

Performance Appraisal Challenge at Pakistan Civil Aviation Authority (CAA)

Asian Journal of Management Cases
14(2) 198–225

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Management Sciences
SAGE Publications

sagepub.in/home.nav
DOI: 10.1177/0972820117712304
<http://ajc.sagepub.com>



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Abstract

The case discusses the multitude of challenges that CAA faces with respect to its performance appraisal system. Sumair Saeed, Chief Human Resource CAA, feels that problems lie in the implementation of the current appraisal system. Firstly, the system of targets and objectives between and the appraiser and the appraisee at the start of the year is not being followed. This leads employees to feel unfairly treated because no criteria for performance appraisal for their evaluation have been agreed upon. Secondly, Sumair feels there is no buy-in for the performance appraisal system since supervisors regard appraisal as extra workload and an uneasy time of the year. Supervisors consider it to be a confrontational rather than developmental/feedback exercise with the subordinate. Moreover, supervisors lack training in providing feedback on appraisals. It is felt that the culture of the organisation develops hostility and distrust when the appraisals are being conducted. The appraisal system doesn't differentiate between performers or non-performers; thus decisions on promotions or career progressions can't be based on appraisals. The problem of demotivation among employees is also a result of an ineffective performance appraisal system, as no differentiation exists between star performers and non-performers. Sumair is now contemplating the changes in the design or the implementation of the performance appraisal system which are required to rectify the process of performance appraisal at CAA.

Keywords

Performance appraisal system, Feedback, Buy-in

Discussion Questions

- 1) Discuss the evolution of the performance appraisal system in CAA. Do a comparative analysis of ACR, PAR 2007, PAR II 2008, and PAR 2009–2014.

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- 2) What challenges does CAA face with respect to the current performance appraisal system?
- 3) What is an effective performance appraisal system? How do you think CAA can ensure the effectiveness of its appraisal system?
- 4) If you were Sumair Saeed, how would you ensure adherence to the performance appraisal system and ultimately, a buy-in for it among CAA employees?

On 2 August 2014, Sumair Saeed, Chief of Human Resources at the Civil Aviation Authority (CAA), sat in his office, puzzled by the feedback that he had received regarding the performance appraisal process at CAA. In a recent senior level management committee meeting, the performance appraisal system had been hotly discussed and criticized for its ineffectiveness in the organization. Sumair knew that performance appraisal had become a contentious topic of discussion at all levels of the organization as employees' promotions and trainings were linked to it. The problem arose when CAA wanted to give promotions to employees. The selection committees gathered to decide on the promotions, but it became evident that there was no basis of differentiation among individuals. All employees' appraisals showed no marked difference in the past years, as appraisals were either filled half-heartedly or subjectively. Moreover, the collaborative process of setting targets and objectives at the start of the year for appraisal by the supervisor and subordinate was not being properly implemented. As the targets were not set, it further undermined the process as appraisers avoided appraising and ranking subordinates for promotions.

Sumair faced the challenge of developing a buy-in among employees to increase the effectiveness of the appraisal system. He commented:

CAA has experimented with the appraisal system many times in a move to bring efficiency to the organization. Initially, CAA had an annual confidential report (ACRs) which was scrapped in 2007 in favour of the Performance Appraisal Form (PAR). Even PAR has gone through several modifications but the problem remains the same. Generally, employees in the organization feel unfairly treated when it comes to promotions and career path progressions. A solution to this was the introduction of a system of setting targets so that employees could be appraised against them, but even that is not being done properly. Line managers treat appraisals as extra workload and don't do justice to the system. All these problems are leading to 20 per cent of the workforce doing the work whereas 80 per cent is inefficient and a burden to CAA. I believe that an effective appraisal system can put things in order at CAA as it would bring accountability and fairness in the organisation and lead to recognition and promotion of performers.

A fair performance appraisal system was required so that identification of performers and non-performers could be made for rightful promotions of hardworking employees. Sumair felt that by conducting proper appraisals, the CAA would have a motivated human resource as employees would feel that they were treated fairly. He also wanted the CAA to become an organization of choice for employment so that it could attract a competent pool of human resource. Motivated employees ultimately would help CAA achieve its mission of becoming an efficient and leading aviation authority and lead to improvement in its service quality.

Pakistan Civil Aviation Authority

Established on 7 December 1982, the Pakistan Civil Aviation Authority was a public sector autonomous body working under the Federal Government of Pakistan through the Ministry of Defence. Prior to its creation, a Civil Aviation Department in the Ministry of Defence used to manage civil aviation-related activities.

All kinds of civil aviation-related activities were performed by the CAA including the regulatory, air traffic services, airport management, infrastructure, commercial development at the airports, etc.

In 2007, the Civil Aviation Authority underwent restructuring and change management process to meet the present and future challenges. This organizational transformation process identified structure, culture, skills, and rewards as four tracks on which simultaneous emphases were being laid. The vision, mission and core values were identified. Wide-angle buy-in process by the CAA senior management with staff and lower levels for bridging communication gaps between different hierarchical levels of the organization had been taken. As a result of the restructuring process, the fundamental organizational structure was now designed to focus on three core areas, namely regulatory, air navigation services, and airport services. These core/line functions were fully supported by the various corporate functions of the organization.

The restructuring process helped the Pakistan Civil Aviation Authority to fully focus on the following:

1. Strengthening its safety and security oversight role as per the International Civil Aviation Organization requirements and standards.
2. Facilitating growth of infrastructure (airports and airport cities) on a fast-track basis. Private sector participation in the process was also encouraged.
3. Enhanced regulatory and air space management capabilities. Moreover, emphasis was being placed on commercialization of its assets and land with improved customer/passenger service standards, benchmarked with top performing international airports.
4. Development of a new aviation policy for the country in consultation with the Ministry of Defence, the Planning Commission, the World Bank, airlines, and aviation experts (expected to be considered by the Cabinet for approval shortly).
5. Investing in human resource development through structured approach, with particular focus on quality of people and enhancing their professional capability.³

The CAA Vision

‘Be a world-class service provider in the aviation industry.’

The CAA Mission

‘Provide safe, secure, and efficient best-in-class aviation services to the stakeholders.’

The CAA Strategy

- Achieve, comply, and exceed the requirements/standards set by the International Civil Aviation Organization and international management system standards.
- Enable the organization to work as a single unit with unified objectives, with each function aligned behind a single goal, that is performance improvement of the entire organization.
- Facilitate all CAA functions to fulfill/adhere to their regulatory, statutory, legal, and other requirements.
- Identify and implement additional international management system standards and help CAA become one of the leading aviation organizations in the world.⁴

The CAA Organogram

The Federal Government appointed the Director General (DG) who was the Executive Head of the CAA; he exercised such powers and performed such functions as may be specified in the CAA Ordinance or delegated to him by the CAA Board from time to time. The organization structure comprised three core areas, i.e., regulatory, air navigations services, and airport services headed by their respective Principal Directors (Exhibit 1). The DG CAA was assisted by the CAA HR Committee and the CAA Audit Committee. The CAA Quality Council was headed by the DG CAA and comprised Dy. DG CAA, all Principal Directors and Directors. These members collaboratively set the macro-level objectives and tasks/targets of the organization and oversaw the organizational drive in pursuit of its vision and mission.⁵ The total number of CAA employees was 9,935 in different pay groups (PG). The PG 01 to PG 04 were unskilled labour; PG 05 and PG 06 were administrative staff posts, whereas PG 07 onwards were officer-level posts (Exhibit 2).

Evolution of the Performance Appraisal System at CAA

From 1982 to 2006, the CAA used the Annual Confidential Reports (ACRs) for appraising employees. The appraisal was based on personal orientation, personality, character, achievements, and failure (Exhibit 3). The ACR method was copied from the Pakistan Air Force (PAF). The reason for this was that initially, the CAA was operating as a department of the Ministry of Defence, but in 1982 it was granted autonomy; the PAF was given the task of setting up the new organization, its policies, and procedures. Thus, the performance management system also came from the PAF. The ACR did not capture the actual performance of the employee. It was a mere record keeping exercise and a one-way communication. ACRs placed all power and control in the hands of the appraiser/initiating officers. Any information recorded in ACRs played a vital role in the career planning of employees including promotions, termination of probationary period, courses/trainings, and posting/transfers to suitable posts. This led to an organizational culture of ingratiation and maintaining good repertoire with the higher ups rather than excelling in one's work. These reports were raised at the end of the year. Only ACRs with adverse comments were shared with the employee; otherwise, they were kept confidential.

