

**Instructions about  
Annual Confidential Reports**

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## INSTRUCTIONS ABOUT CONFIDENTIAL REPORTS

Circulated with the late W.P. Government letter No. S(R)-3542 S&GAD 4-8/65 -SO-XIII dated 12<sup>th</sup> February 1968.

**Extent of application** – The instructions will apply to all Government servants serving in connection with the affairs of the province of the Punjab, except the following who need not be reported upon:

- (i) Judges of the Punjab High Court;
- (ii) Members of the Punjab Public Service Commission.

2. **When should a Report be written** – The report shall relate to a calendar year. It shall be initiated in the first week of January by the initiating authority and forwarded to the higher authority in the same week. The higher authority shall give its remarks within one week. In case it is necessary to send the report to a third authority, it will be sent to the authority immediately. The final authority shall also record its views within a week. Time schedule has been laid down so that the remarks are based on the performance of Government servants during the calendar year to which they relate. Otherwise, consciously or sub-consciously subsequent events can contribute towards the formation of opinion in respect of the past year. Thus the reports should be completed within the month of January each year.

3. **Responsibility of the final authority to ensure prompt writing of confidential reports** – Generally, the writing of confidential reports gets delayed, which affects the disposal of cases in which it is necessary to consult Character Rolls. This also leads to frustration among the Government servants. The final authority about the writing of confidential report will be responsible for obtaining confidential reports for the preceding calendar year within the month of January, each year. It would then furnish a certificate to Services and General Administration Department that all the confidential reports which were due to be completed have actually been completed and placed on the Character Rolls. This certificate should reach Services and General Administration Department (Section R-IV) in the first week of February. The defaulting authorities shall be brought to the notice of Government for appropriate disciplinary action.

4. **Minimum period for writing of reports** – The minimum period during which an officer is expected to form judicious opinion about the work of his subordinate for the purpose of writing a report on his work and conduct has been prescribed as three months. The report recorded in respect of period less than the minimum prescribed period should be ignored.

- \*Note (i): The period spent on leave of any kind (except casual leave) shall not be included and the said minimum period of 3 months will mean and include only the actual periods, spent on duty in which the work, performance and conduct of the Government servant reported upon has been seen by the reporting officer.

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\*Added vide circular letter No.SOR-IV(S&GAD)14-1/76, dated 22.06.1980.

- \*Note (ii): ACR for the period a Government servant remains under suspension will not be required to be recorded. Instead a certificate indicating the reasons for not recording ACR will be placed in his CR Dossier.

5. **Action when a reporting officer or a subordinate is transferred** – If the reporting officer is transferred during the course of a calendar year he should be required to write a report if his transfer occurs more than two months from the date, the last report was due. Such reports must be written before relinquishing charge. The report shall be sent to the higher authority when all the reports for the year have been written. If a subordinate is transferred during the course of a calendar year and he has worked for more than two months under the reporting officer then the latter shall record his opinion. In case he is being transferred from the jurisdiction of the higher authority then the views of the higher authority shall be obtained and forwarded to the department/office where a subordinate has been transferred.

6. **Special Report** – If a Government servant is placed on Special Report for any reason the special report recorded on him should be placed on the Character Roll.

7. **Reporting channel** – The Services and General Administration Department has laid down a chart showing the details of authorities for the initiation, counter-signature, communication and expunction of adverse remarks in the confidential reports in respect of officers/officials of the Punjab Secretariat Departments and sub-offices/institutions under the administrative control of S&GA Department, vide Appendix-I. The Administrative Departments should use it as a model to lay down similar charts in respect of all other services and posts and furnish copies of the same to the Services and General Administration Department.

8. It is, however, explained that **while framing the chart, the following principles should be kept in view:**

- (i) The Report should be initiated by the immediate superior authority.
- (ii) It should be countersigned by the next higher authority.
- (iii) The final countersigning authority in the case of officers holding posts in BS-16, shall be the Head of the Attached Department or Regional Head concerned as the case may be.

9. **Reports of persons on deputation** – The annual confidential report will be written by the borrowing authority/department. These organizations will decide about the initiating authority and the channel of submission. But in the case of Government servants deputed to work under a private firm, no confidential report need be written on his work by the firm.

Note: #No reports on officers on deputation to foreign organizations shall be obtained. Such reports if received from foreign Governments

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\*Added vide circular No.SOR-IV(S&GAD)14-9/82 dated 20.11.1982.

#Added vide circular letter No.SOR-III-14-1/75 dated 22.09.1976.

should not find place in the Character Roll dossier of the officer concerned.

**\*\*9-A.** The **borrowing Government/department should communicate the adverse remarks** to the civil servant concerned and take further action thereon in accordance with the existing instructions on the subject. The borrowing Government/department should, however, keep the lending Government/department informed of the adverse remarks communicated to the civil servant concerned during the period of his deputation, and of the decision of competent authority to expunge such remarks, by furnishing a copy each of such communications/orders to the lending Government/department.

**10. Reporting by Commissioners on District/Divisional and Regional level officers** – The Commissioner shall record remarks in the annual confidential reports of officers of all the departments holding divisional or regional charges in his division except the judicial officers mentioned in Appendix-II. Such reports may be written in the form prescribed for the purpose, vide Appendix-III.

**11. The report by the Commissioner shall only be written on the following points**

- (i) Integrity;
- (ii) Cooperation with other departments;
- (iii) Relations with the public;
- (iv) Interest shown in development and public welfare.

**12. The Commissioner may also write reports on the same points** even in respect of district officers of all departments, other than the judiciary, if he so desires. In that event he should send a copy of his remarks to the Divisional/Regional officer and the Head of the Attached Department concerned. These remarks shall be placed on the Character Roll of the officer reported upon.

**13. The Commissioner of the Division in which the headquarters of such an officer is situated shall initiate the report** and send it to the Head of Attached Department through the other Commissioner to whose division the charge of the officer extends. But in the departments where there is no Head of Attached Department it should be sent to Government. These remarks will be placed on the Character Roll.

**♦14. Notes by the D.C. on officers belonging to other departments** – The D.C. may if he considers advisable send a note independently about the exceptionally good or bad work of an officer of district level other than the judiciary to the Head of Administrative Department who will take appropriate action.

**15. Reports by Deputy Commissioner on Revenue and APUG Officers doing magisterial work** – The Deputy Commissioner will give his remarks in the case of Revenue Officers, exercising magisterial powers of the First Class in his capacity as a District Magistrate as well as Deputy Commissioner and forward the same to the District and Sessions Judge for his remarks on magisterial work. The latter will transmit it to the Commissioner, after adding his own remarks.

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\*\*Added vide circular letter No. SOR-IV(S&GAD)14-4/76 dated 18.12.1978.

♦ Substituted vide circular letter No. SOR-III(S&GAD)2-42/74 dated 01.08.1975.

16. So far as **APUG Officers functioning as Trying Magistrates in districts** are concerned, the Deputy Commissioners will obtain the views of the District and Sessions Judges on their judicial work and incorporate the same under column "Pen Picture" in Part-III of the Form (Appendix-IV). The opinion will be quoted as the opinion of District and Sessions Judge and will mention the name of the reporting officer; the Deputy Commissioner will further say whether he agrees with District and Sessions Judge or not.

17. **Character Rolls** – A face-sheet should be inserted at the beginning of each Character Roll giving the following information:

- (i) Name and qualification;
- (ii) Father's name;
- (iii) Date of birth;
- (iv) Place of domicile;
- (v) Place where immovable property, if any, is held.

18. **Forms for the writing of reports** have been prescribed in \*Appendices-IV to VI. The reports should be written on one of these forms according to the nature of the post held by the Government servant reported upon.

19. **Instructions for reporting officers** – Annual Confidential Report is an assessment of the conduct and the quality of the work that a Government servant has performed during the calendar year. On this assessment depend, important decisions such as promotion or suitability for different appointments. It is imperative that the report should be written impartially. It should be forthright and unambiguous. Particularly the work of the reporting officer should also be assessed by the higher authority on the quality of his reporting.

20. **The report, if written by hand, should be legible** – The name and designation of the reporting officer should be clearly written in block letters or typed under the signatures. The date on which the report is signed should also be given.

21. **Reporting by Relations** – Whenever a reporting officer is related to the officer reported upon, this fact should invariably be mentioned in the confidential report and he should submit the case to the higher officer for writing of report without recording his remarks.

22. \*Deleted

23. **Report on Integrity** – Integrity is the most important trait of character of a Government servant. It should be assessed without fear or favour. The report should not be vague, but definite. An officer may be reasonably believed to be corrupt, if –

- (i) he has a general and persistent reputation of being corrupt; or
- (ii) any of his dependents or any other person through him or on his behalf is in possession of pecuniary resources or property

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\*See pages 23 onward.

\*Deleted vide circular No.SOR-IV(S&GAD)14-2/72 (Part-II) dated 17.07.1982.

disproportionate to his own sources of income or which he cannot account for satisfactorily; or

**Explanation** – The dependents will include wife/wives, children, step-children, parents, sisters and minor brothers, residing with and wholly dependent on the reported officer.

(iii) he has assumed a style of living beyond his means.

24. If any **official dabbles in politics**, it should be specifically brought out in the general remarks.

25. **Action where more than one reporting officer is eligible to record report** – In case where a Government servant has served under more than one reporting officer, during the year, a separate report shall be recorded by each officer provided the condition about minimum period prescribed for writing a report is fulfilled.

♦25-A. **More than one countersigning officer** – Where there are more than one countersigning officer during a year, the one who has seen the performance of his subordinate for the major part of the year is entitled to countersign their confidential reports.

26. **Action in case of inquiry, warning or communication of displeasure** – A formal displeasure conveyed to a Government servant must appear in his Character Roll. The result of representation, if filed, should also be reflected in the report.

27. \*\* Deleted

\*\*\*28. Every **order of punishment imposed on a Government servant as a result of formal inquiry** under the Efficiency & Discipline Rules, 1975 should be placed on his C.R. dossier, provided that such an order shall be placed on the C.R. Dossier of the accused after he has exhausted all remedies available for appeal or review before the competent authority or the Punjab Service Tribunal, as the case may be, or in case of his failure to do so after the time limit prescribed for making an appeal or review petition has expired.

29. A **warning administered to a Government servant** should ordinarily not find its way into the Character Roll, as it is not a penalty in accordance with the Efficiency and Discipline Rules, 1975 and as such is not appealable. Where it is decided in any particular case to place it on the Character Roll of an officer, he should be informed accordingly. In case of representation, if any, made by the officer, the order passed by the competent authority on such representation, should also be placed on the Character Roll.

♥29-A. If it is decided by the **competent authority to withdraw statutory powers** conferred on a Government servant, for reasons of misuse of such powers by him, the order of withdrawal of such powers should be placed on his Character Roll.

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♦ Added vide letter No. SOR.IV(S&GAD) 14-1/2001 dated 21<sup>st</sup> March 2001.

\*\*Deleted vide circular letter No. SORIV(S&GAD)14-5/82 dated 25.03.1984.

\*\*\*Substituted vide circular letter No. SOR-IV(S&GAD) 14-5/82 dated 25.03.1984.

♥ Inserted vide circular letter No. SOR-IV(S&GAD)14-11/78 dated 13.07.1978.

Representation filed by the officer, if any, and the result thereof should also be placed in the C.R.

30. **Manner of writing the reports**– The opinion expressed should be the result of careful consideration; no personal bias, ire or favouritism should colour the report. The reporting officer should be in a position to justify his views, if called upon, to do so.

31. **Confidential reports which are not in accordance with the above instructions** should be returned by the higher authority to the reporting officer for revision in compliance with these instructions.

♦32. **Communication of adverse remarks** – The Heads of Attached Departments, Secretaries to Government and other authorities dealing finally with the reports, should see that the Government servants reported upon are made aware of any defects pointed out in the confidential reports/evaluation reports recorded by Heads of Training Institutes:

Provided that the training evaluation report prepared by National Defense University, National Management College, NIMS or any other training institution imparting specialized training carrying below 50% marks (B-Minus 46-50.99 weighted average 48.5% in the case of NDU) shall be deemed as adverse report:

Provided further that the Competent Authority will communicate such adverse remarks to the officer concerned. In case the officer concerned makes a representation against the adverse report, the competent authority shall forward the representation to the Head of the training institution concerned for comments. Upon receipt of the comments from the training institution, the competent authority concerned shall take decision as to whether or not Training Evaluation Report in question be treated as adverse or not. The decision of the competent authority shall be final.

\*33. It is emphasized that the **Annual Confidential Reports contain the assessment of the superior officers** about a civil servant's character. If the confidential report of a civil servant contains any adverse remarks, whether remediable or not, a copy of the whole report should be furnished to him at the earliest opportunity, with a D.O. letter, a copy of which should be signed and returned by the civil servant concerned in acknowledgment of the report. It is essential that the civil servants should be given a fair deal by communicating to them the whole report containing adverse remarks, so that they may endeavour to remove the defects and improve their performance or be in a position to represent where necessary.

\*34. The **timely communication of the report containing adverse remarks** is of paramount importance. The authorities designated to communicate the adverse remarks should, therefore, ensure that the whole report containing adverse remarks is communicated to the civil servant concerned at the earliest opportunity and in any case within one month from the date the report is countersigned and completed. A serious view should be taken of any failure on the part of the officer/official concerned to furnish a copy of the report containing adverse remarks to the civil

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♦Substituted vide circular letter No. SORIV(S&GAD) 14-3/2011 dated 03.05.2011.

\*Substituted vide circular letter No. SORIV(S&GAD) 14-2/72 dated 17.07.1982.



servant reported upon, within the stipulated period and disciplinary action taken against the person(s) responsible therefore. In any case the report containing adverse entries should be furnished to the civil servant at any time it comes to the notice.

35. **When a report consists of opinions of different departmental superiors** in gradation, it is only the opinion as accepted by the highest reporting officer which need be considered from the point of view of communication.

36. **If the highest officer does not comment on any remark** of a lower authority, it will be presumed that he has accepted it.

\*37. **If the report containing the adverse remarks is not communicated**, or if communicated there is no record of its having been communicated and acknowledged by the civil servant concerned, the adverse remarks contained therein should be ignored for purposes of promotion and premature retirement. But in the C.R. Dossier of the person responsible for failure or delay in communication of such a report, adverse entry should be recorded, which would be in addition to the disciplinary action required to be taken under para 34 and which has to take its course.

\*38(i). **The reporting officer should specifically state** whether the defects reported have already been brought in another connection to the notice of the civil servant concerned. The effect of communication of adverse remarks should be carefully watched and the reporting officer should, when drawing up a report in the next year, state whether the officer/official reported upon has or has not taken steps to remedy the defects to which his attention was drawn in the previous year. Such remarks should also be communicated to the civil servant concerned so that he may know that his efforts to improve have not passed unnoticed.

