</b>  |                  |                  |                   |                     |
| <b>Signatures</b>   |                  |                  |                   |                     |
| <b>Name</b>   |                  |                  |                   |                     |
| <b>Rank</b>   |                  |                  |                   |                     |
| <b>Service No.</b>  |                  |                  |                   |                     |
| <b>Appointment</b>  |                  |                  |                   |                     |
| <b>Date</b>   |                  |                  |                   |                     |

**PART V (FOR OFFICIAL USE AT AFRO)**

Total Marks :  Grading :

Scrutiny by Checker (Sig): \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Data Entry Opr: \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

Sig of Verifier: \_\_\_\_\_ Ser No. \_\_\_\_\_ Rank & Name \_\_\_\_\_ Date \_\_\_\_\_

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**TRANSIT COVER AND INSTRUCTIONS FOR COMPLETION  
OF APPRAISAL REPORTS IN RESPECT OF NCs(E)  
(AR-N & AR-N\*)**

**GENERAL**

1. The purpose of these instructions is to provide the appraisee and the appraiser with a convenient aide-memoire for use when completing the Appraisal Report of NCs (E). Appraisee / appraiser filling any part of the report must read the relevant instructions before filling the report. It has been sequenced in order to maintain the continuity in filling the information in the AR form.

**INSTRUCTIONS FOR THE APPRAISEE**

2. The Appraisal Report (N) is to be raised in respect of all NCs(E) held on the posted strength of a unit as on 01 Aug. In case of sportsmen and coaches representing Air Force and above level, AR-N\* is to be raised.
3. The AR form is to be printed on both sides of paper.

**Period of Report and Occasion**

4. The period of report normally would be from 01 Jan to 31 Dec annually. In case appraisee is posted out and the reporting date to new unit is on or after 02 Aug (TORS) after availing joining time / leave etc, the period of report will be from 01 Jan to the day prior to TORS at new unit and occasion will be 'On Posting'. This report is to be raised at despatching unit.
5. In case appraisee is posted out and the reporting date to new unit is on or before 01 Aug, the period of report will be 01 Jan to 31 Dec and occasion will be 'Annual'. The report in this case will be raised at new unit of the appraisee.
6. On discharge provided it takes place on or after 02 Aug, the period of report will be 01 Jan to the day prior to Date of Discharge and occasion will be 'On Discharge'.
7. A cross mark (X) is to be made in the appropriate box against the occasion for the report as per following :-
- (a) Annual
  - (b) On Posting
  - (c) On Posting / Retirement of IO

- (d) On Discharge
- (e) Special

**Part I – Personal Data**

8. The personal particulars at para 1 are to be completed by the appraisee by typing or in own handwriting as per the following details :-

- (a) Full name in Block capitals.
- (b) Rank & Trade to be written in standard abbreviated form. The date at all the places in the form is to be mentioned in DD MON YY (eg. 02 Oct 09) format only.
- (c) Commendations are to be written in abbreviated form followed by month and year of the award (e.g. CAS: Jan 99 / VCAS: Oct 09). In addition to standard abbreviations the following abbreviations for Honours and Awards are to be used:-

| <b>SI No</b> | <b>Commendations</b>  | <b>To be written as</b> |
|--------------|---|-------------------------|
| (i)          | Chief of Air Staff  | CAS                     |
| (ii)         | Chief of Army Staff   | COAS                    |
| (iii)        | Chief of Naval Staff  | CNS                     |
| (iv)         | Vice Chief of Air Staff   | VCAS                    |
| (v)          | Air Officer Commanding in Chief /<br>Commander in Chief SFC / ANC | C-in-C                  |
| (vi0)        | Chief of Integrated Staff Committee                               | CISC                    |

- (d) Name of Unit / Command should be written in abbreviated form eg. 26 ED, AF / HQ WAC, IAF etc.
- (e) In date of posting column, TORS date should be mentioned.
- (f) Marital status should be clearly mentioned as 'Married' / 'Single' / 'Widower' / 'Divorcee'.
- (g) Higher Education Qualification to be written as MA / B Sc / BA / Intermediate / Matric etc.

9. **The appraisee is to sign below para 1 of AR form and also on top of second page of the report mentioning his service number.**

**Part II - Medical Details**

10. The medical details are to be completed by SMO / MO of Wg Stn / Unit mentioning requisite details at para 2 of AR form.