According to Sumair:

Old ACRs evaluated on the basis of personal characteristics and even had questions which evaluated the religious orientation of employees and whose answers had to be affirmative. They placed a lot of power in the hands of the appraiser. Thus subordinates paid more attention to making supervisors happy rather than paying attention to work performance.

Another CAA employee commented:

Some employees used to call ACR the Annual Cumulative Revenge (ACR) which essentially meant that the supervisor could ruin one's career by appraising him/her badly at the year-end if he/she didn't maintain good terms with him/her.

There was no accountability required from the supervisors as they could get away with giving any comments. The subordinate felt frustrated, and his promotions were at stake if his ACRs had received close to average ranking, even in the absence of adverse comments.

In early 2007, along with other restructuring initiatives at the CAA, a move was made to change the performance appraisal system. The ACR was changed to the Performance Appraisal Report (PAR) (Exhibit 4). The objective of changing the appraisal system was to use it as a basis to properly develop human resource in the organization and move towards a more accountable style of management, effective delegation, efficient career growth for employees, and achievement of shared aims. The system was aimed at improving productivity, identifying training and career development, and maintaining records of duties and responsibilities, targets and objectives.

In the old performance appraisal system (ACR), all evaluations were on the basis of professional abilities and competencies areas but in the new system (PAR), tasks and targets were given 60 per cent weightage, whereas 40 per cent weightage was given to competencies areas. The PAR of officers was raised by an officer who would be at least one pay group higher than the one being appraised or senior to him/her or someone under whose direct command the appraisee had worked. In the new system, the tasks and targets were decided at the start of the calendar year by the appraiser and the appraisee (supervisor and subordinate). This was to form the foundation of performance evaluation. Targets were to be tailored to achieve specific results which directly linked to the department/organization's strategy. The PAR was to be signed by both the appraisee and the appraiser. It was implemented on all officers starting from Group 7 and above. In order to make the transition smooth for the employees, it was decided that in the first year both reports (ACR and PAR) were to be filled simultaneously; however, employees started reverting to ACRs. This led the DG to issue a directive that PAR was to be implemented with immediate effect. Only a period of two months was given to train and implement the system. The human resource team of CAA travelled from city to city, gave presentations and conducted interactive sessions for the purpose of training the employees on the new appraisal system.

Farah Saleem, Deputy Manager HR, commented:

I was a new inductee at CAA at that time when the implementation of PARs had been announced. My team and I travelled extensively across different cities in Pakistan for training and conducting interactive sessions to make employees understand the new system.

There was immense pressure from the top management to make immediate improvements in the CAA. Thus, it was decided that the forced distribution system was to be applied to performance appraisals to identify performers and non-performers. The distribution curve was such that 5 per cent employees were to fall in 'outstanding,' 15 per cent in 'very good,' 60 per cent in 'good,' 15 per cent in 'needs improvement,' and 5 per cent in 'inadequate performance' (Exhibit 5). The rationale for introducing the distribution curve was to create an environment of fair opportunities, meeting challenges, high values, and increased competitiveness. Ranking of employees was expected to help the CAA in identifying training needs of employees and career development. Succession planning for grooming future leaders and linking productivity to salary increments were also expected to be outcomes of this system. Lastly, it was decided that as the organization was reaping profits, employees would be awarded bonuses. The employees' bonuses were linked to the ranking of the forced performance curve.

The forced curve led seniors to rank subordinates based on personal preferences, with the favourites getting exceptional rankings. Thus, favoured subordinates became recipients of the maximum number of bonuses.

One employee recalling the forced distribution system commented:

I remember the forced ranking developed a culture in the organization where initiating officers of performance appraisal started ranking employees according to personal likings. The bonuses that were to be given were three, two and half, two, one and zero based on performance ranking curve. This led many high performers to get 2 and

1/2 bonuses and some even got three bonuses but employees who were favoured by seniors got the highest ranking and thus received three bonuses. At times, when a senior had to decide between an outperformer and a person he favoured, and the senior had to forcefully rank employees in the top 5%, he placed his favourite employee in the top 5%. Thus a culture of favouritism and unfairness developed.

The implementation of the distribution curve resulted in chaos. A culture of inequity and unfairness developed which led to distrust in the organization. This consolidated the efforts of employees who were against the change process from the very start. Some top management employees also wanted to revert to the status quo and move back to ACR. In the start of August 2008, the DG CAA stepped down. The organization was awaiting a formal notification for the appointment of a new DG. A board meeting was held by the officiating deputy DG CAA in August 2008, and most of the initiatives undertaken by the previous DG CAA were eliminated, including the distribution curve. The new DG CAA had not been announced yet and principally speaking, the board meeting should not have been held. But it was too late.

Sumair Saeed commented:

The reason for the failure of forced distribution was the pace at which it was rolled out. Though the working for all this had been done, only two months were given for its implementation so the nitty gritty involved was ignored. The concepts of employees regarding the system weren't clear. Many employees weren't given their due share of bonuses which added to the confusion surrounding the change process. We did try to train employees but still more time was required to educate them.

In September 2008, the new DG CAA was appointed. He went to the board again and revived the PAR but this time, without the application of forced distribution curve. In 2008, the PAR had two areas on which an employee was evaluated (Exhibit 6). The first one was the 'target review' which had two parts—target agreed and job knowledge, which carried 60 per cent of weightage. The other area was 'review of competence areas', for example, organizing skills, leadership skills, problem solving, etc. that carried 40 per cent of weightage. The last section of the PAR form was the overall ranking by summing the target review and competence area review. In 2008, the CAA performance appraisal system by and large had remained unchanged with certain minor modifications. In 2009, a third part of training was included in the PAR form with comments to identify performance gaps and trainings required to fill those gaps. Both the appraiser and the appraisee filled this part. This was primarily done to address the individual's future development needs by training him/her accordingly. After the inclusion of the training section in the form in 2009, the PAR form remained unchanged till 2014 (Exhibit 7).

Challenges of the Current Performance Appraisal System

Many issues arose with the performance appraisal system in CAA. Though the organization knew what it wanted to achieve in the long term, it was clueless about how to transform non-performing employees into performing ones in the short term. This happened mainly because people who were inducted in the 1980s and 1990s till 2007 neither had any merit nor were qualified with respect to the CAA. These employees were now at top managerial positions, but they were not willing to accept change. They felt that change would compromise their positions and thus did not want any amendment in the performance appraisal system. The management had entrusted Sumair with the immense task of designing an appraisal system that brought accountability for these employees. As these employees were mostly unskilled and resisted change, aligning them and creating a buy-in with respect to the performance appraisal system was a big challenge. Many senior managers time and again had aired their opinions about wanting to revert to the old system of ACRs rather than PAR.

A director commented:

ACRs were way better than PARs. They provided security and confidentiality to the senior. It is very difficult to give bad comments to your subordinate and give him a low ranking to his face in PAR; in ACR, we could freely give our candid feedback regarding our subordinate as it was kept confidential. There was one time when an employee threatened my life when I tried to put adverse comments in his PAR. It sounds unprofessional but there is no way one can fire people from their service in the CAA; it's next to impossible as it is government service after all.

A second challenge was that the process of setting targets for performance appraisal was not being properly implemented by the appraiser or the appraisee. As the targets and tasks were not being established through a collaborative process (as required in the appraisal system), the senior had no basis to challenge his subordinate if he did not perform his task. This became a major cause of the flawed performance appraisal system.

An employee remarked:

The target setting process was non-existent in the appraisal system. Evaluations were being conducted in a way that at the time of the appraisal, the employee wrote some targets that he felt he had achieved during the year and told his senior that he had achieved those targets. As the senior had not communicated any tasks and targets at the start of the year, he was bound to agree with the ones given by his subordinate and appraise him accordingly.

Sumair felt that the design of PAR was not the problem; the real issue was with its implementation. As supervisors did not set targets, they received neither an agreement nor any signature on tasks and targets from their subordinates. Hence, it became very subjective at the end to assess the performance of the subordinates as the process of appraisal was not followed and there was no way to rationalize the performance appraisal report.