\*38(ii). **Where criticism is proposed to be withheld, the final authority** to consider the report should record instructions, with reasons, according to the nature of the defects discussed as to the period for which communication is to be kept back. In such cases (where judgment is suspended) the remarks should not be communicated during the specified period.

39. **If a person's integrity is adjudged as "average"**, it shall not be construed to be, an adverse remarks and shall not be communicated.

\*\*39-A. **In case of retired Government servants**, communication of adverse remarks is not necessary if the pension has been sanctioned. In case, however, the pension has not been sanctioned and the remarks are of serious nature which pertain to integrity and are likely to result in reduction in pension then they should be communicated within the prescribed time limit and not otherwise.

40. **Action in case of exceptionally good work** – The facts that an officer has done exceptionally good work in a particular year, shall be communicated by June each year in suitable cases. Care should be taken to see that such communications are not made for the performance of normal duties satisfactorily, but are made only

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\*Substituted vide circular letter No. SOR IV(S&GAD) 14- 2/72 dated 17.07.1982.

\*\*Added vide circular letter No.S(R)-4-5/68-SO(XIII) dated 06.05.1968.

when an officer has done work above the ordinary call of duty or has performed his ordinary duties in a particularly commendable manner. The precise nature of the work done or of the manner in which it was carried out should be cited in the letter of appreciation as well as in the confidential report of the officer.

**41. Action in case of recording adverse remarks by same reporting officer for two successive years** – In order to guard against personal likes and dislikes an official receiving adverse remarks for two successive years from the same reporting officer should be placed under another reporting officer.

**42. Expunction of adverse remarks** – A person who is communicated adverse remarks can apply for the expunction of such remarks. But this should be done not later than one month from the date of receipt of the communication. The representation must be made in temperate and dignified language and no allegations of personal and malicious nature should be made. Indiscreet and irresponsible allegations against reporting officers will result in disciplinary action.

\*42-A. **An officer/official adversely reported upon** will have only one right of making a representation and absolute finality would attach to the decision taken thereon, whether in favour of the officer or against. The decision on representation for expunction of adverse remarks should be taken within 90 days of the making of representation. The orders of the expunging authority will not be subject to review by the successor authorities.

\*\*43. **All representations about expunction of adverse remarks** will be made to the authority designated as expunging authority under these instructions:

\*Provided that in cases where no expunging authority has been designated the representation shall be made to the authority next above the officer recording/countersigning the remarks last of all;

Provided further that where Governor is the initiating authority or the last countersigning authority a review petition shall be made to the Governor himself.

◆44. If the final authority dealing with a report considers it to be biased or unjustified or inconsistent with the facts and decides that the entries should be expunged, then the adverse entries should be scored out in such manner as to render these illegible. The letter of communication of adverse remarks and the order of expunction should not be placed on the Character Roll but should be retained on a "keep with" file to be separately maintained along with every Character Roll.

#Note: The departmental authorities shall exercise the power (of expunction of adverse remarks) only in respect of adverse remarks by the respective departmental officers. In respect of adverse remarks recorded by Divisional Commissioners or Deputy Commissioners on:

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\*Added vide circular letter No.SOR-IV(S&GAD)14-2/72 dated 12.01.1984.

\*\*Substituted vide circular letter No.SORIV(S&GAD)14-7/79 dated 11.07.1979.

♣ Added vide circular letter No.SOR-IV(S&GAD)14-1/79 dated 03.06.1984.

◆ Substituted vide circular letter No.SOR-IV(S&GAD)14-11/78 dated 13.07.1978.

#Added as note below paras 43 & 44 vide No.SOR-IV(S&GAD) 14-1/77(II) dated 22.12.1979.

- (i) Integrity;
- (ii) Co-operation with other departments;
- (iii) Relations with the public; and
- (iv) Interest shown in development & public welfare. On the ACR of a divisional or district level officer, as the case may be the "final authority" competent to expunge shall be the Chief Secretary/Additional Chief Secretary (in S&GAD).

@44-A. **The Competent Authority while expunging the adverse remarks** should give his own assessment about the work and conduct of the representationist in the light of his own information and overall record previous and subsequent to the entries being expunged.

45. **Under no circumstances should any entry in a confidential report be mutilated** or papers physically removed from the file of confidential reports.

\*46. **Safe custody** – (a) Performance Evaluation Report of the Government servant reported upon shall be shown to him/her on written request to the Competent Authority.

(b) However, in order to guard against the confidential reports being tempered with, the reports when filed in the Character Rolls will be page-numbered in ink and entered in the index on first page after the face sheet prescribed in paragraph 17, in the form prescribed in Appendix-VII.

47. **The borrowing authorities should under no circumstances change the order** in which the various confidential reports have been filed and indexed on the first page or carry out any other alteration in the Character Roll. However, such documents should be returned immediately to the lending authority.

48. **The same principle applies to borrowing authorities** to which Government officers are sent on deputation.

49. **Maintenance of Character Rolls** – The Character Rolls shall be maintained in duplicate except where specified otherwise. The Administrative Department/Head of the Attached Department or the Head of the Office concerned shall take a decision about each class or category of posts where the original and the duplicate copy shall be maintained. The original shall be maintained at a level where it is not required to be moved, whereas, the duplicate copy may move, to the appropriate authority, with each transfer of a Government servant.

50. **Copies of the Character Roll** of the officers mentioned below shall be maintained by the authorities noted against each:

<b>Name of Service</b>	<b>No. of Copies</b>	<b>Maintaining Authority</b>
i) APUG and other Federal Government officers (except Police Officers, officers	2	i) Federal Government. ii) C.S. (S&GAD).

@ Added vide letter No. SORIV(S&GAD)14-3/88 dated 3<sup>rd</sup> April 1988.

\* Para 46 substituted vide Notification No. SOR.IV(S&GAD)14-13/78(P) dated 08.02.2008.

working as District and Sessions Judges/Additional District and Sessions Judges or officers of equivalent rank).		
ii) APUG Officers working as District and Sessions Judges/Additional and District and Sessions Judges and Officers of equivalent rank.	3	i) Federal Government. ii) C.S. (S&GAD). iii) High Court.
iii) P.S.P. and Provincial Police officers officiating in pay scale 18 and above.	3	i) Federal Government. ii) C.S. (S&GAD). iii) I.G. Police.
iv) Ex-PCS (Executive) officers (other than those serving under BOR).	2	C.S. (S&GAD).
v) Ex-PCS (Executive) Officers serving under Board of Revenue.	2	i) C.S. (S&GAD). ii) Board of Revenue.
vi) Heads of Departments.	2	i) C.S. (S&GAD). ii) Secretary A.D.
vii) Regional Heads.	2	i) C.S. (S&GAD) ii) Secretary A.D.
viii) Other Secretariat Officers of and above the rank of S.O.	2	i) C.S. (S&GAD) ii) Secretary A.D.
ix) Other Officers in pay scale 16 and 17 in all Departments.	2	i) Administrative Secretary. ii) Head of Attached Deptt./ Regional Head.

51. **General instructions** – The letters of appreciation issued by a committee or a commission appointed by Government, to Government officers serving with them and also attested copies of such remarks or paragraphs concerning them as have been embodied in the reports of the committee/commission may be placed in the Character Rolls of the officers concerned.

52. **In case an officer has received Honour/Award**, suitable entry should be made in the Character Roll and copy of citation placed in it.

53. **The order rewarding officers/officials in connection with their suggestions** found useful and worth adopting may be placed in the personal file and not the Character Roll of the Government servant concerned. The reporting officer should keep the fact in view and mention the same while recording annual confidential report. It is the duty of the branch/section concerned to bring to the notice of reporting officer, for the calendar year, that the person on whose work and conduct a report is to be written, has been rewarded by Government for a suggestion found useful and worth adopting.

54. **No chits or certificates should be granted to the subordinates** by any officer and the assessment of the work of Government servant should be confined to the Annual Confidential Report. Such chits/certificates, if still issued will be ignored by Government for any purpose.

\*55. **Letters of commendation which may be issued to the officers** in recognition of their meritorious work or commendable efficiency should be placed on the C.R. Dossier of the officers concerned, and a copy should be endorsed to the officer concerned.

56. **The letters of appreciation earned by Government servants** from Army Authorities, due to their outstanding devotion and zeal, in national cause, should be placed in their Character Rolls.

57. **The photographs to be pasted on the folders** attached to the revised forms for confidential reports on officers in pay scale 16 and above should be furnished by the concerned officers, at their expense.

\*\*58. **The reporting officers may, if he likes, maintain a Katcha Register** for keeping rough notes relating to the work of the subordinates including cases of outstanding good or poor work. This will avoid writing of reports based on vague impression and will make the reports more realistic in character and it will be easier to assess the performance of the subordinates from such memoranda and thus present a true picture in the report. The pro forma of this register is at Appendix-VIII. This register will not be a permanent record, but will be destroyed as soon as it has outlived its utility.

59. **The reports of officers detailed for training at various institutions**, e.g., Administrative Staff College, N.I.P.A., Pakistan Academy for Rural Development etc., will be placed on the Character Rolls of the officers. Similarly the assessment reports on the officers attending training courses abroad shall also form part of their Character Rolls.

60. **A note may be recorded in respect of the periods for which reports do not exist** in the Character Rolls due to long leave or other causes which should be stated in proper sequence of the filling of the reports.

61. **Preservation of Character Rolls** – The Character Rolls of retired Government servants should be maintained for ten years after retirement or up to the age of sixty five years whichever is later. In the case of persons relieved from Government service otherwise than by retirement, the Character Rolls shall be retained at least for ten years, after the date of release from Government service. On the expiry of the prescribed period the Character Roll will be destroyed by burning.

♥62. **Supply of copies or extracts from Character Rolls is prohibited.** It is, however, permissible for the Head of the Attached Department, or Government whichever may be the final authority having custody of the record to give to the officers who have retired, a letter in which their confidential record is summed up to give an overall picture of their work and conduct during service.

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\*Substituted vide circular letter No. SOR-III-14-9/75 dated 29.05.1976.

\*\*Substituted vide circular letter No. S(R)3155/4-5/68-SOXIII dated 25.02.1969.

♥Substituted vide circular letter No. SORIV(S&GAD)14-24/78 dated 28.12.1978.

\*63. **The nomination form completed by a Government servant** duly attested by the head of the office or the supervisory authority:

- (i) in respect of his G.P. Fund account;
- (ii) under the Punjab Employees Welfare Fund Ordinance, 1969, and
- (iii) under the Punjab Government Servants Benevolent Fund Ordinance, 1960 and the rules issued thereunder, will, apart from being sent to the authorities concerned, or in respect of officials of and below BS-15 being placed in their Service Books, be filed in their C.R. dossiers.

\*64. **If a Government servant makes a nomination**, conferred on a person, the right to receive any gratuity that may be sanctioned under Rule 4.6 of the Punjab Civil Services Pension Rules, 1963 or any gratuity which having become admissible to him/her has not been paid to him/her before death, the nomination will be filed in his/her C.R.

#64.A. **If an Officer or Official fails to complete successfully any prescribed test** or examination or training during the period of probation each such failure shall be recorded in his C.R.

##65. **Writing/countersigning of ACRs by retired officers** – The officers proceeding on retirement, whether voluntarily or on attaining the age of superannuation, should be asked to write/countersign reports, on the officers and staff who have worked under them for more than three months, before their retirement. If an officer proceeds on retirement without writing/countersigning the reports and cannot be contacted or fails to oblige despite repeated requests, the following procedure should be adopted:

1. The officer who would have countersigned, had the report been initiated by the retired officer, should initiate the report provided he has seen work of the officer reported upon, for a minimum period of 3 months. The next higher officer, if any, should countersign it;
2. If the report has already been initiated but the countersigning officer has retired, the next higher officer, if any, should countersign, provided he has personal knowledge of the work of the officer concerned;
3. If both the initiating and the countersigning officers have retired, the officer next higher than both of them, if any, should initiate and the next higher officer, if any, should countersign it. In such cases both the initiating and countersigning officers must have personal knowledge of the officer reported upon;
4. In case the report cannot be initiated at all, a suitable note to this effect be recorded in the C.R. dossier. If the report has been initiated but cannot be countersigned, the reasons, therefore, be recorded in Part-IV of the Annual Confidential Report;

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\*Substituted vide circular letter No. SORIV(S&GAD)14-1/82 dated 16.01.1982.

\*Added vide circular letter No. S(R)2841/4-5/68-SOXIII dated 12.06.1968.

#Inserted vide circular letter No. SORIV(S&GAD)14-1/77(A) dated 13.05.1974.

##Added vide circular letter No. SORIV(S&GAD)14-1/77(I) dated 07.05.1979.

- ▼5. In case the post of report Initiating Officer remained vacant for 9 months or more, the following procedure may be adopted for completing the ACRs of the subordinate staff:
- i. In case the Countersigning Officer has seen their work for at least 3 months, he may initiate the ACRs and the next higher authority may countersign the ACRs.
  - ii. In case the condition at (i) above is not fulfilled, a suitable note may be placed in the CR Dossier of a civil servant explaining as to why the ACR could not be written.

**\*66. Bar to writing/countersigning of reports by officers compulsorily retired under the E&D Rules or on completion of 10 years of service, etc.** – The officer retired compulsorily under the Punjab Civil Servants (E&D) Rules, 1975 or under Section 12(i) of the Punjab Civil Servants Act, 1974 should not be allowed to write/countersign the ACRs of their subordinates. The same will be the position during the LPR of these officers, if allowed to them. In such cases the following procedure should be followed for writing/countersigning the ACRs of the concerned civil servant:

- (i) The authority next higher to the retired reporting officer may initiate the report provided he has seen the performance of the civil servant reported upon for a minimum period of 3 months.
- (ii) The report so initiated will be countersigned by the officer higher than the reporting officer, if available, provided that the former has personal knowledge about the performance of the civil servant concerned. In case there be no officer available to countersign, the report need not be countersigned instead the circumstances under which the report could not be countersigned will be mentioned in the report indicating the name of the officer who was supposed to countersign, had he not been retired under the E&D Rules, etc.
- (iii) In case both the reporting and countersigning officers have been compulsorily retired, the officer higher than both of them, if available, may initiate the report and the next higher officer, if any, will countersign it, provided both the reporting/countersigning officers have personal knowledge about the work of the civil servant concerned. In case no countersigning officer be available, the fact should be noted in the report.
- (iv) Where no officer is available to write or countersign the report, a suitable note may be recorded in the C.R. dossier of the civil servant concerned.
- (v) In case the reporting or countersigning officer has been dismissed/removed from service, the authority next higher to the officer(s) so dismissed/removed i.e., reporting/countersigning officer, may initiate the report provided he/she has seen the performance of the civil servant to be reported upon for a minimum period of three months. If no countersigning officer or the officer next higher to the countersigning officer is available, who has seen the work of the officer/official to be reported upon, a suitable note to this effect may be recorded in the CR Dossier of the officer/official concerned.