**INSTRUCTIONS FOR ADJUTANT**

11. Adjutant is to ensure the correctness of details filled by appraisee at para 1 and completion of para 2 by Medical Officer. At para 3, the number of Red / Black ink entries awarded during the assessment year are to be mentioned and signed at appropriate place with date.

**INSTRUCTIONS APPLICABLE TO ALL APPRAISERS**

**General**

12. From the time the entries are made at Part I of the AR, the report is to be treated as 'Confidential' at all stages of completion and transit.

13. The appraisal report will be a record of the appraisee's ability and performance. The AR is an extremely important document which forms the basis for determining his suitability for placements, deputation etc. It is a matter of vital importance to the organisation as well as the appraisee on whom the report is raised. It is therefore emphasised that the report be completed with utmost care and attention and in an objective and unbiased manner.

14. To do justice to this task, the appraiser should undertake this exercise when he is free from the pressures of routine work and strains / stress, and can devote undivided attention to the evaluation of appraisee's performance.

15. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee with regard to his performance, conduct, behaviour and potential, keeping in mind the distinction between what is fact and what is opinion.

16. Assessment should be confined to the appraisee's performance during the period of report only. Incidents and happenings outside the period of report should not influence the appraisers while making the assessment.

17. Duties entrusted to the NCs (E) of the same trade may be more exacting than others. The degree of stress and strain of any duties may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.

18. The standard against which an appraisee is to be evaluated upon in different attributes is provided in the graded description of attributes at the end of this Transit Cover. An appraisee's performance / behaviour should be appraised against the prescribed standard and then recorded in the report. For each trait the grading has been divided into four / five boxes. To grade, the first task should be to narrow down the appraisee's performance to a box. Thereafter, to decide between the higher or lower grading within the box, analyse whether the appraisee has demonstrated a particular performance 'often' or 'seldom'. If 'often', give the higher grading and if 'seldom', give the lower grading.

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19. Once the evaluation has been made on each assessment factor, it is suggested that the Appraisal Report be set aside for a day or so, after which the evaluation be reviewed. With the benefit of this '**second sober thought**' approach, the appraisers may re-assess some of their previous evaluation which in turn should result in a more accurate and objective appraisal.

20. IO can not give Insufficient Knowledge (**IK**) report to a person being reported upon. An IO will not initiate an Appraisal Report unless the **appraisee has worked under him for at least three months**. Period spent on leave / T/D by IO or appraisee is to be counted for reckoning the period of three months. However, if the IO feels that due to his own absence or the absence of appraisee, he does not have sufficient knowledge about the performance of the individual, then he may delay the report till appraisee completes three months under IO. RO or SRO can write 'IK'. However, **both RO and SRO can not give 'IK' at the same time** as minimum two levels of assessment should be available. Giving IK report in any one / some attributes by RO / SRO is not acceptable.

21. The numerical grading to be awarded at para 7(a) to (k) for AR-N / para 5(a) to (k) for AR-N\* in each attribute on a 10 point scale considering the performance of the appraisee. The guidelines given in Graded Description for the attributes may be referred before awarding gradings. The numerical grading is to be given in whole number. Decimals or fractions will not be used in numerical grading.

22. There should normally be no occasion to rewrite or change the marks. In exceptional circumstances, if rewriting by any of the reporting/reviewing officer becomes inescapable, then the numerical grading should be circled, fresh marks awarded and initialled by the same officer. **Overwriting or use of whitener is prohibited.**

23. **Adverse Report.** When appraisee is awarded less than 42 marks, the report will be construed as adverse. In case of adverse report, the action specified as per para 131 of this AFO is to be taken.

## INSTRUCTIONS FOR INITIATING OFFICERS

24. The Initiating Officer will be the senior-most warranted officer in the chain of command who has direct and adequate knowledge of the appraisee and his work. In the absence of any warranted officer, the Officer IC Section will be the IO.

25. At the time of receiving AR(N / N\*) from the appraisee, IO will check that para 1 is correctly filled by the appraisee, para 2 by the Medical Officer and para 3 by Adjt and, appraisee has also signed on top of second page. In case appraisee refuses to fill and sign the Appraisal Report, the IO will endorse in **Red ink** 'APPRAISEE REFUSED TO FILL AND SIGN THE AR FORM' on top of the first page and sign.