A major problem of promotions had arisen earlier that year. The CAA had to decide on the promotions of employees. It lacked any proper measure to decide on the correct candidates as all appraisal reports had ranked their subjects above average or outstanding. The system was not differentiating a non-performer from a performer.

Sumair observed:

The CAA selection boards couldn't decide the promotions if they looked at the performance appraisal reports (PARs). The PAR scores of a reputed non-performer who had no distinction in his service were compared to that of an outperformer—surprisingly they were the same. The only thing that helped was the fact that certain higher level posts at the CAA are declared as selection posts.⁶ This gives the selection board the power to use its judgment to promote individuals. If this provision was not available, performance appraisal was not differentiating among employees.

Another challenge was lack of succession planning in the CAA. This led to two problems: on the one hand, some units of the CAA had many employees with similar credentials who were competing for higher posts; on the other hand in some units, there was a severe dearth of employees who could fill in the gap if the higher level manager left or retired. This led to poor career paths for employees in units which were overpopulated with employees having similar credentials. Conversely, the lack of training of employees in units contributed to gaps where there was a shortage of employees who could assume posts of responsibility. Both scenarios arose due to the poor performance appraisal system. It was neither differentiating employees with good credentials who could be promoted, nor carrying out the training need assessment properly to prepare employees to fill the knowledge and skill gap.

An employee stated:

At the CAA, there is a general culture of not filling the Training Need Assessment head which is essentially considered a negative comment if it is filled. The other side is that all courses are suggested for training to an employee. This has led to wasteful spending of resources on employees. Proper training need assessment is not being done which can help in career path development or acquisition of knowledge and skills for proper succession planning at the CAA.

Many employees had aired grievances regarding the unfairness of the appraisal system as they were not appraised according to their job descriptions. This was most strongly felt by air traffic controllers (ATCs) because they believed that the current PAR form did not capture the work and effort that their job description involved. The seniors in the ATC branch also showed dissatisfaction with the current PAR form. They stated that it was not applicable to their branch as it asked to set targets and tasks, whereas in their job there was only one task and target, namely to ensure safety of airspace. Similarly, supervisors at the ATC branch felt that they could not rank their subordinates as required by the system because every air traffic controller did his job with precision.

Director ATC commented:

It makes no sense that the same PAR form is meant for the ATC as for the whole organization. The reason is that there is no margin for error in air traffic job. If there is even a near miss or a slight mistake, it is reported in the media and documented. This means that if an air traffic controller doing a job for 25 years has not committed any mistake as compared to a newly inducted ATC of 5 years' service—who too has not committed any mistake—how are they both different for me? I can't rank someone better than the other. They both are committed to their jobs. The job of an ATC, even according to world standards, is the most stressful job and this PAR form in no way captures the effort that an ATC makes to ensure air safety.

Sumair also believed that problems lay at both the appraisers' and the appraisees' sides. As the appraiser was not trained on the importance of filling the appraisal report, he treated it as extra workload. He filled it with either leniency or strictness, rather than fairness. Moreover, the appraisee did not have the patience to take feedback and instead took it personally. Some seniors felt that the appraisal reports should not be shared with the appraisee. They felt that some parts of the PAR, such as tasks and targets, could be shared, whereas comments and training need assessment could be kept confidential.

Another concern was whether the distribution curve should be brought back to differentiate the performers from the non-performers. Employees felt that it was unfair to have distribution curve ranking. They thought that every function should have its own bell curve, rather than an organization-wide bell curve. Sumair knew that having a bell curve for every function presented a major problem. If the whole group consisted of star performers, then some star performer would be rated low. On the other hand, if the whole group was composed of non-performers, one non-performer would be rated high. This led to unfairness for the star performers' group. Sumair knew that forced ranking would not be acceptable to most employees and would also be a hard proposition to sell to the management.

Way Forward

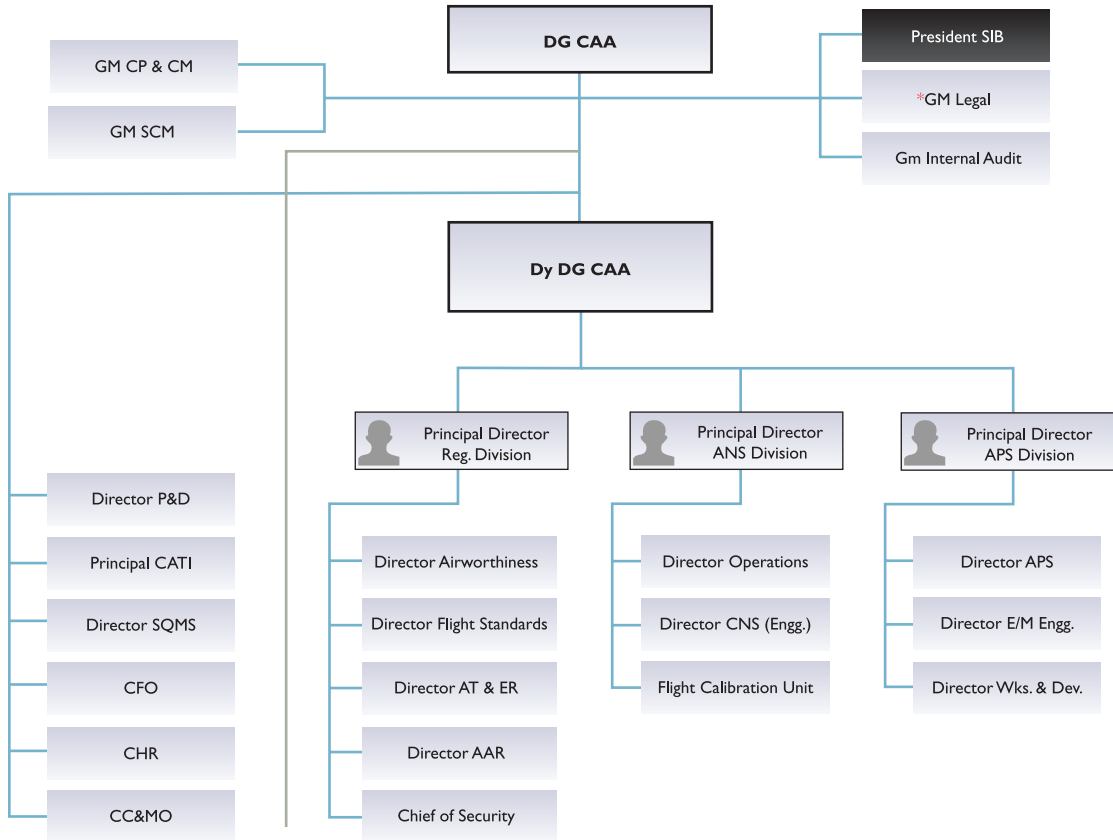
Sumair faced a multitude of challenges with respect to the performance appraisal system at the CAA. Was the current performance appraisal system a misfit to the organizational needs of the CAA? If not, then how could a buy-in be created and a proper understanding of the current performance appraisal

system be developed among employees? Should a distribution curve be reintroduced at the CAA and what should the distribution curve be? How could supervisors be trained to give feedback to their subordinates regarding appraisals?

Sumair contemplated as to how this process of setting targets and objectives could be ensured between the appraiser and the appraisee, so that targets were locked at the start of the year. This would lead to clarification of objectives and targets to the subordinate and also help the supervisor in clarifying the criteria in order to measure his/her subordinate’s performance. Sumair wanted the appraisal to serve as an evaluative tool for trainings and skill enhancement at the CAA. Most importantly, Sumair wanted to develop a non-threatening and friendly culture in which appraisals were to be conducted.

Sumair knew that a quick solution at the CAA would not be possible because it required a change not only in processes but also in the mind-set of employees who felt threatened by appraisals. Thus, the approach to rectifying the performance appraisal system would have to be phased out in a way that it should involve employees at all levels of the organization.

Exhibit I. Current Organogram of CAA



Source: Company Documents.