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▼ Added vide circular letter No. SOR.IV(S&GAD) 14-10/96 dated 20.08.1996.

\* Added vide circular letter No. SORIV(S&GAD)14-1/77(I) dated 11.08.1982.

• Added vide letter No. SOR-IV(S&GAD)14-13/05 dated 16.08.2005.

**APPENDIX-I**  
[Referred to in Para 7]

**\*REPORTING CHANNEL OF PERs OF OFFICERS/OFFICIALS OF S&GAD**

**Note: 1:** The Performance Evaluation Report on the work and conduct of the rank of Secretary to the Federal Government need not be recorded.

**Note: 2:** For purposes of writing of PERs in accordance with the “Instructions about Confidential Reports”.

- i) Addl. Chief Secretary/Secretary (Services)/Secretary (Regulations)/ Secretary (Achieves) & Secretary, (I&C), S&GA Department shall be deemed to be the Administrative Secretaries in respect of their respective Wings under their charge.
- ii) Chairman, P&D shall be deemed to be the Administrative Secretary for the P&D Department.
- iii) Secretary to Governor/Chief Minister shall be deemed to be the Administrative Secretary for the Governor’s/Chief Minister’s Secretariat.

Sr. No.	Name of the Post	Initiating Authority	First Counter-signing Authority	Second Counter-signing Authority	Authority for communication of adverse remarks	Authority for expunction of adverse remarks
1.	Chief Secretary					
2.	Chairman, P&D	Chief Minister	-	-	Secretary (Services)	Chief Minister
3.	Addl: Chief Secretary	Chief Secretary	-	-	-do-	-do-
4.	Secretary to Government (including Secretaries Regulations, Archives, Services & I&C)	-do-	-	-	-do-	-do-
5.	Special Secretary	Admn. Secretary of the Department.	Chief Secretary	-	-do-	-do-
6.	Member (Enquiries)	Addl: Chief Secretary	Chief Secretary	-	-do-	-do-
7.	Addl. Secretary	Admn. Secretary concerned	Chief Secretary.	-	-do-	-do-
8.	Deputy Secretary	Addl: Secretary or Admn. Secretary or Special Secretary under whom the officer has been working	Chief Secretary if the report initiated by the Admn. Secretary otherwise Admn Secretary or Special Secretary	-	-do-	The authority next above the last counter-signing authority
9.	Section Officer	Addl: Secretary or Deputy Secretary under whom the officer has been	Admn. Secretary concerned if the report	-	A.S. (Admn.) S&GAD	Addl: Chief Secretary

\*Revised chart circulated vide letter No. SOR-IV(S&GAD) 14-18/2012 dated 5<sup>th</sup> October 2012.



*Instructions About ACRs*

		working	is initiated by A.S. otherwise A.S.			
10.	Superintendent	D.S./Section Officer concerned	Addl: Secretary/ Deputy Secretary concerned	-	A.S. (Admn.) S&GAD	Secretary concerned
11.	P.S. i) attached with Minister/Advisor	Minister/Advisor concerned	-	-	S.O. concerned	Chief Minister
	ii) attached with Chief Secretary	Chief Secretary	-	-	-do-	-do-
	iii) attached with ACS, Member, BOR, Chairman, P&D	Officer with whom attached	-	-	-do-	Chief Secretary
	iv) attached with other officers	-do-	-	-	-do-	ACS
12.	P.A. i) attached with Minister/Advisor	Minister/Advisor concerned	-	-	S.O. concerned	Chief Minister
	ii) attached with Chief Secretary	Chief Secretary	-	-	-do-	-do-
	iii) attached with ACS, Member, BOR, Chairman, P&D	Officer with whom attached	-	-	-do-	Chief Secretary
	iv) attached with other officers	-do-	-	-	-do-	A.S. (Admn), S&GAD if the report is recorded by Admn. Secretary
13.	Stenographer	-do-	-	-	-do-	-do-
14.	Assistant/Sr. Clerk / Junior Clerk i) In offices of Minister /Advisor	P.S. concerned	-	-	-do-	A.S. (Admn.), S&GAD
	ii) In offices of Chief Secretary/ACS/ Secretaries	-do-	-	-	-do-	-do-
	iii) In offices of Member (Inquires)	Member (Inquiries) concerned	-	-	-do-	ACS
	iv) In offices of A.S./ D.S.	A.S./D.S. concerned	-	-	-do-	A.S. (Admn), S&GAD if the report is recorded by Admn. Secretary
	v) In Sections	S.O. Concerned	A.S./D.S. concerned	-	-do-	A.S. (Admn.), S&GAD
	vi) In Branches	S.O./ Suptd./P.S. Concerned	S.O. concerned	D.S. concerned-	-do-	-do-
15.	Daftri	Officer with whom attached	-	-	-do-	D.S. (Personnel), S&GAD

16.	Qasid attached with Higher Officer	Officer with whom attached	-	-	S.O. concerned	D.S. (Personnel), S&GAD
17.	Naib Qasid	-do-	-	-	-do-	-do-
18.	Supervisor Committee Room	Superintendent	S.O. concerned	-	-do-	D.S. (Welfare), S&GAD

**WELFARE WING**

Sr. No.	Name of the Post	Initiating Authority	First Counter-signing Authority	Second Counter-signing Authority	Authority for communication of adverse remarks	Authority for expunction of adverse remarks
1.	Assistant Comptroller	D.S.(P&S)	A.S. (Welfare)	-	D.S. (P&S)	ACS
2.	Resident Officer	S.O.(W-I)	D.S.(P&S)	-	S.O.(W-I)	A.S.(Welfare)
3.	Chief Sanitary Inspector	-do-	-do-	-	-do-	-do-
4.	Oversear/Sub-engineer	Estate Officer	-do-	-	-do-	-do-
5.	Naib Khateeb/ Khateeb	S.O.(W-I)	-do-	-	-do-	-do-
6.	Telex Operator	-do-	-do-	-	-do-	-do-
7.	Assistant Steward/ Steward	Asstt. Comptroller	S.O.(W-I)	-	-do-	D.S.(P&S)
8.	A.C. Supervisor	S.O.(W-I)	D.S.(P&S)	-	-do-	A.S.(Welfare)
9.	Cook/Head Cook	Asstt. Comptroller	S.O.(W-I)	-	-do-	D.S.(P&S)
10.	Waiter/Head Water	-do-	-do-	-	-do-	-do-
11.	Dhobi/Head Dhobi	Resident Officer	-do-	-	-do-	-do-
12.	Foot Constable	Estate Officer	D.S.(P&S)	-	-do-	A.S.(Welfare)
13.	Mali/Head Mali	Officer with whom attached	Next higher officer	-	-do-	D.S.(P&S)
14.	Moazzan/Khadim Masjid	S.O.(W-I)	D.S.(P&S)	-	-do-	A.S.(Welfare)
15.	Dak Runner/Dispatch Rider	Officer with whom attached	Next higher officer	-	-do-	-do-
16.	Cycle Mistri	Resident Officer	S.O.(W-I)	-	-do-	D.S.(P&S)
17.	Gate Messenger/Gate Keeper	-do-	-do-	-	-do-	-do-
18.	Telex Messenger	S.O.(W-I)	D.S.(P&S)	-	-d-	A.S.(Welfare)
19.	Frash	Officer with whom attached	Next higher officer	-	-do-	-do-
20.	Khalasi	S.O.(W-I)	D.S.(P&S)	-	-do-	-do-
21.	Sanitary Worker	Officer with whom attached	Next higher officer	-	-do-	D.S.(P&S)
22.	Chowkidar/Watch & Ward Man	-do-	-do-	-	-do-	-do-
23.	Water Career	Resident Officer	S.O.(W-I)	-	-do-	-do-

**TRANSPORT WING**

Sr. No.	Name of the Post	Initiating Authority.	First Counter-signing Authority.	Second Counter-signing Authority.	Authority for communication of adverse remarks.	Authority for expunction of adverse remarks.
1.	Garage Suptd.	MTO	D.S (MT)	-	A.S. (P&T)	ACS
2.	i) Staff Car Driver in Pool	-do-	-do-	-	-do-	A.S. (P&T)
	ii) Driver attached	P.S. to officers/	-	-	MTO	-do-

**Instructions About ACRs**

	with officers/Minister/ Advisor	Minister/ Advisor concerned				
3.	Mechanic/Assistant Mechanic/Auto Electrician	MTO	D.S. (MT)	-	MTO	ACS
4.	Staff Car Cleaner	-do-	-do-	-	-do-	D.S.(MT)

**O&M WING**

Sr. No.	Name of the Post	Initiating Authority	First Counter-signing Authority	Second Counter-signing Authority	Authority for communication of adverse remarks	Authority for expunction of adverse remarks
1.	Addl. Secretary/ Director	Secretary/DG	Chief Secretary	-	D.S. (Conf.), S&GAD/ Deputy Director (Admn.)	Chief Minister
2.	Deputy Secretary/ Deputy Director	Addl. Secretary/ Director concerned	Secretary/DG	-	-do-	Chief Secretary
3.	System Analyst	-do-	-do-	-	Deputy Director (Admn.)	-do-
4.	Statistical Officer	D.S./Deputy Director concerned	A.S./Director concerned-	-	-do-	Secretary/ DG
5.	Research Assistant	Officer with whom attached	Next Higher Authority	-	-do-	-do-
6.	Composer	-do-	-do-	-	-do-	-do-

**PUNJAB SERVICE TRIBUNAL**

Sr. No.	Name of the Post	Initiating Authority	First Countersigning Authority	Second Counter-signing Authority	Authority for communication of adverse remarks	Authority for expunction of adverse remarks
1.	Member	Chairman	-	-	Chief Secretary	Governor (Being appointing authority according to Sub-Section 4 of Section 3 of the Punjab Service Tribunals Act, 1974)
2.	Registrar	Chairman	-	-	A.S. (Admn.), S&GAD	Addl. Chief Secretary
3.	P.S./P.As/Stenos, Superintendent, Assistants, Senior/ Junior Clerks and other staff attached with the court	Chairman/ Member with whom attached	-	-	Deputy Secretary (Personnel)	-do-
4.	Assistant Registrar (BS-16)/ Superintendent, Assistant, Senior	Registrar	Chairman	-	Deputy Secretary (Personnel)	Addl. Chief Secretary

**Punjab Estacode 2013**

	Clerk, not attached with any Court					
5.	Other Staff (Not attached with the Court)	Assistant Registrar	Registrar	-	Registrar	Chairman, PST

**ARCHIVES WING**

Sr. No.	Name of the Post	Initiating Authority	First Countersigning Authority	Second Countersigning Authority	Authority for communication of adverse remarks	Authority for expunction of adverse remarks
1.	Director	Secretary (Archives)	ACS	-	Secretary (Archives)	Chief Secretary
2.	Deputy Directors (Archives)	Director	Secretary (Archives)	-	Deputy Director (Admn.)	Addl. Chief Secretary
3.	Assistant Director (Record)	Deputy Director (Res.)	Director	Secretary (Archives)	Director	-do-
4.	Assistant Director (Library)	Deputy Director (Conservation)	-do-	-do-	-do-	-do-
5.	Research Officer	Deputy Director (Res.)	-do-	-do-	-do-	-do-
6.	Microfilming Officer	Deputy Director (Conservation)	-do-	-do-	-do-	-do-
7.	Private Secretary	Secretary (Archives)	-	-	D.S.(Personnel), S&GAD	-do-
8.	P.A./Stenographer	Officer with whom attached	-	-	S.O. concerned in S&GAD	-do-
9.	Weeding Officer	Deputy Director (Conservation)	Director	-	-do-	-do-
10.	Superintendent	Assistant Director (Record)	Deputy Director (Admn.)	-	D.S.(Personnel) S&GAD	-do-
11.	Camera Man (Microfilming)	Microfilming Officer	Deputy Director (Conservation)	-	Assistant Director (Record)	Secretary (Archives)
12.	Dark Room Assistant	-do-	-do-	-	-do-	-do-
13.	Assistant	Officer with whom attached	Next higher officer	-	S.O. concerned S&GAD	A.S.(Admn.) S&GAD
14.	Cataloguer	Assistant Director (Lab.)	Deputy Director (Conservation)	-	Assistant Director (Records)	Secretary (Archives)
15.	Operator Laminating Machine	Microfilming Officer	-do-	-	-do-	Director
16.	Operator Reader Printer	-do-	-do-	-	-do-	-do-
17.	Assistant Librarian	Assistant Director (Lab.)	-do-	-	-do-	-do-
18.	Senior Clerk/Junior Clerk	Officer with whom attached	Next higher officer	-	S.O. concerned in S&GAD	A.S.(Admn.)

**Instructions About ACRs**

19.	Book Binder	Officer with whom attached	Deputy Director (Conservation)	-	Assistant Director (Records)	Director
20.	Daftri	-do-	-	-	S.O. concerned in S&GAD	D.S. (Personnel)
21.	Attendant (Microfilming Unit)	Microfilming Officer	-do-	-	Assistant Director (Records)	Director
22.	Frash/Naib Qasid/ Cleaner	Officer with whom attached	-	-	-do-	-do-
23.	Camera Man (Still Photography)	Microfilming Officer	Deputy Director (Conservation)-	-	Assistant Director (Records)	Secretary (Archives)
24.	Translator	Research Officer concerned	Deputy Director (Res.)	-	-do-	-do-
25.	Duplicator Operator	Microfilming Officer	Deputy Director (Conservation)	-	Assistant Director (Records)	-do-
26.	Attendant (Museum)	Weeding Officer	-do-	-	-do-	Director

**OFFICIAL LANGUAGE COMMITTEE**

Sr. No.	Name of the Post	Initiating Authority	First Counter-signing Authority	Second Counter-signing Authority	Authority for communication of adverse remarks	Authority for expunction of adverse remarks
1.	Editor	Director	Secretary (Archives)	-	Admn. Officer	ACS
2.	Head Translator	-do-	-do-	-	-do-	-do-
3.	Instructor	-do-	-do-	-	-do-	-do-
4.	Admn. Officer	-do-	-do-	-	Secretary (Archives)	-do-
5.	Senior Translator	Head Translator	Director	-	-do-	Secretary (Archives)
6.	Sub-Editor	Editor	-do-	-	-do-	-do-
7.	Senior Scale Stenographer/Urdu Stenographer	Officer with whom attached	-	-	-do-	-do-
8.	Computer Operator	Officer with whom attached	Director	-	-do-	-do-
9.	Assistant	-do-	-do-	-	-do-	-do-
10.	Translator	Head Translator	-do-	-	-do-	-do-
11.	Urdu Typist	Officer with whom attached	-do-	-	-do-	-do-
12.	Senior Clerk/Junior Clerk	-do-	-do-	-	-do-	-do-
13.	Daftri	Officer with whom attached	-	-	-do-	Director
14..	Naib Qasid	-do-	-	-	-do-	-do-

**APPENDIX -II**

(vide Para 10)

\*All judicial officers under the administrative control of the High Court.