26. The following Para of AR form are to be completed by IO :-

(a) **Para 4 (Specialisation– AR-N).** The specialised categories of NCs(E) eg. Gardner, Painter, Carpenter, Driver, Comn Sqn Duties, In-flight Steward Duties, Cook etc are given in AR form. IO has to mention the category in which the NC (E) specialises.

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(b) **Para 4 (Specialisation– AR-N\*)**. The type of game and level of participation is to be mentioned by IO.

(c) **Para 5 (Work Experience with VIPs)**. The work experience of NC (E) with VIPs eg. CAS, Air Mshls etc with period is to be mentioned clearly at appropriate column of AR form.

(d) **Para 6 (Fitness for VIP Duties)**. The fitness of NC (E) for VIP duties is to be mentioned by IO.

27. At para 7(a) to (k) for AR-N / para 5(a) to (k) for AR-N\* (Performance Appraisal) IO should award numerical grading in each attribute on a 10 point scale considering the performance of the appraisee after referring the guidelines given in Graded Description. Totalling of marks and assessment grading (e.g EX / AA / AV / BA) should be mentioned at the place provided for this purpose. While awarding grading in each attribute, IO has to keep in view the real picture of appraisee for the period of report. The Grading awarded by IO should match with the total marks awarded to the appraisee. After completion of para 7, IO should sign at appropriate place with date.

**INSTRUCTIONS TO REVIEWING OFFICER**

28. The RO will satisfy himself that the report has been completed in accordance with the instructions for the appraisee and IO. At para 7(a) to (k) for AR-N / para 5(a) to (k) for AR-N\* (Performance Appraisal) RO should award numerical grading in each attribute on a 10 point scale considering the performance of the appraisee. He will check assessments of the IO for inconsistencies and anomalies, if any. If the overall assessment by the IO is adverse which is not notified to the appraisee, the RO must inform the IO and arrange for the appraisee to be notified in writing. After completion of para 7(a) to (k) for AR-N / para 5(a) to (k) for AR-N\*, RO should sign at appropriate place with date.

**INSTRUCTIONS TO SENIOR REVIEWING OFFICER**

29. The SRO will satisfy himself that the report has been completed in accordance with the instructions for the IO and RO. He is to check the assessment, recommendations and remarks of IO and RO for inconsistencies and anomalies, if any, and give his numerical grading in the column provided at para 7(a) to (k) for AR-N / para 5(a) to (k) for AR-N\*. **In reports assessed as 'EX' and 'BA' all the columns provided will have to be mandatorily filled and signed below the grading column.** If the overall assessment by the IO / RO is adverse and not notified to the appraisee, the SRO must inform the RO / IO and arrange for the appraisee to be formally notified in writing. In case of adverse report the SRO must be the AOC / Stn Cdr / CO.

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**INSTRUCTIONS FOR AIR FORCE SPORTS CONTROL BOARD (FOR AR-N\* ONLY)**

30. In case of sportsmen / coaches, AR-N\* are to be forwarded to Air Force Sports Control Board for completion of appropriate columns at para 5 of Part IV of AR. The completed AR is to be submitted by AFSCB to Air Force Record Office.

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**GRADED DESCRIPTION OF ATTRIBUTES : NCs(E) (AR-N)**

| <b>Factors of Assessment</b>                         | <b><u>Exceptional</u><br/>10-8</b>  | <b><u>Above Average</u><br/>7-6</b>  | <b><u>Average</u><br/>5-3</b>  | <b><u>Below Average</u><br/>2-1</b>  |
|--|---|--|--|--|
| Sense of Duty/<br>Promptness in<br>Exercising Orders | Displays an extremely high sense of duty. Places service duty above all else at all times. Always active himself in promptness in exercising orders.  | Displays a high sense of duty. Places service duty above all else at all times. Always active himself in promptness in exercising orders.  | Sometimes includes placing self before duty and can not decide the required extent of self-involvement. Fairly good involvement in service duty. | Generally places self before service and lacks sense of duty.  |
| Drive & Determination                                | Demonstrates whole hearted application to completion of tasks. Can withstand prolonged stress related activities. Always strives to finish the task at hand irrespective of longer duration involved. | Occasionally needs some encouragement when undertaking task. Can take a reasonable amount of stress. Usually puts in adequate efforts to ensure task completion even if stretches for longer duration. | Needs encouragement while undertaking tasks. Has to be guided to take initiative. Puts in average efforts for completion of jobs.                | Lack energy. Avoid prolonged duration activity. Always failed to complete the assigned task.   |
| Work Output  | Shows an exceptional degree of excellence in his work. Pays attention to details and strives to accomplish the task well in time, while adhering to work ethics.                                      | High quality output of work. Pays adequate attention to details and tries to accomplish the tasks within the constraints of time.  | Output is satisfactory. Pays adequate attention to details and work output. Makes an attempt to complete job within time.                        | Quality of work is unacceptable. Capacity limited to accomplishing only ordinary level results. Sometimes fails to accomplish even the routine tasks despite constant reminders. |