Exhibit 2. CAA Strength of Employees in Each Pay Group 2014

Pay Group	Total Employees
DG	1
Dy DG	1
EXE	2
PG II	20
Ex-A	1
PG 10	77
Ex-B	16
Ex-C	3
PG-10	416
PG-10	383
PG-10	467
PG-10	1,080
PG-10	1,001
PG-10	1,947
PG-10	2,416
PG-10	1,355
PG-10	749
Total	9,935

Source: Company Documents.

Exhibit 3. Annual Cumulative Report (ACR Form) 1982–2006 (p. 1 of 6)

CONFIDENTIAL CAA Form 471



CIVIL AVIATION AUTHORITY
OFFICERS EVALUATION REPORT -20

1. PERIOD OF REPORT FROM _____ TO _____ AIRPORT/UNIT _____

2. OCCASION: -ANNUAL POSTING (Self/Reporting Officer) Special

PART - ONE

3. NAME (in block capitals) _____ CAA/ _____

4. DATE OF BIRTH _____ DATE OF APPOINTMENT _____

5. PAY GROUP WITH DATE _____

6. POST HELD DURING THE PERIOD _____

7. QUALIFICATION _____ DOMICLE _____

8. JOB DESCRIPTION (main duties performed during the period) _____

OBSOLETE COPY

9. PREVIOUS POSTINGS/EXPERIENCE PRECEDING THE YEAR OF REPORTING _____

10. MEDICAL FITNESS _____ FIT/UNFIT _____
AIRPORT/OFFICE / UNIT _____

DATE _____ SIGNATURE AND SEAL OF MEDICAL OFFICER _____

11. DESCRIPTION OF COURSES ATTENDED	D A T E S		CATEGORY/GRADE OBTAINED	INSTITUTION/COUNTRY
	FROM	TO		

CONFIDENTIAL

FOR CAA HEAD QUARTERS USE
EXAMINED
DATE _____ INITIAL _____

Exhibit 3. Annual Cumulative Report (ACR Form) 1982–2006 (p. 2 of 6)

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PART - II

12.

PERSONALITY	GRADES									
	9	8	7	6	5	4	3	2	1	
(a) INTELLIGENCE										
(b) CO-OPERATION & TACT ✓										
(c) APPEARANCE & BEARING										
(d) ATTITUDE TOWARDS SUB-ORDINATES AND PUBLIC										
(e) POWER OF EXPRESSION : WRITTEN ✓ VERBAL ✓										

PART - III

13.

CHARACTER TRAITS & ATTITUDES	GRADES									
	9	8	7	6	5	4	3	2	1	
(a) CONFIDENCE ×										
(b) KNOWLEDGE OF ISLAM ✓										
(c) ATTITUDE TOWARDS ISLAMIC IDEOLOGY ✓										
(d) INTEGRITY ✓										
(e) SENSE OF DUTY ✓										
(f) INITIATIVE & FORESIGHT										
(g) JUDGEMENT ×										
(h) BEHAVIOUR UNDER STRESS ×										
(i) RELIABILITY ✓										

PART - IV

14.

PROFESSIONAL ABILITIES	GRADES									
	9	8	7	6	5	4	3	2	1	
(a) PLANNING & ORGANISING ABILITY										
(b) PROFESSIONAL KNOWLEDGE										
(c) APPLICATION OF PROFESSIONAL KNOWLEDGE										

TOTAL SCORE

15. **OVERALL EVALUATION**

GRADING SCALE	9 EXCEPTIONAL	8 OUTSTANDING	7 ABOVE AVERAGE	6 HIGH AVERAGE	5 AVERAGE	4 LOW AVERAGE	3 BELOW AVERAGE	2 INFERIOR	1 POOR
	SPECIAL JUSTIFICATION REQUIRED IN PARA 16			SPECIAL JUSTIFICATION REQUIRED IN PARA 16			SPECIAL JUSTIFICATION REQUIRED IN PARA 16		
	145-162	127-144	109-126	91-108	73-90	55-72	37-54	19-36	1-18

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Exhibit 3. Annual Cumulative Report (ACR Form) 1982–2006 (p. 3 of 6)

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16. FITNESS FOR PROMOTION & RETENTION:

(a) RECOMMENDED FOR ACCELERATED PROMOTION _____

(b) FIT FOR PROMOTION _____

(c) NOT FIT FOR PROMOTION _____

(d) PROMOTION PREMATURE (RECENTLY PROMOTED / APPOINTED) _____

(e) FITNESS FOR RETENTION AFTER 25 YEARS SERVICE _____ FIT UNFIT
(To be reported on completion of 20 years of service)

(f) FITNESS FOR RETENTION AFTER COMPLETION OF PRESENT PERIOD OF CONTRACT _____ FIT UNFIT

17. INITIATING OFFICER'S REMARKS AND CERTIFICATE

(a) Personality & Character Traits

(b) Professional Knowledge in present appointment

(c) Secondary Duties OBSOLETE C

(d) Potentials for Future Development

(e) Whether the person concerned has tendency against the tenants of Islam Yes/No.

(f) Whether there is any outstanding, feature in his conduct or character indicating Islamic way of life Yes/No.

CERTIFICATE :- Certify that I have made my assessment on this officer from personal knowledge and that it is my honest opinion.

AIRPORT / UNIT _____ DESIGNATION _____ SIGNATURE _____

NAME (in block capitals) _____

CAA/ _____ PAY GROUP _____ DATE _____

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Exhibit 3. Annual Cumulative Report (ACR Form) 1982-2006 (p. 4 of 6)

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18. REMARKS OF NEXT SENIOR OFFICER TO INITIATING OFFICER

AIRPORT/UNIT _____ SIGNATURE _____
 NAME (in block capital) _____ DESIGNATION _____
 CAA/ _____ PAY GROUP _____ DATE _____

19. REMARKS OF NEXT SUPERIOR OFFICER

AIRPORT/UNIT _____ SIGNATURE _____
 NAME (in block capital) _____ DESIGNATION _____
 CAA/ _____ PAY GROUP _____ DATE _____

20. To be seen and signed by the officer reported upon, in the report contains any assessment of 3 or below in paras 11 to 14 or adverse remarks in any paragraphs from 16 to 18.
 SEEN A Statement IS/IS not ATTACHED

OBSELETE COPY

DATE _____ SIGNATURE _____
 DESIGNATION _____ NAME (in block capitals) _____

21. REMARKS OF SPECIALIST OFFICER/DIRECTOR

DATE _____ SIGNATURE _____
 DESIGNATION _____ NAME (in block capitals) _____

22. REMARKS OF D.G. C.A.A.

DATE _____ SIGNATURE _____

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Exhibit 3. Annual Cumulative Report (ACR Form) 1982–2006 (p. 5 of 6)