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\*Substituted, vide correction slip No. 10, No. SOR-IV(S&GAD)14-1/78 dated 18.07.1978.

**APPENDIX-III**  
(Vide Para 10)

GOVERNMENT OF THE PUNJAB

ANNUAL CONFIDENTIAL REPORT FOR THE PERIOD  
FROM \_\_\_\_\_ TO \_\_\_\_\_

BY THE COMMISSIONER/DEPUTY COMMISSIONER DIVISION/DISTRICT  
REGARDING PERFORMANCE OF DIVISIONAL/DISTRICT OFFICERS

**PART-I**

Name of officer \_\_\_\_\_

Designation \_\_\_\_\_

**PART-II**

The assessment should be based on personal observation and should relate to the actual performance of the officer reported upon, during the period under report. It should be recorded by initialing the appropriate box against columns 1-4.

1.	Integrity	Assessment
----	-----------	------------

(i) Incorruptible

(ii) Reported to be corrupt

(iii) Believed to be corrupt because of

(a) Monetary considerations

(b) Other considerations

2.	Cooperative with other Departments
----	------------------------------------

(i) Very Cooperative

(ii) Work well in harmony with others

(iii) Difficult to work with

**3. Relations with public**

- (i) Very well behaved and helpful, inspires confidence.
- (ii) Well behaved and courteous
- (iii) Inclined to be helpful, rude and discourteous.

**4. Interest shown in development activities**

- (i) Is keenly interested in planning and execution of development Schemes
- (ii) Takes interest in planning and development work.
- (iii) Is inclined to treat this aspect of this duty as a routine function.

Date \_\_\_\_\_ Reporting officers

Signature \_\_\_\_\_

Name \_\_\_\_\_  
(in block letters)

Designation \_\_\_\_\_

This proforma was circulated with Punjab Government S&GAD letter No. SOR IV(S&GAD) 14-177 dated 14<sup>th</sup> January 1979, and accordingly modified for Appendix-III



APPENDIX-IV

For officers in  
Grade 16 and above

UF-50

GOVERNMENT OF THE PUNJAB

\_\_\_\_\_  
(Name of the Department/Office)

\_\_\_\_\_  
(Name of Service)

**PERFORMANCE EVALUATION REPORT**

FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

**PART-I**

*(To be filled in by the Officer Reported upon)*

1. Name (in block letters) .....
2. Date of Birth .....Date of entry in service
3. Post held during the report period with BS.....
4. Academic qualification(s) .....
5. Training received during **last five years**

Name of course attended	Dates		Name of institution and country
	From	To	

6. Brief description of main duties:  
.....  
.....  
.....  
.....

7. Specify the quantitative/physical/financial targets/objectives set by the department and your achievements against each target:

<b>Sr. No.</b>	<b>Objectives/targets fixed</b>	<b>Objectives/targets achieved</b>	<b>Give reasons of failure (if any) to achieve objectives/targets</b>

8. During the period under report, do you believe that you have made any exceptional contribution, e.g., successful completion of an extraordinarily challenging task or major systemic improvement resulting in significant benefits to the public and/or reduction in time and cost? If so, please specify:

9. What can be done to make you more effective?

10. Signature of the officer reported upon with date.....

**PART-II**

*(To be filled by the Reporting Officer)*

**PERFORMANCE ASSESSMENT:**

1. Please comment on effectiveness of the officer in performance of main duties as detailed at Sr. No. 6 of Part-I.
2. Has the officer correctly reflected objectives/targets fixed for him/her at Sr. No. 7 of Part-I? If not, please specify.
3. Has the officer achieved objectives/targets as claimed at Sr. No. 7 of Part-I? If not, please specify.
4. Do you agree with the reasons for failure in achieving the objectives/targets reflected at Sr. No. 7 of Part-I? If not, please specify.
5. Do you agree with the claim of exceptional contribution of the officer at Sr. No. 8 of Part-I? If not, please specify.

**PART-III**

The rating in Part-III should be recorded by initialing the appropriate box. The ratings denoted by alphabets are as follows:

‘A’      **Very Good**      ‘B’      **Satisfactory**      ‘C’      **Unsatisfactory**

*(For uniform interpretation of qualities listed in these parts, two extreme shades are mentioned against each item).*

		A	B	C	
1. Behaviour with public.	Courteous and helpful.				Haughty, unsympathetic and ill-behaved.
2. Financial responsibility.	Exercises due care in financial discipline.				Irresponsible.
3. Acceptance of responsibility.	Always prepared to take on responsibility even in difficult cases.				Reluctant to take on responsibility, will avoid it whenever possible.
4. Knowledge of laws/ rules/ procedures/IT skills.	Has a thorough grasp of the knowledge relevant to his job/IT skills.				Does not know enough about the present job/IT illiterate.
5. Supervision and guidance.	Organizes and uses staff and other resources effectively.				Lacks control, ineffective.
6. Ability to take decision.	Very logical and decisive.				Indecisive, vacillating.

**PART-IV**

(a) **Pen-Picture:** Please comment on strong points, weak points, fitness for promotion, usefulness for further retention in service and analytical ability of the officer. Also indicate whether further training is required for increasing his efficiency. If so, in what areas?

(b) **Counseling:** Was the officer advised to improve his performance during the period under report? If so, on what aspects and with what results?

**PART-V**

(To be filled by Reporting Officer and Countersigning Officer)

**\* (a) Overall Grading**

	By Reporting Officer	By Countersigning Officer
(i) Very Good		
(ii) Satisfactory		
(iii) Unsatisfactory		

**(b) Integrity**

	By Reporting Officer	By Countersigning Officer
(i) Honest		
(ii) Corrupt		
(iii) Reported to be corrupt		

Name of the Reporting Officer .....Signature .....  
 (Capital letters)  
 Designation .....Date.....

\*(Where the Reporting and Countersigning Officers want to grade the officer as "Outstanding", they may draw with their own hand another box in Part-V(a) of the PER forms, initial it and write "Outstanding" on the descriptive side. They are also required to fully justify this assessment. Unless so justified, their assessment would be deemed to be "Very Good").

**PART-VI**

**(a) REMARKS OF THE COUNTERSIGNING OFFICER:**

Please report on the aspects not touched upon by the Reporting Officer. If you disagree with the assessment of the Reporting Officer, please give reasons thereof. You should also indicate how frequently you have seen work of the officer reported upon.

Name of the Reporting Officer ..... Signature .....  
(Capital letters)  
Designation..... Date .....

**(b) REMARKS OF THE SECOND COUNTERSIGNING OFFICER (IF ANY):**

Name of the Reporting Officer ..... Signature .....  
(Capital letters)  
Designation..... Date .....

**INSTRUCTIONS FOR FILLING UP THE  
PERFORMANCE EVALUATION REPORT FORMS**

Evaluation through Performance Evaluation Reports (PERs) should be used as a tool for human resource development. Reporting Officers should realize that the objective is to develop an officer so that he/she realizes his/her true potential. It is not meant to be a fault finding process but a developmental one. The Reporting Officer and the Reviewing Office should not shy away from reporting shortcomings in performance, attitudes or overall personality of the officer reported upon.

2. Performance Evaluation Report is the most important record for the assessment of an officer. At the same time the quality of PER is a measure of the competence of the Reporting Officer and Countersigning Officer. It is, therefore, essential that utmost care is exercised by all Reporting and Countersigning Officers.

3. The Reporting and Countersigning Officers should be—  
 (a) as objective as possible;  
 (b) clear and direct, not ambiguous or evasive in their remarks;  
 (c) vague impressions based on inadequate knowledge or isolated incidents should be avoided; and  
 (d) overrating should be eschewed by all the Reporting Officers and Countersigning Officers.

4. The forms are to be filled in duplicate. Part-I will be filled by the officer being reported upon and should be type written. Parts-II to IV will be filled by the Reporting Officer. Part-V will be filled by both the Reporting Officer and Countersigning Officer. Part-VI by the Countersigning Officers.

5. Assessment in the PER should be confined to the work done by the officer reported upon during the period covered by the report.

6. Reporting Officer is expected to counsel the officer being reported upon about his weak points and advise him how to improve. Adverse remarks should normally be recorded when the officer fails to improve despite counseling.

7. The ratings/grading in Part-III & V should be recorded by initialing the appropriate box.

8. The objectives/targets may be fixed by all the departments for their employees keeping in view the functions assigned to the departments. The Regulations Wing, S&GAD has an advisory role and it always endeavours to tender advice as early as possible and assist the Administrative Departments to take decisions relating to service matters. The objectives/targets fixed by the Regulations Wing, S&GAD for Section Officer (Regulations-III), S&GAD, Deputy Secretary (Regulations), S&GAD and Additional Secretary (Regulations), S&GAD are detailed below as an example:

**(i) Targets fixed for Section Officer Regulations-III, S&GAD**

Sr. No.	Nature of cases	Time limit
1.	<b>Processing of references pertaining to interpretation of Punjab Civil Servants Act, 1974 and Punjab Civil Servants (Appointment &amp; Conditions of Service) Rules, 1974</b> (i) Processing and submission of cases to the higher authorities. (ii) Attending to the queries. (iii) Issuance of advice.	7 days 3 days 2 days
2.	<b>Framing and Amendment of Service Rules</b> (i) Processing of proposals. (ii) Collection of information from the Administrative Department for completion of proposal. (iii) Submission of agenda. (iv) Arranging meeting of SRC. (v) Issuance of minutes after meeting of the SRC. (vi) Vetting of draft rules in consultation with Law Department. (vii) Initiation of summary after receipt of vetted draft. (viii) Issuance of notification after approval of the Chief Minister.	7 days 15 days 1 day 7 days 3 days 10 days 2 days 2 days

3.	<b>Handling of Court Cases</b> (i)Preparation of para-wise comments and submission to the higher authorities. (Time limit stipulated by the Courts for submission of report and parawise comments must be kept in view. The time limit fixed by the Court should be obeyed invariably). (ii)Vetting of the comments by the concerned Law Officer and submission in the court.	7 days  4 days
4.	<b>Assembly Questions</b> (i)Processing of Assembly questions and submission for approval. (ii)Reply to the concerned authorities.	4 days 2 days
5.	<b>Special Tasks</b>	To be fixed by the Secretary
6.	<b>Routine Cases</b>	As fixed in the Manual of Secretariat Instructions
7.	<b>Submission of monthly arrears statement</b> (as per Manual of Secretariat Instructions).	On the 10 <sup>th</sup> of every month

(ii) **Targets fixed for Deputy Secretary (Regulations), S& GAD**

Sr. No.	Nature of cases	Time limit
1.	<b>Disposal of cases involving interpretation of rules and regulations</b>	2 days
2.	<b>Disposal of Court Cases</b> (Time limit stipulated by the Courts for submission of reports and parawise comments must be kept in view. The time limit fixed by the Court should be obeyed invariably).	Same day
3.	<b>Examination of summaries</b>	Same day
4.	<b>Assembly business</b>	Same day
5.	<b>Special Tasks</b>	To be fixed by the Secretary
6.	<b>Routine Cases</b>	As fixed in the Manual of Secretariat Instructions
7.	<b>Inspect the working of the Sections under his/ her charge.</b>	At least once in every three months
8.	<b>Surprise visits of the Sections under his/ her charge.</b>	Once in every month

(iii) **Targets fixed for Additional Secretary (Regulations), S& GAD**

Sr. No.	Nature of cases	Time limit
1.	<b>Disposal of cases involving interpretation of rules and regulations</b>	2 days
2.	<b>Examination of summaries marked by the Secretary.</b>	Same day
3.	<b>Disposal of Court Cases</b> (Time limit stipulated by the Courts for submission of reports and parawise comments must be kept in view. The time limit fixed by the Court should be obeyed invariably).	2 days
4.	<b>Assembly business</b>	Same day
5.	<b>Special Tasks</b>	To be fixed by the Secretary
6.	<b>Routine Cases</b>	As fixed in the Manual of Secretariat Instructions



7.	<b>Inspect the working of the Sections under his/ her charge.</b>	At least once every three months
8.	<b>Pay surprise visits of the Sections under his/ her charge.</b>	Once in every month
9.	<b>Review of statement of arrears.</b>	Monthly

The Regulations Wing, S&GAD has fixed targets for disposal of work in the shape of time limits. The other Departments may, however, fix objectives/targets keeping in view their own requirements.

9. The Reporting Officer shall, at the beginning of the year set quantitative/ physical/financial targets in consultation with the officer reported upon. In the case of an officer taking up a new assignment during the reporting year, such targets/goals shall be set at the time of assumption of the new assignment.

10. The targets should be clearly known and understood by both the officers concerned.

11. Although performance appraisal is year-end exercise, in order that it serves as a tool for human resource development, the Reporting Officer and the officer reported upon should meet during the course of the year at regular intervals to review the performance and to take necessary corrective steps.

12. It should be the endeavour of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance, conduct, behavior and potential.

13. The Countersigning Officer should weigh the remarks of the Reporting Officer against his personal knowledge of the officer being reported upon, compare him with other officers of the same grade working under different Reporting Officers but under the same Countersigning Officer, and then give his overall assessment in Part-VI. In certain categories of cases remarks of a Second Countersigning Officer may also be required to be recorded. The Second Countersigning Officer will record his remarks in Part-VI(b).

14. If the Countersigning Officer differs with the grading in Part-III by the Reporting Officer, he should score it out and give his own grading in red ink. In Part-VI he is required to give his own assessment, in addition to that of the Reporting Officer.

15. The Countersigning Officer should underline, in red ink, remarks which in his opinion are adverse and should be communicated to the officer reported upon.

16. Time schedule for completion of PER writing—

- (i) The officer to be reported upon should submit the PER Form after completing Part-I to the Reporting Officer on 1<sup>st</sup> day of January.
- (ii) The Reporting Officer should record his remarks in relevant parts by the end of: 1<sup>st</sup> week of January and send the report to the Countersigning Officer by 8<sup>th</sup> January.
- (iii) The Countersigning Officer should record his remarks by the end of second week of January and pass on the report to the Second Countersigning Officer, if any, by 16<sup>th</sup> January.
- (iv) The final Countersigning Officer should also record his remarks within one week.
- (v) Report writing should be completed within the month of January.

17. In the event of non-submission of PER Form by the officer reported upon within the stipulated time, the Initiating Officer may proceed to initiate PER on the basis of information available in the Department.