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| <b>Factors of Assessment</b> | <b><u>Exceptional</u><br/>10-8</b>   | <b><u>Above Average</u><br/>7-6</b>   | <b><u>Average</u><br/>5-3</b>   | <b><u>Below Average</u><br/>2-1</b>  |
|------------------------------|--|---|---|--|
| Initiative & Team Spirit     | A self-starter. Shows exceptional resourcefulness in handling unforeseen events/situations effectively. Volunteers to work on any problem. Invaluable member in any team. A thorough team man whose advice and judgement are always sought and respected. His cooperative nature ensures that he is welcome in any job related group activity. | Takes necessary and appropriate action in handling unforeseen tasks and situations. Does not wait for instructions to get things done. Performs adequately well as a member of a team. Generally helpful and co-operative. Is a team man who always does his bit. Cooperates in job related group activity and can be put in any group. | Generally takes necessary action on his own when held up for want of decisions for precedents. Occasionally required instructions and guidance to get things done. Generally accepted as a member of the team and tries to extend cooperation in job related group activities. Displays average performance as part of a group. | Does not act without instructions. Does not work independently. Unable to prioritise the job. His presence in a group may have a demoralising effect on others. Due to his non cooperative attitude cannot perform constructively in any job related group activity. |
| Resources Utilisation        | Never misutilise service resources. Manages eqpt effectively and efficiently. Understands thoroughly the value of the resources given to him. Takes great care of service items given to him for any task. Uses tools/eqpt given to him effectively and efficiently.   | Does not misuse service resources. Take adequate care of service eqpt. Uses resources appropriately. Usually handles service items given to him with care.  | Tries to take care of equipment and resources and puts in efforts to use them appropriately. Does not misutilise service equipment.   | Careless about service resources. Requires to be told at times not to misutilise them. Does not bother to handle service items with care. Has a problem with managing his eqpt.  |
| Discipline                   | Always conforms to service rules, regulations, orders and instructions. Displays exemplary conduct & behaviour in keeping with the service requirement.  | Conforms to service orders, rules & regulations willingly & cheerfully. Mostly conducts and behaves in keeping with the service requirement.  | Conducts himself in acceptable standards of behaviour as per service rules & regulations.   | Apt to ignore & consistently violate service orders, rules and regulations. Sets a poor example of discipline for subordinates.  |