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DEFINITIONS AND SHADES OF QUALITIES					
		Exceptional 9	Outstanding 8	Above Average 7	High Average 6
1.	INTELLIGENCE : Consider clarity and alertness of mind, speed and accuracy of comprehension and reasoning and discernment.	Has exceptional clarity of mind and a remarkable grasp and understanding.	Gifted with sharp comprehension and quick reactions.	Is very quick to grasp new situations, reasons soundly.	Has good comprehension and understanding.
2.	COOPERATION AND TACT : Quality of working in concert with others and skill in managing personal feelings.	Exceptionally tactful and cooperative; creates excellent team spirit.	Highly tactful; works in perfect harmony.	Balanced, polite and sensible; a good team worker.	Understanding and discreet; gets willing co-operation.
3.	APPEARANCE AND BEARING : Judge from observation of turn-out and behaviour during work, and social activities.	Exceptionally smart immaculate and impressive.	Very well groomed and polished.	Smart and very well behaved.	Always neat in turnout and correct in behaviour.
4.	ATTITUDE TOWARDS SUBORDINATES : Disposition, attitude or behaviour in eliciting the best from juniors or those under command.	Exceptionally considerate, just and correct towards his subordinates.	Highly considerate of his juniors feelings and needs.	Always thoughtful, fair and kind towards his subordinates.	Balanced, just and sympathetic.
5.	POWER OF EXPRESSION-WRITTEN : Consider the force and facility with which thoughts are conveyed in writing.	Exceptionally forceful and lucid writer.	Highly forceful in expressing his ideas.	Possesses wide vocabulary, has good command of service writing.	Is clear and concise.
	POWER OF EXPRESSION-WRITTEN : The manner and quality of spoke communications.	Exceptionally gifted speaker; has a forceful and lucid expression.	Highly effective precise and correct in speech.	A clear, precise and effective speaker.	Clear and relevant in speech.
6.	CONFIDENCE : The degree of self-reliance, or extent own powers are rightly trusted.	Has complete confidence in his own abilities; fully self-assured.	Very confident and self composed.	Can deal with problems with ease and confidence.	Shows good self-reliance.
* 7.	KNOWLEDGE OF ISLAM :	Exceptionally well informed.	Highly knowledgeable	Activity eager and well informed.	Strives to keep-up-to date.
* 8.	ATTITUDE TOWARDS ISLAMIC IDEOLOGY :	Exceptionally motivated an enlightened.	Highly enlightened and spirited & forceful.	Always thoughtful, fair and persuasive.	Balanced and generally rational
9.	INTEGRITY : Honesty, sense of right and wrong, standard of values and moral code.	Always acts by the highest principles.	Scrupulously upright and honest.	Has a sound moral fibre.	Steadfast and upright.
10.	SENSE OF DUTY : The extent service is placed before self.	Totally dedicated to service.	Shows a high degree of devotion to duty.	Always works conscientiously.	Places service before self.
11.	INITIATIVE : Energy and resourcefulness enabling action or lead without prompting or direction from others.	Has tremendous initiative and resourcefulness.	Highly resourceful and enterprising.	Resourceful and capable of positive action.	Amply resourceful and swift to act independently.
12.	JUDGEMENT : Ability to discriminate and draw sound conclusions or inferences with insight and power of reasoning.	Gifted with exceptionally sound judgement.	Always objective, logical and sound in his judgement.	Possesses keen insight and analytical reasoning.	Generally rational and correct in his decisions.
13.	BEHAVIOUR UNDER STRESS/CRISIS : The ability to exercise control over over emotions and personal feelings and the bring about integrated behaviour in meeting stress/situations.	Exceptionally calm and mentally poised under stress/crisis.	Shows highly stable, well adjusted and integrated behaviour under stress.	Balanced, calm and self composed under physical and emotional stress.	Steady and balanced.
14.	RELIABILITY : Trustworthiness in producing results in position of responsibility.	Exceptionally reliable and will succeed where humanly possible.	Highly reliable in carrying out assignment.	Trustworthy and dependable	Shoulders responsibility well.
15.	PLANNING AND ORGANIZING ABILITY : Flair for, co-ordinating, planning or arranging affairs systematically.	Exceptionally imaginative creative and inventive, highly effective in utilising money and material.	Shows originality; highly logical, systematic and effective planner and organiser.	A constructive thinker has a knack for sound planning and organizing.	Logical and systematic; an effective planner and organiser.
16.	PROFESSIONAL KNOWLEDGE : Degree of information and effort made to maintain or increase service knowledge.	Exceptionally well in formed keeps abreast of latest developments.	Highly knowledgeable on service matters and developments.	Actively studious, eager and well informed.	Strives to keep up to date.
17.	APPLICATION OF PROFESSIONAL KNOWLEDGE :Flair for applying theoretical knowledge of his profession to solve practical problems of his specialist field.	Has exceptional ability to translate theoretical concepts into concrete tasks.	Highly capable of contriving and applying his professional knowledge in tackling tasks.	Shows capability to improvise quickly; enjoys working in practical situations of his profession.	Efficient in handling practical situations in his professional field.

* In case of non-muslims the entries will refer to their own religion

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Exhibit 3. Annual Cumulative Report (ACR Form) 1982–2006 (p. 6 of 6)

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DEFINITIONS AND SHADES OF QUALITIES

		Average 5	Low Average 4	Below Average 3	Inferior 2	Poor 1
1.	INTELLIGENCE :	Grasps normal situations without difficulty.	Inclined to be slow in comprehension.	Requires more than ordinary explanation to comprehend.	Dull, unimaginative and poor in reasoning ability.	Extremely slow and dull.
2.	COOPERATION AND TACT :	Normally cooperative and tactful.	Somewhat tactless; deficient in spirit of cooperation.	prefers to work alone : gives grudging cooperation.	Poor team worker; inclined to be rude and blunt.	uncooperative and obstructive; lacks sense of give and take.
3.	APPEARANCE AND BEARING:	Presentable and well mannered.	Generally presentable but lacks polish and smartness.	Frequently untidy, sluggish and indolent.	Unkempt and shabby.	Always shabby clumsy and ill-mannered.
4.	ATTITUDE TOWARDS SUBORDINATES :	Fairly understanding towards subordinates.	Inclined to be indifferent towards the feelings of his subordinates; tries to court cheap popularity	Hareh and inconsiderate apt to create unpleasantness; ignores weaknesses and faults.	Careless and unmindful of his juniors feeling.	Extremely severe and inconsiderate is considered a bully.
5.	POWER OF EXPRESSION WRITTEN :	Usually organizes and expresses thoughts clearly on paper.	Somewhat lacking in simplicity and clarity	Has limited vocabulary and poor grasp of service writing.	Apt to be longwinded and illogical in writing.	Unable to organize and express thoughts clearly.
	POWER OF EXPRESSION VERBAL :	Generally expresses himself adequately.	Has some difficulty in expression.	is nervous, apt to be erratic and faulty in speech.	is vague and confused	Incoherent in speech difficult to comprehend.
6.	CONFIDENCE :	Shows adequate self assurance and ability.	Shows fair self-reliance and ability; somewhat restricted in behaviour.	Inclined to be over or under confident; self conscious and apprehensive.	Over confident and self complacent; suffers from sense of inferiority.	Grossly over confident timid, panicky jittery.
7.	KNOWLEDGE OF ISLAM:	Studies regularly.	Fair degree of knowledge.	Lacking in knowledge.	Makes no efforts to increase knowledge.	Ignorant & ill informed.
8.	ATTITUDE TOWARDS ISLAMIC IDEOLOGY :	Fairly understanding.	Inclined to be indifferent.	Inconsiderate; apt to create unpleasantness.	Intolerant and unmindful.	Extremely severe and inconsiderate.
9.	INTEGRITY	Shows regard for moral values and social norms.	Has a limited sense of right and wrong.	Inclined to disregard moral principles.	Weak moral fibre.	Unscrupulous and dishonest.
10.	SENSE OF DUTY :	Generally dutiful.	Inclined to place self before duty.	Usually places self before duty.	Has a self-seeking/indifferent attitude.	Always places self before duty.
11.	INITIATIVE :	Can think and act independently.	Routine worker and thinker.	Lacks originality of thought ; looks to others for help.	Indecisive, hesitant and dependent.	Extremely lethargic devoid of independent action.
12.	JUDGEMENT :	Has commonsense ; can take routine decision	Inclined to be shortsighted and biased in his judgement.	Frequently makes unsound decisions.	Imbalanced and illogical.	Confused thinker, of unsound judgement.
13.	BEHAVIOUR UNDER STRESS/CRISIS :	Can face normal stress.	Limited ability to face normal stress.	Cracks up easily; prone to frustration and depression in stressful situations.	Nervous and jittery.	Extremely nervous panicky.
14.	FALIABILITY :	Shows adequate sense of responsibility; produces normal results.	Has routine sense of responsibility.	Inclined to evade responsibility.	Depends on others; can not be relied upon.	Unreliable and untrustworthy.
15.	PLANNING AND ORGANIZING ABILITY :	Plans and organizes normal tasks adequately.	A routine worker; has limited ability for thinking planning and organizing.	Erratic and haphazard in this approach; works without a system.	Generally confused and muddle-headed; lacks organizing ability.	Wasteful and ineffective in coordinating and utilizing manpower and resources.
16.	PROFESSIONAL KNOWLEDGE.	Studies regularly; meets all ordinary requirements.	Has a fair degree of knowledge and makes some effort	Lacking in knowledge needs guidance.	Indifferent; makes no effort to increase knowledge.	Ignorant and ill informed.
17.	APPLICATION OF PROFESSIONAL KNOWLEDGE :	Adequately applies himself to practical tasks.	Theoretically oriented; shows little inclination to apply himself to practical tasks.	Does not apply himself to practical situations.	Poor ability to solve the practical problems.	Feels lost when confronted with practical situation.