APPENDIX-V

For all categories of employees in BS 5-15

UF-45

GOVERNMENT OF THE PUNJAB  
\_\_\_\_\_ DEPARTMENT  
**PERFORMANCE EVALUATION REPORT**

FOR THE PERIOD FROM \_\_\_\_\_ TO \_\_\_\_\_

**PART-I**

*(To be filled in by the Official Reported upon)*

1. Name (in block letters).....
2. Date of Birth .....
3. Domicile.....
4. Post held during the report period with BS.....
5. Academic qualification(s).....
6. Professional/Technical qualification(s) .....
7. Training received during **last five years:**

Name of course attended	Dates		Name of institution and country
	From	To	

8. Brief description of main duties:
  
9. What can be done to make you more effective?
  
10. Signature of the official reported upon with date.....

**PART-II**

(To be filled by the Reporting Officer)

The rating in Parts-II should be recorded by initialling the appropriate box. The ratings denoted by alphabets are as under:

**"A" Very Good, "B" Satisfactory, "C" Unsatisfactory**

(For uniform interpretation of qualities listed on these parts, two extreme shades are mentioned against each item).

		A	B	C	
1. Appearance & bearing.	Creates excellent impression.				Clumsy; Unimpressive.
2. Punctuality.	Very regular.				Habitual late comer.
3. Acceptance of responsibility.	Always prepared to take on responsibility even in difficult cases.				Reluctant to take on responsibility; will avoid it whenever possible.
4. Relations with: a) Superiors  b) Colleagues  c) Subordinates	Cooperative; well liked and trusted.  Works well in a team.  Courteous and effective; Inspires confidence.				Uncooperative; does not inspire confidence. Difficult colleague.  Brusque and intolerant; does not earn respect.
5. Behaviour with public.	Courteous and helpful.				Haughty; unsympathetic and ill behaved.
6. Knowledge of work.	Has a thorough grasp of the knowledge relevant to his job.				Does not know enough about the present job.
7. Work.  a) Output  b) Quality	Always up to date; accumulates no arrears.  Always produces work of exceptionally high quality.				Always behind schedule; very slow disposal.  Generally produces work of poor quality.

**PART-III**

**(a) Pen-Picture:** Please comment on strong points, weak points, **fitness for promotion**, usefulness for further retention in service. Also indicate whether further training is required for increasing his efficiency. If so, in what areas?

**(b) Counselling:** Was the official advised to improve his performance during the period under report? If so, on what aspects and with what results?

**PART-IV**

*(To be filled by the Reporting Officer and the Countersigning Officer)*

**Integrity**

	<b>By Reporting Officer</b>	<b>By Countersigning Officer</b>
<b>(i) Honest</b>		
<b>(ii) Corrupt</b>		
<b>(iii) Reported to be corrupt</b>		

Name of the Reporting Officer .....Signature .....  
 (Capital letters)

Designation .....Date.....

**PART-V**

**a) REMARKS OF COUNTERSIGNING OFFICER:**

(Remarks are to be confined to the aspects not touched upon by Reporting Officer. Reasons for disagreement with the Reporting Officer must be given).

Name of the Reporting Officer .....Signature .....  
 (Capital letters)

Designation .....Date.....

**b) REMARKS OF THE SECOND COUNTERSIGNING AUTHORITY (IF ANY):**

Name of the Reporting Officer .....Signature .....  
 (Capital letters)

Designation .....Date.....

**INSTRUCTIONS FOR FILLING UP THE  
PERFORMANCE EVALUATION REPORT FORMS**

1. (i) PER is the most important record for the assessment of an officer. At the same time the quality of PER is a measure of the competence of the Reporting Officer and Countersigning Officer. It is, therefore, essential that utmost care is exercised by all Reporting and Countersigning Officers.  
(ii) The Reporting and Countersigning Officers should be—
    - (a) as objective as possible; and
    - (b) clear and direct, not ambiguous or evasive in their remarks.
  - (iii) The over-riding importance of Part-IV should be clearly understood in the overall grading.
  - (iv) Over-rating should be eschewed by all Reporting/Countersigning Officers.
  - (v) Vague impressions based on inadequate knowledge or isolated incidents should be avoided.
2. The forms are to be filled in duplicate. Part-I will be filled by the official being reported upon and should be type written.
3. Part-II to III will be filled by the Reporting Officer and Part-IV by both the Reporting Officer and Countersigning Officer. Part-V(a) will be filled by the Countersigning Officer.
4. Assessment in the PER should be confined to the work done by the officer reported upon during the period covered by the report.
5. Reporting Officer is expected to counsel the officer being reported upon about his weak points and advise him how to improve. Adverse remarks should normally be recorded when the officer fails to improve despite counselling.
6. The PER form should be filled in a neat and tidy manner. Cuttings/erasures should be avoided and must be initialled, where made.
7. (i) The rating in Part-II should be recorded by initialling the appropriate box.  
(ii) In Part-III(a) Pen-Picture should also include remarks about the reputation of the officer.
8. For uniform interpretation of qualities, etc., listed in Part-II, the two extreme shades are mentioned against each item. For example, a very courteous official will be rated 'A' in Part-II (5). A haughty and ill-behaved Official will merit a 'C' rating.
9. The Countersigning Officer should weigh the remarks of the Reporting Officer against his personal knowledge of the official being reported upon, compare him with other officials of the same grade working under different

Reporting Officers but under the same Countersigning Officer, and then give his overall assessment in Part-V. In certain categories of cases remarks of a Second Countersigning Officer may also be required to be recorded. In cases where the work of the official reported upon is supervised also by an officer outside the normal chain of supervisory command in respect of some technical aspects, such officer may send his remarks in respect of such specific aspects to the Second Countersigning Officer by the third week of January through a separate sealed cover.

10. If the Countersigning Officer differs with the grading or remarks given (in parts other than Part-III) by the Reporting Officer, he should score it out and give his own grading in red ink. In Part-V he is required to give his own assessment in addition to that of the Reporting Officer.

11. The Countersigning Officer should underline, in red ink, remarks which in his opinion are adverse and should be communicated to the officer reported upon.

12. Time schedule for completion of PER writing —

- (i) The official to be reported upon should submit the PER Form after completing Part-I to the Reporting Officer on 1<sup>st</sup> day of January.
- (ii) The Reporting Officer should record his remarks in appropriate parts by the end of 1<sup>st</sup> week of January and pass on the report to the Countersigning Officer by 8<sup>th</sup> January.
- (iii) The Countersigning Officer should record his remarks by the end of second week of January and pass on the report to the 2<sup>nd</sup> Countersigning Officer, if any, by 16<sup>th</sup> January.
- (iv) The final Countersigning Officer should also record his remarks within one week.
- (v) Report writing should be completed within the month of January.

13. In the event of non-submission of PER Form by the officer reported upon within the stipulated time, the Initiating Officer may proceed to initiate PER on the basis of available information.

APPENDIX-VI  
U.F—44

برائے تمام سرکاری ملازمین  
(پبوی سکلی ۳ تا ۳)

حکومت پنجاب

تاریخ: \_\_\_\_\_  
مقام: کارکردگی رپورٹ برائے مدت: از \_\_\_\_\_ تا \_\_\_\_\_

حصہ اول

- ۱۔ نام اور ولدیت
- ۲۔ تاریخ پیدائش
- ۳۔ پبوی سکلی نمبر
- ۴۔ عہدہ (مدت رپورٹ کے دوران)
- ۵۔ تاریخ آگے ملازمت
- ۶۔ تاریخ ریٹائرمنٹ
- ۷۔ زوری کی حیثیت
- ۸۔ دیگر بہتریتا

حصہ دوم

تعمیراتی	تعمیراتی	بہتریتا		
			پابندی وقت	۱
			تعمیراتی	۲
			احساس زبرداری	۳
			عوام کے ساتھ برتاؤ	۴
			کام کی جانچ	۵
			موزوں بہتریتا کے ترقی	۶
			پبوی کارکردگی	۷

حصہ سوم

(دیباچہ)

بہتریتا کی تعداد	بہتریتا کی تعداد	
		دیباچہ
		بہتریتا

دستخط \_\_\_\_\_  
بہتریتا کی تعداد \_\_\_\_\_  
عہدہ \_\_\_\_\_  
مقام \_\_\_\_\_

حصہ چہارم

کرتابوں / نہیں کرتابوں

دستخط \_\_\_\_\_  
بہتریتا کی تعداد \_\_\_\_\_  
عہدہ \_\_\_\_\_  
مقام \_\_\_\_\_

میں بہتریتا کی تعداد کی رائے سے اطلاق  
(اگر بہتریتا کی رائے سے اطلاق نہیں  
تو چھپان کر س)



**APPENDIX-VII**

(Vide Para 45)

**INDEX**

Confidential Reports file of Mr. \_\_\_\_\_

Sr. No.	Date of report by the	Page Nos.	Initials of officer with whom Character Roll remains
1	2	3	4

**APPENDIX -VIII**

(Vide para 58)

**PROFORMA OF KATCHA REGISTER TO BE MAINTAINED BY OFFICERS IN CONNECTION WITH THE WRITING OF CONFIDENTIAL REPORTS**

Name and designation of the Government servant reported upon _____
1. Serial No.
2. Date of the incident.
3. Number of the file or reference, etc., supporting the viewpoint of the Reporting Officer.
4. Names of witnesses, if any.
5. Brief note about the incident.
Signature _____
Name (in block letters) _____
Designation _____
Date _____

# **ANCILLARY INSTRUCTIONS**

Subject: RECORDING OF ANNUAL CONFIDENTIAL REPORT

I am directed to invite a reference to para 1(i) of the Department's letter No.S(R)-1155/4-9/68-SOXIII dated 14<sup>th</sup> May, 1962, on the subject noted above and to say that the existing policy of considering the un-communicated adverse remarks with the other record of the Reported Officer and giving it due consideration keeping in view the previous and subsequent record and the officer, who gave the adverse remarks has been reconsidered. These instructions were issued at a time, when it was found that a large number of posts adverse entries had not generally been communicated. A compromise formula had to be evolved keeping in view the interest of public servant and the state.

2. The Federal Government later adopted a policy to the effect that a confidential report containing adverse remarks should not be taken into consideration until they had been communicated in writing to the person concerned and a decision taken on the representation, if any. These instructions are more equitable and are in accordance with the principle that no body should be condemned unheard. Moreover the things have since settled down and the officers are expected to work efficiently.

3. It has, therefore, been decided that the existing instructions of the 14<sup>th</sup> May 1962, should be followed only for un-communicated adverse remarks up to the year 1967.

4. Immediate steps should be taken to communicate the adverse remarks for the year 1968, and only those adverse remarks should in future be taken into consideration, which have been communicated and a decision taken on the representation. This should be done in accordance with the prescribed time limits. All un-communicated remarks from 1968 shall have to be ignored. But the defaulting authorities shall themselves be liable to disciplinary action, if it will be found that the adverse remarks have not been communicated.

5. In addition, Government has further decided to adopt a new folder for the maintenance of Character Rolls on universal basis throughout the Province. This folder makes a specific provision for communication of adverse remarks and also for recording the results of the representation received against such remarks. A copy of the folder in question is enclosed for information. The Superintendent, Government Printing Press, West Pakistan is being requested to print these folders in sufficient quantity and stock them for issue to the Departments/Offices of Provincial Government in the usual way along with other universal forms. This will of course be in lieu of the existing universal Form No.U.F.51. Requisition for the form should be made immediately so that it can be used without any delay.

6. This opportunity is also taken to remind all the departments that the Character Rolls of provincial Government employees have to be taken in the envelope specially designed for the purpose. These envelopes are stocked by the Government Forms Press and have been assigned universal form No.52, and are available in the same way as other universal forms. The requisite number may be obtained from the Press.

No.SORIII-14-9/75  
Dated the 29<sup>th</sup> May 1976

Subject: FILING OF LETTERS OF APPRECIATION/RECOMMENDATION  
IN THE CHARACTER ROLL OF THE CIVIL SERVANTS

I am directed to refer to paragraph 55 of the Instructions about Confidential Reports read with Services, General Administration and Information Department's letter No.SORIII-14-1/74 dated 16<sup>th</sup> May 1974 and to say that in modification of the aforesaid instructions, it has been decided that letters of communication which may be issued to the Officers in recognition of their meritorious work or commendable efficiency, should be placed on the C.R. dossier of the Officers concerned, and a copy should be endorsed to the officers concerned.

---

No.SORIV(S&GAD)14-1/77  
Dated the 23<sup>rd</sup> January 1978

Subject: ANNUAL CONFIDENTIAL REPORTS

The Martial Law Administrator Zone 'A' has been pleased to direct that henceforth the Divisional Commissioners and Deputy Commissioners will countersign ACRs of divisional and district level officers of other departments serving in their respective jurisdiction.

2. Charts requested to be prepared under para 7 of booklet entitled "Instructions about Confidential Reports" may also please be modified accordingly.

---

No.SORIV(S&GAD)14-1/77  
Dated the 1<sup>st</sup> February 1978

Subject: ANNUAL CONFIDENTIAL REPORTS

Please refer to this department's circular of even number dated 23.01.1978 on the subject noted above.

2. The Chief Marital Law Administrator has been pleased to direct that henceforth the Divisional Commissioners and Deputy Commissioners will record remarks on the following points in the Annual Confidential Reports of divisional and district level officers of all departments serving in their jurisdiction:

- (i) Integrity.
- (ii) Cooperation.
- (iii) Relations with Public.
- (iv) Interest shown in development and public welfare.

Subject: ANNUAL CONFIDENTIAL REPORTS

In partial modification of this Department's circular letter of even number dated 1<sup>st</sup> February 1978, it is clarified that officers holding judicial posts are exempted from the purview of instructions contained in the circular under reference.

Copy of D.O. Letter No. 6/1/77-A. II, dated the 18<sup>th</sup> January, 1978 from the Government of Pakistan, Cabinet Secretariat, Establishment Division Rawalpindi to the Chief Secretary, Government of the Punjab, Lahore, circulated to all Departments under endorsement  
No. SORIV (S&GAD) 14-1/77 dated 29<sup>th</sup> March 1978.

The following two points have been raised in connection with writing of confidential reports of officers:

- (i) How to determine the performance assessment of an officer in Part-III of the confidential report form when the assessment of any other officer in the same grade is not known to the reporting/countersigning officer?
- (ii) Whether the assessment in Part-III of the ACR form in respect of an officer's performance is to be determined with reference to his assessment in Part-II of the form?

2. These points have been considered in the Establishment Division. With regard to the first point it has been decided that where there is only one officer in a particular grade, his assessment of performance in Part-III may be made independently.