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| <b>Factors of Assessment</b>               | <b><u>Exceptional</u><br/>10-8</b>  | <b><u>Above Average</u><br/>7-6</b>   | <b><u>Average</u><br/>5-3</b>  | <b><u>Below Average</u><br/>2-1</b>   |
|--|---|---|--|---|
| Turnout & Bearing                          | Turnout, drill and bearing are good. Takes pride in being a military man. Conducts himself very well at all times. Has a positive and healthy attitude towards the service way of life. He takes any drawbacks in his stride and does not allow it to affect him.         | Turnout drill and bearing are satisfactory. Conducts himself in a satisfactory manner at all times. He is quite positive towards the service way of life. He usually takes all the drawbacks into his stride and makes an effort to balance it in his professional and personal life. | Turnout, Drill and bearing are just satisfactory. Conducts himself in a satisfactory manner of all times. He usually takes all the drawbacks in his strides with a little help. Makes a satisfactory effort to balance personal and professional life. | Turn out, drill and bearing are unsatisfactory. Military bearing is unsatisfactory. Tends to be brusque/rude in his mannerisms. Cannot accept any drawbacks, allows them to affect him personally and professionally. |
| Character, Honesty, Integrity and Loyalty. | Very good character. Displays high sense of honesty, and integrity in his dealing. Always offers correct information and objective advice. Is extremely sincere and upright. Manages his personal affairs commendably. Demonstrates unquestioned loyalty to service aims. | Very good character displays a high sense of honesty, and integrity. Offers correct information and fair advice. Sincere and upright in his approach. Manages his personal affairs well. Demonstrates loyalty to service aims.  | Generally very good character Honest, integrity and loyalty in his dealings. Usually offers fair advice to his superiors and provides correct information. Needs to be told to manage his personal affairs   | Having good character and occasionally becomes dishonest in his dealing when tries to make shortcuts. At times apt to give incorrect information/opinion knowingly.   |
| Reliability and Dependability              | Consistently accomplishes desired results in time without supervision and reminding. Readily and willingly accepts additional tasks/duties/responsibilities.  | Makes an effort to accomplish the tasks in time to the best of his ability. Does not require reminders. Mostly accepts additional tasks/ duties/responsibilities.   | Can accomplish all normal and routine tasks. Require occasional reminding.   | Fails to accomplish even the routine tasks despite constant reminders.  |
| Physical Fitness                           | Extremely fit, both mentally and physically and always willing to accept challenges. Displays very high physical endurance to meet emergencies effectively.   | Maintains a high degree of physical and mental toughness and can meet emergencies with composure. Physical endurance high.  | Maintains just adequate physical fitness, cheerful, willing to deliver when situation demands.   | Physical standard is very low and Physical stamina just adequate.   |

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**GRADED DESCRIPTION OF ATTRIBUTES : NCs(E) (SPORTSPERSON) (AR-N\*)**

| <b>Factors of Assessment</b>                                | <b><u>Exceptional</u><br/>10-8</b>  | <b><u>Above Average</u><br/>7-6</b>  | <b><u>Average</u><br/>5-3</b>   | <b><u>Below Average</u><br/>2-1</b>  |
|---|---|--|---|--|
| Performance/ Participation Level of Achievement in the Year | -Sportsmen who form part of the Services/National Teams or have won medal in the Inter-Services championship.<br>-AF Coaches selected as Coaches of Services/National Teams or Coaches of AF sportsman/teams winning medals in the Inter-Services Championships.<br>-Sportsmen representing AF in the Inter-Services Championships.<br>-AF Coaches posted at AF/Command Nodal Centres under SS Code | -Coaches and Sportsmen representing Command in the AF Championships.   | -Station/Unit level sportsmen participating in Command championships.<br>-Sportsmen participating in Command Level championships should not be assessed Average or below. | --   |
| Knowledge / Skill of the Game                               | Possesses exceptional theoretical/ practical knowledge appropriate to period of his association with sports. Always keeps himself abreast of day-to-day scientific and technical developments in his sports. Maintains an updated National/International track record in his field of sports.   | Possesses adequate theoretical/ practical knowledge in his sports discipline and keeps an updated track record in his field of sports. | Possesses sound/limited theoretical/practical knowledge in his sports and aware of the techniques/tactics applied by coaches/ players in the country.                     | --   |
| Physical Fitness / Endurance                                | Extremely fit, both mentally and physically and always willing to accept challenges. His passion and aggression inspires his teammates to show their best.  | With a high degree of physical and mental toughness, he always injects a challenging spirit amongst team members.                      | Maintains a standard physical fitness, cheerful, willing to deliver when situation demands.   | Very often remains medically unfit. Withdraws himself when his contribution is required. |