* In case of non-muslims the entries will refer to their own religion.

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Exhibit 4. Performance Appraisal Form (PAR) 2007(p. 1 of 5)



Performance Appraisal Officers

Year _____

Annual
Special
Posting

PART – I BIO DATA

1. Name	2. CAA No	3. Unit/Airport
4. Post held during the period with Pay Group		5. Date of appointment
6. Last promotion (year and post held):		
7. Date of birth:	8. Domicile	9. Qualifications:
10. Period served under the reporting officer: From:		To:
11. Nature of appointment:		

PART – II TARGET REVIEW

12. Main Job Description

OBSOLETE COPY

13. Work Plan – Target Agreed (Minimum of three targets)	Time Frame	Weightage		Remarks
		Total Marks	Marks Scored	
Target – 1				
Target – 2				
Target – 3				
Target – 4				
Total		This Section carries 60% weightage		

14. Both appraisee and appraiser must sign this sheet before sending it to Chief HR to reflect consent.

(a) TARGET AGREED

Appraisee Signature: _____

Appraiser Signature: _____

Name: _____

Designation: _____

Date: _____

Appraiser's Manager Signature: _____

Name: _____

Designation: _____

Date: _____

(b) TARGET REVIEWED

Appraisee Signature: _____

Appraiser Signature: _____

Name: _____

Date: _____

Appraiser's Manager Signature: _____

Date: _____

Exhibit 4. Performance Appraisal Form (PAR) 2007(p. 2 of 5)

PART – III – REVIEW OF COMPETENCE AREAS

15. Rating Scale: 5= Outstanding, 4= Very Good, 3= Good, 2= Needs improvement, 1= Inadequate Performance

COMPETENCE AREAS	MARKS		CHARACTERISTICS INCLUDE
	TOTAL	SCORED	
SKILLS RELATED			
ORGANIZING SKILLS	5		Ability to analyze tasks, plan, methodically, organize the work force for optimum utilization, organize and monitor results till completion of tasks.
LEADERSHIP SKILLS	5		Develops in subordinates, the will & desire to work towards common objectives, assigns work to subordinates according to their capabilities & track down their progress to achieve common goals.
PROBLEM SOLVING SKILLS	5		Logically breaks problems down to their essential elements, carries out diagnosis of problems, develops & implement solutions.
DECISION MAKING SKILLS	5		Takes rational, sound & timely decisions based on relevant information & facts.
PRESENTATION SKILLS	5		Able to present facts & ideas verbally and in written form in a very clear, effective and convincing manner.
LISTENING SKILLS	5		Able to listen carefully and act accordingly.
WRITING SKILLS	5		Able to present facts & ideas in written form in a very clear, effective and convincing manner
ATTITUDE RELATED			
TEAM SPIRIT	5		Exhibits team spirit in the performance of duties to achieve over all common objectives and goals
INNOVATION	5		Generates original & Imaginative ideas and suggests solutions to problems to achieve improvements in work operations
PUNCTUALITY & ATTENDANCE:	5		Arrives on time, and is regular in the duties and responsibilities assigned in accordance with organization policy.
DELEGATION	5		Able to assign responsibilities according to the capabilities of individual subordinates and empower them to perform.
SAFETY CONSCIOUSNESS	5		Demonstrates concerns for safety, complies with safety standards and requirements while performing duties.
HSSE CONSCIOUSNESS	5		Demonstrates behavior, reaction, and receptiveness to HSSE matters
PERSONALITY RELATED			
INITIATIVE	5		Does things before being asked to or forced by events and acts at the right place and right time
ADAPTABILITY	5		Ability to alter behavior and opinions in the light of new information and responds constructively to changing situation.
SENSE OF RESPONSIBILITY	5		Knows the importance of tasks & duties assigned. Knows how & when to complete them in best possible way.
KNOWLEDGE RELATED (MARKS OF THIS AREA TO BE GIVEN BY SPECIALIST DIRECTOR ONLY)			
STRATEGIC THINKING	5		Anticipates needs, forecasts conditions & plans keeping the overall business strategy importance in mind.
JOB KNOWLEDGE	5		Possess knowledge of methods, techniques and skills, conversant with all phases of job and related matters.
COST CONSCIOUSNESS	5		Demonstrates concerns for cost efficiency/ reduction in all matters.
EFFICIENCY	5		Looks for the best use of resources, actively seeks ways to improve current systems, methods & structure.
COLUMN TOTAL	100		

16. Weightage

Part	Marks	Scored	Weightage (%age)	Ranking
II			60	
III			40	
Total			100	

17. Overall Ranking

		Appraiser	Appraiser's Manager	Specialist Dir	DDG/DG
Out-Standing	90-100				
Very Good	75-89				
Good	50-74				
Needs Improvement	35-49				
Inadequate Performance	20-34				

Note: Ranking of overall strength of officers should not exceed 5% as 'Outstanding', 15% Very Good, 60% Good, 15% Needs Improvement and 5%. Inadequate Performer. Lower Performer counseling be given.

Exhibit 4. Performance Appraisal Form (PAR) 2007(p. 3 of 5)

PART – IV – SUMMARY OF PERFORMANCE

18. Main SMART Target – Work Plan (SMART - Specific, Measurable, Achievable, Relevant and Time-Frame)

19. Result Achieved – What is achieved and how well achieved?

20. Strengths

21. Weaknesses

22. Individual's Development Needs (2-3 key competency (ies) skill (s) or specific goal (s))

OBSOLETE COPY

23. Actions for areas for development – on-the-job/training, relevant material, counselling, etc.

24. Remarks

(i) By appraise _____ (ii) By appraiser _____

(iii) By appraiser's Manager _____

25. Parties to sign this sheet reflecting their consent before sending it to Chief HR

26. Name Appraise: _____	Signature Appraise: _____
27. Name Appraiser: _____ Designation: _____	Signature Appraiser: _____
28. Name Appraiser's Manager _____ Designation: _____	Signature Appraiser's Manager: _____

Exhibit 4. Performance Appraisal Form (PAR) 2007(p. 4 of 5)

29. Assessment for Growth

	Appraiser	Appraiser's Manager	Specialist Dir	DDG/DG
Ready for promotion				
Requires further development				
Not to be considered at present				
No potential for growth				

30. Appraiser Name: _____ Signature: _____

31. Appraiser 's Manager Name: _____ Signature: _____
 Designation: _____



32. Specialist Director Name: _____ Signature: _____
 Designation: _____

33. DDG/DG Name: _____ Signature: _____

PART – V – MISCELLANEOUS

34. Knowledge of Language

Language(s)	Read (0 – 10)	Write (0 – 10)	Speak (0 – 10)

35. Training Received during the Review Period

Name of Training / Course	Duration		Grade Obtained	Name of Institution and Country
	From	To		

36. Medical Fitness Certificate

Unit / Airport _____


Fit	Unfit
-----	-------

Signature and Seal of
 Medical Officer

Exhibit 4. Performance Appraisal Form (PAR) 2007(p. 5 of 5)

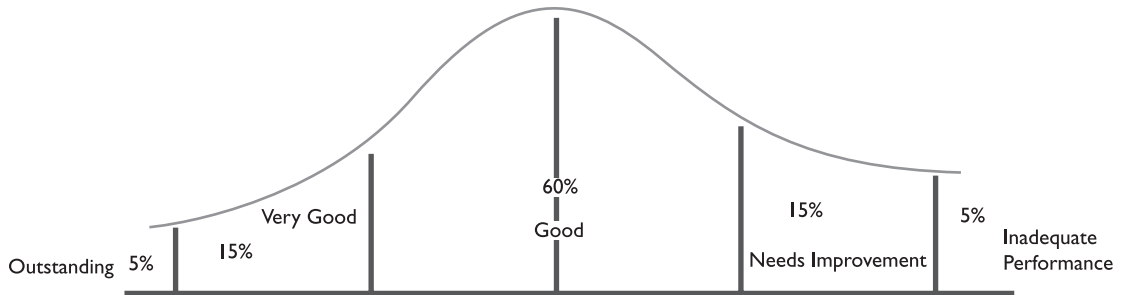
**37. Monthly Record Maintenance Sheet – Incident & occurrence
(FOR APPRAISER)**

Month	Employee's Behaviour			
	Desired		Undesired	
	Observed	Reported	Observed	Reported
Jan				
Feb				
Mar				
Apr				
May				
Jun				
Jul				
Aug				
Sep				
Oct				
Nov				
Dec				




<p style="text-align: center;">APPRAISER</p> <p>Name: _____</p> <p>Date: _____</p> <p>Signature: _____</p>	<p style="text-align: center;">FOR CAA HEADQUARTERS USE ONLY EXAMINED</p> <p>Date: _____</p> <p>Signature: _____</p>
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Exhibit 5. Forced Distribution Curve 2007



Source: Company Documents.