3. As regards the second point it has been observed that in some cases the assessment of an officer in Part-II and Part-III of the ACR form are not correlated. This inconsistency causes a lot of inconvenience to the DPCs as well as the CSB while reviewing the cases of such officers for promotion to higher grade posts. To remove this inconsistency, the assessment of an officer in Part-III should as far as possible, be based on the assessment made about his personal traits and on-the-job performance in Part II. If the major number of entries in Part-II are 'good' and in Part III the officer is classified 'Average', the reporting officer should give detailed reasons for his 'Average' assessment. Normally these should be identical.

---

No. SORIV (S&GAD)14-1/77  
Dated the 14<sup>th</sup> January 1979

Subject: ANNUAL CONFIDENTIAL REPORTS BY DIVISIONAL COMMISSIONERS AND DEPUTY COMMISSIONERS ON SPECIFIC ASPECTS OF WORK OF DIVISIONAL AND DISTRICT LEVEL OFFICERS

I am directed to refer to the instructions issued by the Government from time to time on the above subject and to say that it has been noticed that difficulty is being experienced by Divisional Commissioners and Deputy Commissioners in

countersigning the Annual Confidential Reports of Divisional and District level Officers for remarks on the following points:

- (v) Integrity.
- (vi) Cooperation with other departments.
- (vii) Relations with Public.
- (viii) Interest shown in development and public welfare.

2. Since countersigning of reports written by the departmental superiors, by the Divisional Commissioners/Deputy Commissioners necessarily involves forwarding of reports to former procedure tends to lengthen the process of writing ACRs of the division and district level offices. In order to avoid delay in recording of these reports the Divisional Commissioners/Deputy Commissioners may write separate reports on the four points referred to above in the enclosed \*form and send these to the concerned, Heads of the Attached Departments for placing these on the Character Rolls of the concerned officers.

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No.SORIV(S&GAD)14-1/77  
Dated the 20<sup>th</sup> March 1979

Subject: ANNUAL CONFIDENTIAL REPORTS BY DIVISIONAL COMMISSIONERS AND DEPUTY COMMISSIONERS ON SPECIFIC ASPECTS OF WORK OF DIVISIONAL AND DISTRICT LEVEL OFFICERS

In continuation of this department's circular letter No. SOR-IV(S&GAD) 14-1/77 dated 14<sup>th</sup> January, 1979 on the subject noted above, I am directed to say that the reports on four points by Deputy Commissioners in respect of Superintendents of Police should be sent to the Secretary, Services, S&GAD instead of Inspector General of Police.

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No.SORIV(S&GAD)14-5/79  
Dated the 10<sup>th</sup> April 1979

Subject: ACTION ON ADVERSE REMARKS RECORDED IN THE ACR RELATING TO DEVELOPMENT WORK

I am directed to convey the directions of MLA Zone 'A' that failure of officers to produce good results in development should be properly reflected in their Annual Confidential Reports and appropriate action should be taken for such failing. This may kindly be brought to the notice of all concerned for strict compliance.

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\*See page 23.

Subject: ADDITIONAL OBSERVATION IN THE "PEN PICTURE" IN THE  
ANNUAL CONFIDENTIAL REPORTS OF GOVERNMENT SERVANTS

I am directed to refer to the late West Pakistan Government S&GAD's circular letter No.POL(SOV)-9-10/63 dated 16<sup>th</sup> October 1964 and to the Punjab Government, S& GA Department, Implementation Cell's circular letter No.SO.IMP-1/1-42/79 dated 14<sup>th</sup> March 1979 and to say that it has been decided that in the Annual Confidential Reports on the work and conduct of officers, the "Reporting Officer" should indicate in the "Pen Picture" whether his manner and style of dress, etc, is ostentatious or foolish to the point of being objectionable. This decision should take effect from the ACRs for the year 1979, onwards.

2. No change in the existing form of ACR is necessary as the additional observation is to be recorded as a part of the "Pen Picture".

---

No.SORIV(S& GAD)14-1/77  
Dated the 28<sup>th</sup> January 1980

Subject: GRADING IN THE ANNUAL CONFIDENTIAL REPORTS

I am directed to refer to this department's endorsement of even number dated 29<sup>th</sup> August 1978, on the subject and to say that it has been observed that Reporting and Countersigning Officers frequently award intermediate grading in part-III of the Annual Confidential Reports e.g. "between very good and good" and "between good and average" etc. I am to request that reporting and countersigning officers may be directed to adhere to the grading provided in the ACR form and not to deviate therefrom.

2. It has also been observed that the countersigning Officers while assessing the reports given by reporting officers as "strict" or "lenient" do not indicate their own grading. I am to request that the countersigning officers may be advised that when they assess the report as "strict" or "lenient" they must record their own assessment of the officer reported upon in their remarks clearly and also modify the overall assessment in part-III of the ACR accordingly.

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No.SORIV(S& GAD)14-3/79  
Dated the 7<sup>th</sup> May 1980

Subject: ANNUAL CONFIDENTIAL REPORTS-RECOMMENDATIONS ABOUT  
RETENTION BEYOND 25 YEARS OF SERVICE, WARNING/  
COMMUNICATION OF DISPLEASURE IN THE ANNUAL  
CONFIDENTIAL REPORTS OF CIVIL SERVANTS

I am directed to refer to the following paragraphs of the "Instructions about Confidential Reports" the contents of which are briefly stated against each, and to

say that instances have come to notice where these instructions have not been kept in view or complied with while writing annual confidential reports on the work and conduct of civil servants:

**Para 26** lays down that a formal displeasure conveyed to a civil servant must appear in his Character Roll. The result of representation if made, should also be reflected in the report.

**Para 27** requires that a formal inquiry ordered against Government servant during the year under report must be mentioned in the Annual Confidential Report. Similarly, final orders passed as a result of inquiry should also be placed on the Character Roll.

**Para 28** requires that a censure or any other punishment imposed as a result of formal inquiry under the E&D Rules together with the results of an appeal, if filed, be placed on the Character Roll of the Government servant concerned.

**Para 29** lays down that where it is decided in a particular case to place a warning administered to a Government servant on his Character Roll, the orders passed by the competent authority on such representation should also be placed on his Character Roll.

2. These instructions make it obligatory that all acts of omission and commission as may have been substantiated in accordance with the law or even otherwise viewed adversely by the authority competent for administering a warning must be placed on the Character Roll or reflected in the Annual Confidential Report of the civil servant concerned.

3. The katcha register which the reporting officer have discretion to maintain under para 58 of the "Instructions about Confidential Reports" can usefully be utilized for keeping notes relating to such acts of omission and commission, including instances, of outstanding good or poor work. Such notes in the katcha register serve as a memory for recording Annual Confidential Report.

4. I am to request that the reporting officers under your administrative control be advised to keep the "Instructions about Confidential Report" carefully in view while reporting on the work and conduct of civil servants subordinate to them. In particular they may be advised to mention all the acts of omission and commission substantiated in accordance with the law, in the Annual Confidential Report of civil servant concerned.

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No.SORIV(S&GAD) 14-1/77/(1)

Dated the 23<sup>rd</sup> July 1980

Subject: IDENTIFICATION OF THE REPORTING/ COUNTERSIGNING  
CONFIDENTIAL REPORTS

I am directed to refer to para 20 of the "Instructions about Confidential Reports" Instructions printed at the bottom of Part-IV of the ACR form, and this Department Circular letter No. SOR-III-14-1/77 dated 18<sup>th</sup> May 1977, in each one of which, the necessity of identification of the reporting and countersigning officers have been stressed with the suggestion that the name and designation of such officers should be typed, written in block letters or rubber stamped below the signatures.



2. It has been observed that those instructions are not being followed, with the result that considerable inconvenience is caused to the Selection Authenticities/ Review Boards, etc. in identifying the reporting/countersigning officers as well as establishing authenticity of Annual Confidential Reports.

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No.SORIV(S&GAD)14-7/82(P-II)

Dated the 24<sup>th</sup> July 1985

Subject: PERFORMANCE EVALUATION REPORT FOR GOVERNMENT SERVANTS IN BS-1-4 AND 5-15

According to existing instructions former Class-IV Establishment (BS-1-4) is not required to be reported upon with the result that all categories of such Government servants have not so far been subjects to annual performance assessment like other Government servants. It has been felt that due to absence of any accountability, in-discipline has been gradually increasing among such Government servants. Annual reporting on these employees will be helpful in connection with their "move-over" to higher scales. In order to bring them under disciplinary control the matter has been under the consideration of Government for quite sometime. It has now been decided that Performance Evaluation Reports for all categories of Government Servants in BS-1-4 should be recorded. For this purpose a proforma \*(Appendix-VI) white colour, has been devised in Urdu, which shall be introduced with effect from 01.01.1986. The first Annual Performance Report for the year, 1985 should be written on this pro forma.

2. For Government servants in BS-5-15 there is no uniformity in system of reporting and almost every department has devised its own format for annual reports. Performance evaluation of persons in varied nature of jobs being possible, it has been decided to prescribe uniform pro forma for all categories of employees in BS-5 to 15. The new proforma in pink colour has been prepared and is enclosed as \*Appendix-V. This pro forma shall also be introduced with effect from 01.01.1986.

3. All departments/offices are requested to get the new forms from the Government Printing Press Lahore on payment well in time for recording annual reports in future according to the schedule laid down in the Instructions about Confidential Reports. The reports of employees of BS-1-4 shall be recorded on single form but those of persons of BS-5 to 15 shall be written in duplicate, one copy to be retained in the office of immediate posting and the other to be maintained by the appointing authority. In case the two levels are located at one place the report may be written on a single form. The number of forms required should please be indicated to the Controller, Printing and Stationery direct.

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\* See page 38.

\* See page 32.

No. SOR-III(S&GAD)14-2/72  
Dated the 9<sup>th</sup> June 1973

Subject: EXPUNCTION OF ADVERSE REMARKS FROM THE ANNUAL  
CONFIDENTIAL REPORTS

I am directed to say that cases have come to the notice of Government where the adverse remarks in the annual confidential reports of officers have been expunged after the lapse of 15 or 20 years. In some cases the representations of the officers for expunction of remarks had been rejected by the authorities who had the occasion to see the performance of officers and were, therefore, in an ideal position to determine whether or not the adverse remarks were justified. In spite of this, the successor authorities have reviewed the earlier decisions and expunged the remarks spreading over a number of years by one sweep, thus giving rise to claims of pro forma promotion. Government are of the view that this is not a judicious exercise of the discretion vesting in the expunging authorities and have taken the following decisions:

- i) The officers adversely reported upon will have only one right of making a representation and absolute finality would attach to the decision taken thereon, whether in favour of the officer or against. The decision on representation for expunction of adverse remarks should be taken expeditiously, preferably within 6 months of the making of representation. The orders of the expunging authority will not be subject to review by the successor authorities.
- ii) No representation for expunction of adverse remarks prior to the year 1968 will be entertained. Remarks should, however, be communicated to the Officer and, according to the existing instructions, should be read in the context of his previous and subsequent record.
- iii) The remarks from the year 1968 onwards, even if not communicated, should not be ignored. As soon as the failure of communication comes to notice, the remarks should be communicated and the officer given an opportunity to represent for their expunction.

2. These decisions may kindly be noted carefully for future guidance and compliance. Action in accordance with 1(i) should be taken immediately after review of all ACRs and compliance certified by 31<sup>st</sup> October 1973, on each ACR.

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Copy of D.O. No. 6/1/84-PDII, Dated 12<sup>th</sup> February 1984 from Establishment Secretary, Cabinet Secretariat, Government of Pakistan, Rawalpindi, to the Chief Secretary to Government of the Punjab, Circulated vide Endorsement No. SOR-IV(S&GAD) 14-13/78(P) dated 16<sup>th</sup> May 1984.

Subject: WRITING OF ANNUAL CONFIDENTIAL REPORTS

This is in continuation of my letter No. 6/9/79-A.II (CP-II) dated 8<sup>th</sup> August 1982, forwarding a new ACR form for civilian officers. The revised format is by now well understood and generally accepted to have improved the quality of reporting. The new form and promotion policy in fact constitute the key elements in

personnel administration but their usefulness is ultimately dependent on objective reporting.

2. As the time has come again for annual reporting, I would like to draw your attention to the deficiencies commonly noted in such reports:

(1) **Assessment by Reporting Officer**

Many reporting officers are overly generous in their assessment. In some extreme cases, reporting officers have rated all officers serving with them as "very good" which is obviously a misjudgment. Such reporting places equally good officers of the same group working elsewhere at a disadvantage since their work is evaluated under more objective and stricter criteria. This also applies to cases where all entries under Part-II, III & IV of the ACR are recorded as uniformly superlative.

(2) **Counseling**

Adverse remarks are often recorded by the reporting officers without prior counseling to the officer reported upon. This is contrary to the existing instructions and is in fact, a reflection on the reporting officer. They are expected to counsel an officer about his weak points and advise him how to improve. Adverse remarks should normally be recorded only when the officer fails to improve despite counseling.

(3) **Countersigning**

It has been noted time and again that countersigning officers, when differing with the assessment of remarks given by a reporting officer, neither score these out nor do they give their own assessment in red ink against the relevant remarks. These entries, particularly on "quality and output of work" "integrity" are of crucial importance when considering an officer for promotion. Further, some countersigning officers do not initial the appropriate boxes in Part VI of the reports on overall grading and fitness for promotion.

(4) We hope that reporting and countersigning officers will avoid these deficiencies in reporting. On our part, all reports containing such flaws would be returned for correction. I may add that the President had been pleased to direct any casual or intemperate writing of ACRs should also be brought to his notice.

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No.SOR-IV(S&GAD)14-4/85

Dated the 15<sup>th</sup> May 1985

Subject: IMPLICATIONS OF DEFECTIVE WRITING OF PERFORMANCE  
EVALUATION REPORTS

The Superior Courts have held writing of Annual Confidential Report to be one of the terms and conditions of service of Government servants and have taken notice of non-observance of the instructions about writing of confidential reports. Some appeals against adverse remarks and defective report writing have succeeded in the Punjab Service Tribunal. Some of the defects in the reporting process which have attracted attention are as under:

- i) Confidential Reports are not initiated/countersigned and completed within the prescribed time schedule;

- ii) Prescribed minimum period for writing of a report is not adhered to;
- iii) Prescribed reporting channel is disregarded;
- iv) Officer/Official adversely reported upon for two successive years is not placed under another reporting officer as required;
- v) Senior officers are posted under the junior officers during the pendency of seniority dispute between the two and the junior officers so posted are allowed to write Annual Confidential Reports of the seniors;
- vi) Remarks recorded are vague, ambiguous and evasive;
- vii) As required by the instructions countersigning officers do not underline, in red ink, the remarks which in their opinion are adverse and are required to be communicated;
- viii) Adverse remarks are not communicated to the Officer/official concerned within the prescribed period;
- ix) Representations for expunction of adverse remarks are not disposed of within the prescribed time limit.