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| <b>Factors of Assessment</b> | <b><u>Exceptional</u><br/>10-8</b>  | <b><u>Above Average</u><br/>7-6</b>  | <b><u>Average</u><br/>5-3</b>  | <b><u>Below Average</u><br/>2-1</b>  |
|------------------------------|---|--|--|--|
| Team Spirit                  | An excellent performer and an invaluable member in the team. A thorough team man whose advice and judgement are always sought and respected. Because of his ability and cooperative nature he is welcome to give any advice in the interest of the game. He always places the team interest above self. | Performs adequately well as a member of the team. Generally helpful and cooperative. Is a team man who always cooperates in team activity and shares the responsibilities. | An average performer generally accepted as member of the team and tries to extend cooperation team activities.   | is non-cooperative and indifferent. His presence in the team may have a negative effect on others. Due to non-cooperative attitude cannot perform constructively in the team activity.                         |
| Responsibility               | Volunteers to accept responsibilities. With dedication, sincerity and hard work achieves the goal. Capable of performing independently. Does not shy away from responsibility.  | Accepts the responsibilities willingly and tries his best to achieve the task with help of others.   | Generally accepts responsibility and is reliable in achieving the task. Requires others help and supervision occasionally.   | Is unreliable, unsure and needs constant supervision. Always evades responsibility and tries to find excuses. Always complains of workload. Requires constant supervision.                                     |
| Drive & Determination        | Demonstrates extraordinary will power and wholehearted application to achieving goal despite unfavourable circumstances. Can withstand prolonged stress. Does not like to give up.  | Possesses fair amount of perseverance in achieving goal either individually or as a team member. Never gives up unless extremely pressurized.                              | Displays just adequate perseverance to attain set goal. Can withstand occasional stress. Usually puts in adequate efforts to ensure task completion even if stretches for longer duration. | Lacks energy. Easily discouraged. Inclined to waver and give up under a little stress. Lacks the will to put in additional efforts. Avoids prolonged duration activity. Does not want to do a task on his own. |

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| <b>Factors of Assessment</b>                    | <b><u>Exceptional</u><br/>10-8</b>  | <b><u>Above Average</u><br/>7-6</b>   | <b><u>Average</u><br/>5-3</b>  | <b><u>Below Average</u><br/>2-1</b>   |
|---|---|---|--|---|
| Organising Ability                              | A logical and systematic planner. Shows adequate foresightness. Ensures maximum result with optimum utilisation of resources.   | Normally anticipates work priorities and formulates workable plans. Makes good use of available resources.  | Systematic in planning routine and familiar task and situations of moderate complexity. Makes fair use of available resources.   | Unable to plan even routine tasks and unable to make use of available resources.  |
| Urge to Excel                                   | Is extremely passionate and hard working to give the best performance even under adverse on and off field situations. Avails the slightest opportunity that comes on his way and turns the result in his favour or in favour of his team.   | Has a strong desire for good result by putting in his best efforts either in the individual event or in team event.   | Has fair amount of desire for good result out of better performance individually or as a team member.  | Incapable of competing. Accepts defeat easily.  |
| Turnout, Bearing and Attitude to Military Life. | Turnout, drill and bearing are good. Is highly disciplined. Takes pride in being a military man. Conducts himself very well at all times. The airman is physically fit, neat and trim. Has a positive and healthy attitude towards the service way of life. He takes any drawbacks in his stride and does not allow it to affect him. | Turnout drill and bearing are satisfactory. Is disciplined. Conducts himself in a satisfactory manner at all times. He is quite positive towards the service way of life. He usually takes all the drawbacks into his stride and makes an effort to balance it is his professional and personal life. | Turnout, Drill and bearing are just satisfactory. Reasonably disciplined. Conducts himself in a satisfactory manner of all times. He does maintain his fitness. He usually takes all the drawbacks in his strides with a little help. Makes a satisfactory effort to balance personal and professional life. | Turn out, drill and bearing are unsatisfactory. In disciplined. Military bearing is unsatisfactory. Tends to be brusque/rude in his mannerisms. Does not pay adequate attention to his fitness. Cannot accept any drawbacks, allows them to affect him personally and professionally. |
| Character, Honesty, Integrity and Loyalty.      | Very good character. Displays high sense of honesty in his dealing. Always offers correct information and objective advice. Is extremely sincere and upright. Manages his personal affairs commendably.   | Very good character. Generally displays a high sense of honesty and offers correct information and fair advice. Sincere and upright in his approach. Manages his personal affairs well.   | Generally Very good character. Honest in his dealings. Usually offers fair advice to his superiors and provides correct information. Needs to be told to manage his personal affairs   | Having good character. Occasionally becomes dishonest in his dealing when tries to make shortcuts. At times apt to give incorrect information/opinion knowingly.  |

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**Appendix AJ**

(Refers to para 129 of  
AFO19/11)

**EXECUTIVE REPORT PROFORMA : NCs(E) OTHER THAN SPORTSMEN / COACHES  
(AR-N)**

Ser No.....Rank.....Name.....Trade.....