Exhibit 6. Performance Appraisal Form (PAR) 2008 (p. 1 of 2)



Performance Appraisal Report (Officers)
Year 2008

Instructions to fill the PAR		
Part I Para 1-13	To be filled by Appraiser	Annual
Para 14	To be filled by Medical Officer	
Part II Para 15-17	To be filled by Appraiser & Appraiser	Special
Part III Para 18-20	To be filled by Appraiser/APM	
Para 21	To be filled by Appraiser	Posting
Part IV Para 22-23	To be filled by Spec. Dir/DDG/DG	

PART I BIO-DATA

1. Name		2. CAA No.	
3. Unit/Airport.		4. Date of birth	
5. Date of Appointment		6. Post held during the period with Pay Group	
7. Qualifications		8. Last promotion (year and post held):	
9. Trade:		10. Period served under the appraiser: From: _____ To: _____	
11. Nature of appointment:			
12. Training Received during the Review Period			

Name of last three Training / Course	Duration		Grade Obtained	Name of Institution and Country
	From	To		

13. Main Job Description

14. Medical Fitness Certificate

Unit / Airport _____ Signature & Seal of Medical Officer _____

Fit	Unfit
-----	-------

PART – II TARGET REVIEW

15. Work Plan – Target Agreed & Job Knowledge	Time Frame	Weightage		Remarks
		Total Marks	Marks Scored	
Target 1				
Target 2				
Target 3				
Target 4				
JOB KNOWLEDGE: Possess knowledge of methods, techniques and skills, conversant with all phases of job and related matters and looks for the best use of resources. Actively seeks ways to improve current systems, methods & structure.		5		
TOTAL		60		

16. Target Agreed:

Signature of Appraiser: _____ Date: _____

Signature of Appraiser: _____ Date: _____

Exhibit 6. Performance Appraisal Form (PAR)—2008 (p. 2 of 2)

17. Remarks by Appraiser

Signature: _____ Date: _____

PART - III - REVIEW OF COMPETENCE AREAS
 18. Rating Scale 5= Outstanding, 4= Very Good, 3= Good, 2= Needs Improvement, 1= Inadequate Performance (see Guidelines)

COMPETENCE AREAS	MARKS		CHARACTERISTICS INCLUDE
	TOTAL	SCORED	
ORGANIZING SKILLS	5		Ability to analyze tasks, plan methodically, organize the work force for optimum utilization, organize and monitor results till completion of tasks.
LEADERSHIP SKILLS	5		Develops in subordinates, the will & desire to work towards common objectives, assigns work to subordinates according to their capabilities & track down their progress to achieve common goals.
PROACTIVE PROBLEM SOLVING & DECISION MAKING SKILLS	5		Logically breaks problems down to their essential elements, carries out diagnosis of problems, develops & implements solutions & takes rational, sound & timely decisions based on relevant information & facts before being asked.
PRESENTATION SKILLS	5		Able to present facts & ideas verbally and in written form in a very clear, effective and convincing manner.
INNOVATION	5		Generates original & imaginative ideas and suggests solutions to problems to achieve improvements in work operations.
TEAM SPIRIT	5		Exhibits team spirit in the performance of duties to achieve over all common objectives and goals.
PUNCTUALITY & ATTENDANCE:	5		Arrives on time, and is regular in the duties and responsibilities assigned as per CAA policy.
SENSE OF RESPONSIBILITY	5		Knows the importance of tasks & duties assigned. Knows how & when to complete them in best possible way.
TOTAL	40		

19. Overall Ranking

Outstanding (90-100)	Very Good (75-89)	Good (50-74)	Needs Improvement (35-49)	Inadequate Performance (20-34)

20. Remarks By Appraiser/APM

Sign: _____ Date: _____

21. Remarks By Appraise

Signature: _____ Date: _____

22. Signature of Specialist Director: _____ Date: _____

Name: _____

23. Signature of DDG/DG CAA _____ Date: _____
 (For PG 10 & above)
 Name: _____

FOR CAA HEADQUARTERS USE ONLY

Receiving Date: _____

Name: _____

Signature: _____

Exhibit 7. Performance Appraisal Form (PAR) 2009–2014 (p. 1 of 4)



	CIVIL AVIATION AUTHORITY PERFORMANCE APPRAISAL REPORT (PAY GROUP 07 – 11)	CAAF-002-HRCP-1.0		
(Human Resource Career Planning & Performance Management)				
Period of Report - From _____ To _____		<input type="checkbox"/> Annual <input type="checkbox"/> Special		
Type of Appointment	REGULAR <input type="checkbox"/>	CONTRACT <input type="checkbox"/>		
		Location _____		
PART-I (PERSONAL DATA) (To be filled by Appraisee)				
1. Name	2. CAA No.	3. PG		
4. Designation	5. Trade	6. Date of Birth		
7. Qualifications	8. Date of Appointment/ Promotion in Present PG			
9. Post(s) held during the review year with date(s)				
10. Main Job Description:				
FIT <input type="checkbox"/> UNFIT <input type="checkbox"/>				
Location	Date	Signature & Seal of (AMO)		
PART-II (TARGET REVIEW) (To be filled by Appraisee & Appraiser)				
12. TARGETS (Minimum 03)	TIME FRAME	TOTAL MARKS	MARKS SCORED	REMARKS
Target-1				
Target-2				
Target-3				
Target-4				
TOTAL		60		
(For details, additional sheets may be used & attached as annexure)				
a) Signature of Appraisee: _____		Date: _____		
b) Signature of Appraiser: _____		Date: _____		

Exhibit 7. Performance Appraisal Form (PAR) 2009–2014 (p. 2 of 4)

	CIVIL AVIATION AUTHORITY PERFORMANCE APPRAISAL REPORT (PAY GROUP 07 – 11)	CAAF-002-HRCP-1			
(Human Resource Career Planning & Performance Management)					
PART-III (REVIEW OF COMPETENCE AREAS) (To be filled by Appraiser / APM for JIAP, AllAP, BBIAP, Peshawar & Quetta Airports)					
Rating Scale 5 = Outstanding, 4 = Very Good, 3 = Good, 2 = Needs Improvement, 1 = Inadequate Performance (See Key at Page 4 of 4)					
COMPETENCIES	O/S 05	V. Good 04	Good 03	N. I 02	I. P 01
13. Organizing Skills					
14. Sense of Duty/Responsibility					
15. Problem Solving & Decision Making Skills					
16. Presentation & Communication Skills					
17. Leadership Skills & Team Spirit					
18. Job Knowledge & its Application					
19. Initiative & Adaptability					
20. Attitude towards QHSE					
21. TOTAL					
22. Total Scores (Sum of Part II & Part III)					
23. Overall Ranking					
Outstanding (90 - 100)	Very Good (75 - 89)	Good (50 - 74)	Needs Improvement (35 - 49)	Inadequate Performance (20 - 34)	
PART-IV (TRAINING) (To be filled by Appraisee & Appraiser)					
24. SR. #	NAME OF TRAINING/COURSES ATTENDED DURING THE REVIEW YEAR	DURATION		GRADE OBTAINED	NAME OF INSTITUTION (Country name in case of Foreign Training)
		From	To		
25. Identify the performance gaps related to current job.					
26. Specify reasons for the performance gaps.					
27. Identify the training requirement to fill performance gaps.					
28. Individual's future development needs.					