2. Annual confidential Report is the most important record for career planning of an officer/official. The quality of Annual Confidential Report on the other hand is also a measure of the competence of Reporting officer and countersigning officer. It is, therefore, essential that utmost care is exercised by them while writing the Annual Confidential Reports and the above points are kept in view. This may please be brought to the notice of all concerned.

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No.SOR-IV(S&GAD)14-13/78(P)

Dated the 5<sup>th</sup> November 1985

Subject: ANNUAL MEDICAL EXAMINATION OF CLASS-1 OFFICERS

I am directed to refer to item No. 11, Part-I of the ACR Form prescribed for officers in BS-16 and above, according to which date of last annual medical check-up is required to be indicated, and to say that it has been decided that medical check-up on annual basis should be essential in future for all officers in BS-16 and above because it would be beneficial both for Government as employer and for the employees. Reference in this respect is invited to the instructions contained in the defunct West Pakistan Government HW&LG Department Memo No. SO1-19/15-61, dated 20<sup>th</sup> July, 1961 (Pages 639 to 641, Chapter-V, Section 4 of the O&M Establishment Manual Vol.-1) which provide that the report of the medical examination should be placed in the Character Roll of the officers concerned.

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No. SOR-IV(S&GAD)14-5/85(P)

Dated the 24<sup>th</sup> November 1985

Subject: SYSTEM OF REPORTING OF THE WORK AND CONDUCT OF STAFF AND OFFICERS

I am directed to say that it has been observed that the system of reporting on the work and conduct of staff and officers has deteriorated with the passage of time and very little honest reporting is done with the result that ACRs generally do not reflect correct position of ones integrity/efficiency.

2. The importance of ACRs, which constitute the basis for appointments and promotions, can hardly be over emphasized because the selection authority has to rely on these reports for selecting officers not only for promotions but also for important assignments. It is, therefore, essential that these reports should give a complete and clear picture of the officers reported upon, indicating their performance, efficiency, general ability, personal qualities, potential for growth and suitability for promotion and appointments to special posts according to individual's aptitudes. Reporting Officers should, therefore, keep in mind these aspects while recording reports and particularly while expressing their opinion in Pen Picture column. Attention in this respect is invited to paras 19, 23 & 30 of the Manual of Instructions regarding ACRs with the request that the same may be kept in view invariably by the reporting officers while initiating reports on their subordinates and the countersigning authorities should also keep the same in view while assessing the remarks of Reporting Officers and recording their opinion.

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No.SOR-IV(S&GAD)14-2/72  
Dated the 6<sup>th</sup> January 1986

Subject: EXPUNCTION OF ADVERSE REMARKS FROM THE ANNUAL  
CONFIDENTIAL REPORT

Please refer to this Department circular letter No. SOR-IV (S&GAD) 14-2/72 dated 9<sup>th</sup> June 1973 on the subject noted above.

2. According to sub-para (ii) of para 1 of this Department circular letter under reference adverse remarks recorded in the Confidential Reports prior to the year 1968 are required to be communicated to the Government servant concerned but no representation is to be entertained and the remarks are to be read in the context of his previous and subsequent record. The purpose behind barring representations in such cases was to avoid representations after laps of many years of their recording in the Confidential Reports. It has been observed that in many cases adverse remarks recorded prior to 1968 are still being communicated which is against the spirit of policy instructions referred to above which required communication of these remarks within a reasonable time. The policy has been successfully challenged before the Punjab Service Tribunal. It has, therefore, been decided to allow representation even against adverse remarks recorded prior to 1968 provided these are communicated within one month of the date of issue of this letter and representation is made within the prescribed time limit. No such remarks shall be communicated after one month and there shall be only one right of representation against these. Orders of expunging authority shall not be subject to review by successor authorities.

Subject: JUDGMENT OF THE SHARIAT APPELLATE BENCH OF THE  
SUPREME COURT—TENDENCY AGAINST OR FOR TENETS OF  
ISLAM

I am directed to invite your attention to the above noted subject and say that the Supreme Court of Pakistan (Shariat Appellate Bench) has made the following suggestions about ACR:

“An entry or column should be added in the ACRs and/or other service papers of every state functionary, including at all levels, showing:

- i) Whether the person concerned has any tendency against the tenets of Islam; and
- ii) Whether there is any outstanding feature in his conduct or character indicating Islamic way of life.”

2. A.C.R. Forms for officials/officers in all Basic Pay Scales contain column regarding “Knowledge of Islam” and “Attitude towards Islamic Ideology”. These entries should generally serve the purpose, but if the Reporting Officer or the Countersigning Authorities have something more to say about a person in this respect, they may do so in the column under “Pen Picture”. I am directed to request you kindly to pay proper attention while making entries under these columns. Corporations and other autonomous/semi-autonomous bodies under your administrative control, including nationalized bodies, may also be directed to take similar necessary action.

===== No.SOR-IV(S&GAD)14-4/85

Dated the 30<sup>th</sup> October 1990

Copy of D.O. letter No. 6/25/90-PD-II dated 28.06.1990 from Joint Secretary (CP) Establishment Division, Cabinet Secretariat, Government of Pakistan, Islamabad, to the Chief Secretary, Punjab.

In May, 1985 when entry for “Outstanding” was introduced in the ACR proforma, the Establishment Division had emphasized that an officer should be graded outstanding in exceptional cases and only where such grading was fully justified. The relevant portion from the D.O. letter No. 10(10)/85-CP-I, dated 15.05.1985 written by the Establishment Secretary is reproduced below:

“In exceptional cases where the reporting/countersigning officers want to rate an officer as “outstanding” they may draw in their own hand another box in Part-VI of the ACR form, initial it and write “outstanding” on the descriptive side. They would also be required to fully justify this assessment in Part-V(c), (by the countersigning officer). Unless so justified, the assessment would only be deemed to be ‘very good’ carrying 8 marks.”

2. It has been observed that the assessing officers, rating a subordinate as ‘outstanding’, do not give detailed justification. In many cases officers who were

rated as 'average' or only 'good' till the preceding year suddenly become 'outstanding'. Obviously such assessments are over-generous and unjustifiable.

3. The Establishment Division reiterates the instructions reproduced in para 1 of this letter. It has also been decided that the reporting officer assessing an officer as "outstanding" can be called upon to explain as to how the officer has suddenly become so if he had been rated as 'average' or 'good' till the previous year.

4. I shall be grateful if the contents of this letter are brought to the notice of all officers of your Division.

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No.SOR-IV(S&GAD)14-7/85  
Dated the 3<sup>rd</sup> November 1990

Subject: ANNUAL CONFIDENTIAL REPORT WRITING - ADVERSE  
REMARKS

I am directed to refer to the subject noted above and to say that a question has arisen about the interpretation of remarks in Part-VI of the Annual Confidential Report Form. Ambiguity arises specially in case of the remarks "Not yet fit for promotion". The basis of these remarks can be recent promotion of the officer reported upon, deficiency in the length of his experience required for promotion or unfitness for promotion at the point of writing the report.

2. It is clarified that these remarks should not be treated as adverse as a matter of routine but should be considered in the light of aforementioned factors. If these are intended to be adverse, the Reporting Officer or the Countersigning Officer must underline the remarks with red ink. In case both of them fail to do so, then the remarks should be considered in the light of assessment recorded in other parts of the report. These may be considered adverse even if these have not been underlined with red ink, if these have been recorded when the officer reported upon is due for promotion and are consistent with assessment of the officer reported upon in other parts of the report. Since these remarks are capable of being used to the detriment of employees without their being necessarily adverse, utmost care should be taken while making any entry in Part-VI of the Annual Confidential Report form. This may please be brought to the notice of all concerned for strict observance.

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No. SOR.IV(S&GAD) 14-30/91  
Dated the 24<sup>th</sup> August 1991

Subject: ASSESSMENT OF ADVERSE REMARKS FOR PROMOTION  
PURPOSE OF CIVIL SERVANTS

I am directed to state that the competent Selection Committee/Provincial Selection Board may come across cases where a civil servant has been rated as average in the column of the ACR pertaining to the overall grading even though his/her performance is reported upon as good in the other columns and the remarks contained in the 'pen picture' and 'assessment of performance' column also support this position. In order to resolve this discrepancy it has not been decided by the Competent Authority that when a Government employee is rated as 'average' by the reporting officer under the overall assessment column, consecutively over a number of years, the Departmental Promotion Committee/Selection Board should give due consideration to the entries in all other column in his/her ACRs as also suitably

appraise the 'pen picture' in order to make a rational judgment in regard to the employee's promotion /move-over to a higher post/scale.

2. It has also been decided that where an officer receives two consecutive average reports the same should be brought to the notice of the civil servant concerned in an advisory capacity for enabling him to improve his quality of work.

3. I am to request that the above instructions may be brought to the notice of all concerned for guidance/compliance.

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No. SOR.IV(S&GAD) 14-26/93

Dated the 28<sup>th</sup> December 1993

Subject: INITIATING/COUNTERSIGNING OF ACRs

I am directed to refer to the subject noted above and to state that the Provincial Selection Board in its meeting held in November, 1993 took a serious view while considering the following points:

- i) The overall grading in ACRs usually is not in consonance with the pen picture and assessment of performance.
- ii) In some cases, full name and designation along with signature and date are not legibly entered by the Reporting Officers/ Countersigning Officers.
- iii) In some cases of provincial officers, the Reporting Officers do not give their definite assessment about the integrity of the officers to be reported upon; and
- iv) The outstanding performance or below average performance (adverse) is not justified and reflected in the pen picture and assessment of performance.

2. You are requested to ensure that all the authorities under your administrative control comply with the instructions relating to the writing of confidential report, so that the lapses mentioned above do not occur in future.

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No. SOR.IV(S&GAD) 14-4/95

Dated the 28<sup>th</sup> February 1995

Copy of Office Memorandum No. 1/14/94-T.I, dated 12.01.1995  
from Muhammad Sadiq, Section Officer (T-I), Government of Pakistan,  
Cabinet Secretariat, Establishment Division to All Ministries/Divisions/  
Provincial Governments.

Subject: EVALUATION REPORTS OF THE NATIONAL MANAGEMENT  
COURSE PARTICIPANTS

The undersigned is directed to inform that the Board of Governors of the Pakistan Administrative Staff College, Lahore, in its 43<sup>rd</sup> meeting held under the Chairmanship of the Prime Minister on 27<sup>th</sup> August, 1994, decided that Evaluation



Reports of the participants of the National Management Course at the PASC should form an integral part of the Annual Confidential Reports of the officers and calculated in the blood count to enhance the seriousness of the course.

2. All Ministries/Divisions/Provincial Governments are requested to comply with the above decision and also apprise their concerned Departments/Organizations.

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No. SOR.II(S&GAD) 2-63/97  
Dated the 9<sup>th</sup> July 1997

Subject: INSTRUCTIONS REGARDING WRITING OF ACRS AND INITIATING OF RELEVANT BOXES BY THE REPORTING OFFICERS/ COUNTERSIGNING OFFICERS

I am directed to refer to subject noted above and to state that during proceeding of Departmental Promotion Committee meetings while scrutinizing the service record of Government employees it has time and again been noticed that the relevant boxes of the parts of ACR forms are not initialed by the Reporting Officers/ countersigning authorities and relevant boxes are tick-marked which create confusion for the members of the appropriate Committee/Board to decide as to whether these ACRs may be considered as complete/valid or otherwise.

2. I am further directed to draw your kind attention to paras 7 & 8 of the ACR Instructions for filling up the ACR forms, wherein it has clearly been enshrined that the ACRs should be initialed and rating in Part-II, III, IV & VI should be recorded by initialing the appropriate boxes. As such the ACRs tick-marked by the Reporting Officer/Countersigning Officer cannot be considered as complete/valid according to the procedure/policy laid down under the rules.

3. It is, therefore, requested that all the Reporting Officers/Countersigning Officers under your administrative control may kindly be directed to adhere to the Instructions contained in paras 7 and 8 of ACR Instructions so that this confusion may not arise at any level.

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No.SOR.II(S&GAD) 4-43/96  
Dated the 28<sup>th</sup> February 1997

Subject: EFFECT OF "AVERAGE" ACRs REGARDING GRANT OF MOVE-OVER

I am directed to refer to the subject noted above and to state that according to Court judgments it has been held that average reports would be considered to be 'generally good'. This decision has also been upheld by Supreme Court of Pakistan in C.P. No. 1345-L/1993. These decisions supported by the Supreme Court of Pakistan are binding on the Government according to the provisions of the Constitution of the Islamic Republic of Pakistan.

2. It is, therefore, clarified for guidance of all concerned that as and when a civil servant is reported to be an 'average' by reporting officer/countersigning officer as the case may be, such person so reported upon, is at par with his other fellow officers/officials for the purpose of financial/career advancement subject to

determination of eligibility/suitability by the appropriate selection authority with the approval of the competent authority. 'Average report' by no means is adverse. All cases requiring referencing to the A.C.R. dossier should be decided in the light of decision of the honourable Courts, as mentioned above.

3. The above instructions should be brought to the notice of all concerned for strict compliance.

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Copy of Office Memorandum No. 1/10/2000-D.S. (Coord), dated 04.09.2001 from Joint Secretary (CP), Establishment Division, Cabinet Secretariat, Government of Pakistan, Islamabad to the Chief Secretary, Punjab (Regulations Wing, S&GAD's Endst. No. SOR IV(S&GAD)14-4/85 Dated 2<sup>nd</sup> October 2001).

Subject: RATING OF PERFORMANCE EVALUATION REPORTS AS  
'OUTSTANDING' AND 'VERY GOOD'

The undersigned has desired to refer to this office O.M. of even number dated 11<sup>th</sup> April 2001 and to say that during the review of Performance Evaluation System held by the Chief Executive, the competent authority was pleased to direct that the 'outstanding' and 'very good' rating in the Annual Confidential Reports should be given under exceptional circumstance and only after due justification has been provided by the Reporting/Countersigning Officers.

2. It is requested that the above instructions may also be brought to the notice of offices under your administrative control.

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No. SOR.IV (S&GAD)14-6/92  
Dated the 15<sup>th</sup> February 1999

Subject: WRITING OF ANNUAL CONFIDENTIAL REPORTS

I am directed to refer to the subject noted above and to state that a question has arisen as to whether a suspended civil servant can initiate/countersign the ACR of his subordinates. Since suspension means complete severance from duties, a suspended civil servant cannot perform any official function including writing of ACRs. As such, he cannot initiate/countersign ACR of his subordinates. Suspension is made initially for a period of three months but at times, it prolongs beyond all proportions. In such cases many civil servants are likely to suffer for want of ACR awaiting their promotion, grant of selection grade, move-over, etc.

2. It has, therefore, been decided that the next higher authority in such cases may initiate/countersign the report of the officer/officials concerned, provided he has an opportunity to see/supervise the work of the officers/officials reported upon for a minimum period of three months.