Parent Unit ..... Unit / Formation where Attached.....

Period of Attachment - From ..... To .....

|   |  |
|---|--|
| <p><b><u>PERFORMANCE APPRAISAL</u></b></p> <p>Under this heading mention the Job Performance by the NC(E). The Sense of Duty / Promptness in Exercising of Duty, Drive &amp; Determination, Work Output, Initiative &amp; Teamwork, Resources Utilisation, and Reliability &amp; Dependability of the NC(E) are to be recorded in this paragraph. Jobs not performed satisfactorily should also be mentioned.</p> |  |
| <p><b><u>PERSONAL ATTRIBUTES</u></b></p> <p>Under this heading provide a brief sketch of the NC(E)'s Turnout, Bearing, Discipline, Character, Honesty, Integrity, Loyalty and also Physical Fitness.</p>  |  |

Signature of officer.....

Raising Executive Report

Rank .....

Name .....

Appointment .....

Unit .....

Date :

**Remarks by AOC / Stn Cdr / CO**

Date :

AOC / Stn Cdr / CO



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**Appendix AK**

(Refers to para 129 of AFO19/11)

**EXECUTIVE REPORT PROFORMA : NCs(E) (COMMAND / UNIT LEVEL SPORTSMEN)**  
**(AR-N\*)**

Ser No.....Rank.....Name.....Trade.....

Parent Unit ..... Unit / Formation where Attached.....

Period of Attachment - From ..... To .....

|   |  |
|---|--|
| <p><b><u>PERFORMANCE APPRAISAL</u></b></p> <p>Under this heading mention the job performance/participation level of achievement during the year. The Physical Fitness/Endurance, Team Spirit and Organising Ability of NC(E) are to be recorded in this paragraph. Any lack of interest shown during sports activity should also be mentioned</p> |  |
| <p><b><u>PERSONAL ATTRIBUTES</u></b></p> <p>Under this heading provide a brief sketch of the NC(E)'s Turnout, Bearing &amp; Attitude to Military Life, Character, Honesty, Integrity and Loyalty</p>  |  |

Signature of officer.....

Raising Executive Report

Rank .....

Name .....

Appointment .....

Unit .....

Date :

**Remarks by AOC / Stn Cdr / CO**

Date :

AOC / Stn Cdr / CO

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**Appendix AL**

(Refers to para 131 & 134 of AFO 19/11)

**ADVERSE REPORT : NCs(E)**

**PART - I**

1. Certified that the under mentioned NC (E) has been adversely reported upon in Appraisal Report for the year \_\_\_\_\_.

| <b>Service Number</b> | <b>Rank</b> | <b>Name &amp; Initials</b> | <b>Trade</b> |
|-----------------------|-------------|----------------------------|--------------|
|                       |             |                            |              |

2. I have interviewed the NC(E) and explained to him the reasons for adverse report with a view to enable him to improve.

3. The NC (E) was issued with requisite warnings on \_\_\_\_\_ (Copies attached).

Date:

AOC / Stn Cdr / CO

**PART - II**

4. I \_\_\_\_\_ have been informed in writing that I have been adversely reported upon in Appraisal Report for the year \_\_\_\_\_ along with the reasons for the same.

Date:

Signature of NCs (E)

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**Appendix AM**

(Refers to para 27, 66 & 104 of AFO 19/11)

**JUSTIFICATION FOR AWARDING EXCESS "HIGH EX / EX"**

Service No. \_\_\_\_\_ ( ) Rank \_\_\_\_\_ Name \_\_\_\_\_

Trade \_\_\_\_\_ Unit \_\_\_\_\_ Section \_\_\_\_\_

(a) **Job Performance on Primary Duties:**

(b) **Job Performance on Secondary Duties:**

(c) **Personal Characteristics:**

(d) **Achievements / Extra Curricular Activities / Commendations if any:**

(e) **Any Special Contribution in Achieving the Unit's Task** (Performance during Inspections, DASI, DMI, DAI etc, including details of skill level gradings achieved)

(f) **Discipline Cases / Punishments (if any)**

**CONCURRED BY AOC / CO / HEAD OF THE ORGANISATION/  
PSO IN COMMAND HQ / ACAS AT AIR HQ**

Date:

Signature