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No. SO.CONF-II/5-2/93  
Dated the 10<sup>th</sup> May 1999

Subject: COMPLETION OF ACRs FOR OFFICERS/OFFICIALS

I am directed to refer to the above noted above and to enclose a copy of D.O. letter No.6/1/79 A-II dated 28.04.1999 received from the Establishment Division, Government of Pakistan, for information and strict compliance.

CABINET SECRETARIAT, ESTABLISHMENT DIVISION, GOVERNMENT OF  
PAKISTAN, ISLAMABAD, DATED THE 28<sup>TH</sup> APRIL 1999.

Subject: COMPLETION OF ACRs FOR OFFICERS/OFFICIALS

It has been noticed that contrary to the procedure contained in instructions issued by the Division, vide O.M. No. 6/179-A-II dated 20.02.1979, some of the political figures who ceased to hold office from 05.11.1996 are still initiating/countersigning the Performance Evaluation Reports in respect of the officers who worked under them.

2. This is to reiterate in line with the instruction in force that the PERs initiated/countersigned by any political figure ceasing to hold office on 05.11.1996 and/or received after that date (although dated prior to 05.11.1996) will neither be treated as valid nor count towards assessment of officers covered by such reports.

3. To prevent the report period from being treated as blank, the assessment made by the last career civil servant prior to the remarks of the political figure shall be treated as final.

4. Please bring the above position to the notice of all officers working under your control for strict observance/compliance and also acknowledge receipt.

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No. SOR.IV(S&GAD)14-12/06

Dated the 26<sup>th</sup> December 2006

Subject: CLARIFICATION REGARDING ADVERSE REMARKS IN  
PERFORMANCE EVALUATION REPORTS (PERs)

Kindly refer to letter No. 3/40/2006-CP-II dated 07.11.2006 (copy enclosed) from Cabinet Secretariat, Establishment Division Government of Pakistan, Islamabad on the subject cited above.

2. The Establishment Division vide letter referred to above has inter alia observed that no value judgment as to whether or not a particular remarks is an adverse remark should be passed by the administrative departments without a reference to the countersigning officer. In this regard, the Establishment Division, has advised that whenever the remark generally regarded as adverse appears in the narration part of the PER/ACR forms (i.e. the officer's performance, integrity, pen picture, fitness for promotion etc.), the same may be processed as under:

- If the countersigning officer has underlined them in red ink, those must be conveyed to the officer reported upon in accordance with the laid down instructions
- If the countersigning officer has not underlined such remarks in red ink, the PER be returned to the countersigning officer to clarify as to whether those are adverse remarks or not within the meaning of Para 13 of the Instructions for filling up the ACR forms and if yes the same be underlined in red ink to complete the requirement of the said instructions. If the countersigning officer fulfills the requirements, then the said remarks be treated as adverse and communicated to the officer reported upon in accordance with laid down instructions. If the

countersigning officer replies that those are not to be treated as adverse remarks, the fresh reply of the countersigning officer be treated as final and placed on record.

3. It is, therefore, requested that all the Administrative Departments/Attached Departments/Autonomous Bodies/Semi-Autonomous Bodies in the Punjab may also follow the aforementioned instructions/procedure in the situation highlighted above.

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**COPY OF GOVERNMENT OF PAKISTAN CABINET SECRETARIAT  
(ESTABLISHMENT DIVISION) No. 3/40/2006-CP-II, Dated 07.12.2006.**

**Subject: CLARIFICATION REGARDING ADVERSE REMARKS IN  
PERFORMANCE EVALUATION REPORTS (PERs)**

The undersigned is directed to invite attention to the provisions regarding adverse remarks in the PERs contained in para 3.1(b)(ii) of the booklet titled "A Guide to Performance Evaluation", whereby the Countersigning Officer is required to underline in red ink the remarks, which in his opinion, are adverse and should be communicated to the officer concerned. In a number of cases, the Countersigning Officers do not fulfill this requirement. This situation leads to confusion on the part of the administrative Ministries concerned in deciding, whether certain remarks should be considered adverse or not.

2. Attention is also invited to the new PER forms for BS-17 and BS-19-20 which contain a part namely "Pen Picture". It has been laid down in the said part that weaknesses will not be considered as adverse entry unless intended to be treated as adverse.

3. The matter has been examined further in the Establishment Division and the view held is that no value judgment as to whether a particular remark is an adverse remark or not should be passed by officers of the administrative Ministry/Division/Department without a reference to the countersigning officer. It is, therefore, clarified that whenever, the remarks generally regarded as adverse appears in the narration part of the PER forms (i.e. officer's Performance, Integrity, Pen Picture, Training and Development needs, Fitness for Promotion), the same be processed as under:

- If the countersigning officer has underlined them in red ink, those must be conveyed to the officer reported upon in accordance with the laid down instructions
- If the countersigning officer has not underlined such remarks in red ink, the PER be returned to the countersigning officer to clarify as to whether those are adverse remarks or not within the meaning of Para 13 of the Instructions for filling up the ACR forms and if yes the same be underlined in red ink to compete the requirement of the said instructions. If the countersigning officer fulfills the requirements, then the said remarks be treated as adverse and communicated to the officer reported upon in accordance with laid down instructions. If the countersigning officer replies that those are not to be treated as adverse

remarks, the fresh reply of the countersigning officer be treated as final and placed on record.

4. The Ministries/Divisions are requested to ensure compliance of above mentioned procedure/clarifications and also being the same to the notice of all Attached Departments/Subordinate Offices under their administrative control for compliance.

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No. SOR.IV(S&GAD)14-13/78(P)

Dated the 8<sup>th</sup> February 2008

Subject: RE-CLASSIFICATION OF PERFORMANCE EVALUATION REPORT FORMS

I am directed to refer to the subject cited above and to state that Performance Evaluation Report (PER) forms have currently been classified as "CONFIDENTIAL" and the word "CONFIDENTIAL" appears at the top of page 1 of PER forms. The competent authority has been pleased to allow re-classification of PER forms as "RESTRICTED" instead of "CONFIDENTIAL". The PER forms, henceforth, should be used with new classification.

2. It is also requested that PER forms presently available with the Administrative Departments may be used by replacing the word "CONFIDENTIAL", appearing at the top of page 1 of the forms, with the word "RESTRICTED".

3. This may kindly be brought to the notice of all concerned for strict compliance.

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No.SOR-IV(S&GAD)14-9/2008

Dated the 24<sup>th</sup> June 2008

Subject: PERFORMANCE EVALUATION REPORTS (PERs)

Kindly refer to the subject cited above.

2. Performance Evaluation Report (PER) is the most important document for objective assessment of the work and conduct of the officers reported upon. Moreover, quality of PER is the measure of competence of the Reporting Officer as well as the Countersigning Officer. It is imperative that utmost care should be exercised while recording the PER to include tangible results achieved, effectiveness in quality and quantity of outputs, propensity to cost effectiveness and adherence to time limits by the officer.

3. It has been observed that the instructions on ACR writing are not given due importance and PERs are recorded in a routine manner without proper evaluation and assessment. Such PERs are not a true reflection of the endeavours/efforts made by an individual in carrying out his day-to-day business, implementation of projects, service delivery and other related duties. The perfunctory appraisal is in a way a quick fill in the blanks rather than bringing out strengths and weaknesses, leadership qualities of an officer. While such reports fail to differentiate between good and bad

officers, they also fail to provide the basis for an informal decision by PSB at the time of evaluation of officers for promotion.

4. The Chief Secretary, in a meeting presided over by him on 17.06.2008, desired the Administrative Secretaries to examine all reports of all officers in the promotion zone and decide after a careful consideration if a report is required to be referred back to the Reporting Officer. In case the report is returned, then specific area and grounds for reconsideration may be identified. For this purpose a reference to the columns relating to assessment of performance in Part-V of the PER proforma would be relevant for facility of reference and adequate compliance. The inspection of subordinate offices and field tours contained in the PER proforma also need attention for appropriate description.

5. The exercise has already been initiated in the S&GAD in respect of officers under their control and a few Reporting Officers have been informed of the deficiencies observed in the PERs initiated by them. Some of the observations made are reproduced below for guidance:

“In Part-V(a), the pen picture of the officer is meant to provide any strong or weak points as required in this section. However, it has simply been indicated that “he is successful both at the desk and in the field”, which is not an appropriate definition of the strong or weak points of the officer; In Part-V(c), contribution of the officer to overall performance of office/district with reference to any numerical measure has not been indicated at all. It has been simply stated that “he conducted affairs of the Department effectively and impartially; and

In Part-V(e), it has been indicated that the officer was “regular” in inspections of subordinate offices, but no details/comments have been offered on steps taken for implementation of inspection reports or guidance provided to his subordinates. This may please be indicated in detail; and

Comments on Part-V(f) also do not indicate interest taken by the officer in systematic and regular field tours as only word “regular” has been mentioned therein. The same needs to be elaborated.”

6. It is, therefore, requested that necessary action for review of the PERs of the officers of your department may be initiated immediately with a view to provide the relevant form with adequate knowledge about competence, integrity and potential of the officers so that an informal decision is facilitated.

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No.SOR-IV(S& GAD)14-15/2010  
Dated the 2<sup>nd</sup> September, 2010

Subject: INTRODUCTION OF OUTSTANDING GRADING IN THE PERFORMANCE EVALUATION REPORTS FOR OFFICERS IN BS-16 AND ABOVE

Kindly refer to the subject noted above.

2. As per Performance Evaluation Report (PER) Form meant for the officers holding posts in BS-16 and above, general assessment is required to be recorded in Part-VI of the Form which is as under:

**PART-VI**

Comparing him with other officers of the same level and keeping in view the overall grading in Parts II, III and IV, give your general assessment of the officer by initialling the appropriate box below:

**(a) Overall Grading**

	By reporting Officer	By Counter-signing Officer
(i) Equalled by very few officers (Very Good)		
(ii) Better than the majority of officers (Good)		
(iii) Equals the majority of officers (Average)		
(iv) Meets bare minimum standards (Below Average)		
(v) Unsatisfactory (Poor)		

3. Quantification of PERs has been provided through the new Promotion Policy. Ten marks have been allocated for outstanding grading. Corresponding provision for outstanding assessment is, therefore, required to be made in the PERs forms.

4. The competent authority has been pleased to decide that where the Reporting and Countersigning Officers want to grade the officer as Outstanding, they may draw in their own hands another box in Part-VI of the PER Forms, initial it and write "Outstanding" on the descriptive side. They are also required to fully justify this assessment in Part-V (c) by the Reporting Officer and Part-VII (a) by the Countersigning Officer. Unless so justified, their assessment would be deemed to be Very Good carrying 8 marks.

5. Assessment for the year ending 31.12.2010 in the Performance Evaluation Reports meant for the officers in BS-16 and above shall be made keeping the above in view.

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No.SOR-IV(S&GAD)14-2/89  
Dated the 16<sup>th</sup> June, 2012

**Subject: REVISION OF PERFORMANCE EVALUATION REPORT FORMS**

Kindly refer to the subject noted above.

2. In pursuance of orders of the Chief Minister, Punjab, an exercise was undertaken to review the existing Performance Evaluation Report (PER) Forms and to devise new Forms for objective assessment of performance, especially relating to targets fixed and achieved by the employees. The Chief Minister, Punjab has been

pleased to approve the revised PER Forms. Following major changes have been made in the existing Forms for the officers in BS-16 and above:

- (a) Rating shades ('Very Good', 'Good', 'Average', 'Below Average' and 'Poor') have been reduced from five to three ('Very Good', 'Satisfactory' and 'Un-Satisfactory').
- (b) The Officer Reported upon has been asked to specify quantitative/physical/financial targets/objectives set by the department and his achievements against each target. The Reporting Officer shall verify the achievements.
- (c) The Countersigning Officer has also been provided an opportunity to make assessment of integrity of officer reported upon.

3. The instructions to fill the Forms have also accordingly been revised. Copies of the revised Forms are \*enclosed. The Performance Evaluation Report Forms for BS-1 to 4 and BS-5 to 15 have also been revised for assessment of all categories of employees.

4. The quality of assessment made in the Performance Evaluation Reports of officers in all the departments may also be monitored by the Services and General Administration Department (S&GAD). The S&GAD may scrutinize randomly selected PERs completed on the revised Forms of different departments in order to ensure quality of assessment of performance in the light of para 31 of the Instructions About Confidential Reports.

5. **The revised Forms shall be used for performance assessment Year-2013.** Availability of PER Forms in offices under your control should be ensured by the end of January, 2013. The Performance Evaluation Reports for the Year 2012, however, shall be recorded on the existing Forms.

6. You are, therefore, requested to make arrangements to introduce the revised Performance Evaluation Report Forms for all categories of employees from the stipulated date. **Necessary targets for all officers may be fixed during the 1<sup>st</sup> week of January each year.** The Reporting Officers and Countersigning Officers may be familiarized with the revised arrangements through training in the training institutions.

7. You are further requested to kindly take necessary measures for implementation of the new performance evaluation system in letter and spirit.

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No.SOR-IV(S&GAD)14-26/20011  
Dated the 18<sup>th</sup> December, 2012

Subject: COMPLETION OF PERs OF CIVIL SERVANTS

Kindly refer to para-2 and 3 of the Instructions about Confidential Reports.

2. It has been observed that reports on the work and conduct of civil servants are not written and countersigned within the time frame prescribed for this purpose (schedule is below), due to which, promotion cases of Government servants are deferred by the competent authorities on account of incomplete service record.

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\*For new Forms please see pages 23-38.



Consequently, the officers/officials suffer for no fault on their part. The piecemeal consideration of cases of concerned civil servants for promotion leads to frustration amongst them and leads to unnecessary litigation.

3. It is, therefore, requested that all Reporting/Countersigning Authorities under your administrative control may kindly be directly to strictly follow the prescribed time schedule for writing/countersigning of PERs of their subordinates. It may kindly be ensured that all the reports are completed and placed on the PER Dossiers within the prescribed time limit. A certificate about completion of PERs for the year 2012 should reach the Regulations Wing of S&GAD in the first week of February, 2013. The defaulting authorities should be brought to the notice of Government for appropriate disciplinary action.

TIME SCHEDULE FOR COMPLETION OF THE PROCESS OF WRITING OF ACRs

1. The officer to be reported upon should submit the ACR form after completing Part-I to the reporting officer on 1<sup>st</sup> day of January.
  2. The Reporting Officer should record his remarks in appropriate parts by the end of 1<sup>st</sup> week of January and send the report to the Countersigning Officer by 8<sup>th</sup> January.
  3. The Countersigning Officer should record his remarks by the end of second week of January and pass on the report to the 2<sup>nd</sup> Countersigning Officer if any, by 16<sup>th</sup> January.
  4. The final Countersigning Officer should also record his remarks within one week.
  5. Report writing should be completed within the month of January.
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