MASTER COPY

Exhibit 7. Performance Appraisal Form (PAR) 2009–2014 (p. 3 of 4)


	CIVIL AVIATION AUTHORITY PERFORMANCE APPRAISAL REPORT (PAY GROUP 07 – 11)	CAAF-002-HRCP-1.0
(Human Resource Career Planning & Performance Management)		
PART-V (SUMMARY OF PERFORMANCE)		
29. Assessment for Growth: (To be filled by Appraiser)		
a. Fitness for Promotion	FIT <input type="checkbox"/> UNFIT <input type="checkbox"/> Recently Promoted/Appointed <input type="checkbox"/>	
b. Retention after 25 years service (To be reported on completion of 20 years service)	FIT <input type="checkbox"/> UNFIT <input type="checkbox"/>	
c. Retention on completion of exiting contract period	FIT <input type="checkbox"/> UNFIT <input type="checkbox"/>	
30. Remarks by Appraiser:		
Signature _____ Name (in block letters) _____ Date <input style="width: 100px;" type="text"/>	_____ _____ _____	
31. Remarks by Appraiser's Manager/Airport Manager: (To be given by APM for employees under administrative control of APM at JIAP, AIIAP, BBIAP, Peshawar & Quetta Airports only)		
Signature _____ Name (in block letters) _____ Date <input style="width: 100px;" type="text"/>	_____ _____ _____	
32. Appraisee's Agreement/ Disagreement (In case of disagreement please give reasons)		
Date <input style="width: 100px;" type="text"/>	Signature of the Appraisee _____	
33. Remarks by Specialist Director (For Concerned Trade): (Specialist Director can not make any change in the assessment. However, if he/she needs to change, he/she is to consider assessment of the Appraiser & Appraiser's Manager and can make changes only with proper justifications. He /she is to specially comment on appraisee's succession planning, career growth, future development etc)		
Signature _____ Name (in block letters) _____ Date <input style="width: 100px;" type="text"/>	_____ _____ _____	
34. Remarks by DDG/DG: (For PG-10 & above)		
Signature _____ Name (in block letters) _____ Date <input style="width: 100px;" type="text"/>	_____ _____ _____	
Changes in the Performance Appraisal Report are not allowed. No form will be accepted if any change(s) is/are made either in the format or in any content of the form.		For use at HQ HR CP&PM EXAMINED Sig. _____ Date _____

Exhibit 7. Performance Appraisal Form (PAR) 2009–2014 (p. 4 of 4)

		CIVIL AVIATION AUTHORITY PERFORMANCE APPRAISAL REPORT OFFICERS (PAY GROUP 07 – 11)			CAAF-002-HRCP-1	
		((Human Resource Career Planning & Performance Management))				
RATING SCALE KEY						
Competencies	Outstanding 05	Very Good 04	Good 03	Needs Improvement 02	Inadequate Performance 01	
01. Organizing Skills: Ability to analyze and plan tasks, organize resource for optimum utilization and monitor results till completion of tasks.	Exceptionally imaginative, creative and inventive, highly effective in utilizing resources and monitoring results.	Highly logical, systematic and effective planner & organizer.	An effective planner and organizer.	Has limited ability for thinking and planning and organize occasionally.	Inefficient planner & ineffective in utilizing resources.	
02. Sense of Duty/Responsibility: Knows the importance of tasks and duties assigned. Knows how and when to complete them in best possible ways.	Extremely responsible in handling tasks assigned and totally dedicated to service.	Shows a high degree of devotion in discharge of responsibilities.	Responsible and dedicated to work.	Give little importance to duties assigned.	Has no sense of responsibility and devotion to work.	
03. Problem Solving & Decision Making Skills: -Logically carries out diagnosis of problem, develop & implement solution, & takes rational, sound & timely decisions based on relevant information & facts.	Logical in diagnosis of a situation, foresee the problem and develop and timely implement best possible rational decisions.	Always takes problem as a challenge, breaks it down & suggest & implement possible decision to solve the problem.	Good sense of problem solving & decision making skills.	Usually understand problem, tries to work on solution & decision.	Scared of problems, always depends on others for their help & never take decision.	
04. Presentation & Communication Skills: - Able to present facts and ideas verbally and in written form in a clear, effective and convincing manner.	Brilliant forceful and clear writer, gifted presenter who convinces the audience easily.	Highly forceful in expressing ideas, an effective presenter.	Has good command of business writing, a good speaker.	Faces difficulty in writing & expressing ideas verbally.	Unable to organize and express thoughts both verbally and in written form.	
05. Leadership Skills & Team Spirit: Develops in subordinates the will and desire to work towards common objectives, assign work to subordinates a/c to their capabilities, exhibits team spirit to achieve shared aims.	Excellent leadership qualities, always keeps the team highly motivated, assign work to subordinate a/c to their capabilities, extremely cooperative and create excellent team spirit.	Capable of becoming an exceptional leader, takes work from subordinates a/c to their capabilities, keep the team motivated, work in perfect harmony with others.	Motivates the team, aware of subordinate capabilities & assign tasks to them accordingly, a good team player.	Prefer to work alone, sometimes shows reluctance to work as a team and try little to take work from the team.	Totally unaware of subordinates abilities, has no idea of managing a team and uncooperative and obstructive team player.	
06. Job Knowledge and its application: -Posses knowledge of methods, techniques & skills, conversant with all phases of job related matter, apply theoretical knowledge at work.	Exceptionally well informed, strives hard to keep abreast of latest job related knowledge and skills, exceptional ability to translate theoretical concepts in to physical tasks.	Highly knowledgeable on job related matters and developments, and highly capable of applying professional knowledge at work.	Studious and well informs, strives to keep up to date, efficient in handling practical situations.	Has limited knowledge, shows little inclination to apply knowledge in handling practical tasks.	Ignorant and ill informed, makes no efforts to improve, and has no ability to apply theoretical concepts practically.	
07. Initiative & Adaptability: - Does things before being asked to or forced by events, ability to alter behavior and opinions in the light of new information and responds constructively to changing situation.	Tremendous initiative aptitude, always immediately respond to changing environment.	Always take initiative before being asked and adapts to changing situation very easily.	Takes initiative and is adaptable to changing situation.	At times, forced by events to complete task, and shows reluctance towards change.	Only perform task when asked repeatedly, & inadaptably to changes.	
08. Attitude towards QHSE: - Maintains quality, knows importance of environmental aspects, occupational health & safety & takes preventive measures to control hazards and risks.	Extremely dedicated in responding to QHSE matters immediately and maintaining standard.	Dedicated towards QHSE & always strives to maintain the standards.	Maintain QHSE standards.	Shows casual attitude towards QHSE matters.	Has no idea of QHSE, and does not try to improve it.	

Notes

1. Suleman Dawood School of Business, Lahore University of Management Sciences, Pakistan.
2. Department of Business Administration, United Arab Emirates University, UAE.
3. Pakistan Civil Aviation Authority, "About Us," <http://www.caapakistan.com.pk/about_us.aspx>.
4. Pakistan Civil Aviation Authority, "Future Plan," <<http://www.caapakistan.com.pk/SF/SQMS/SQMS-FurturePlan.aspx>>.
5. Pakistan Civil Aviation Authority, "About Organisation," <<http://www.caapakistan.com.pk/AboutUs.aspx>>.
6. Selection posts mean promotion which is made strictly on merit; seniority plays its part only when other things are equal. Pay Group 09 and above are selection posts. Promotions to these posts shall be made on the basis of merit and suitability*.

**Merit* shall be gauged on qualification, performance appraisal report and quantification score which span over the entire service of an employee in officer cadre.

**Suitability* of an employee shall be determined through requisite skill set, experience, job rotation, performance on the job, and general reputation. Moreover, professional knowledge of the post against which the candidate is likely to be promoted shall be given consideration (CAA company documents).

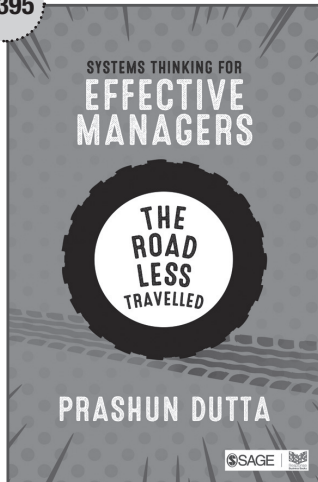
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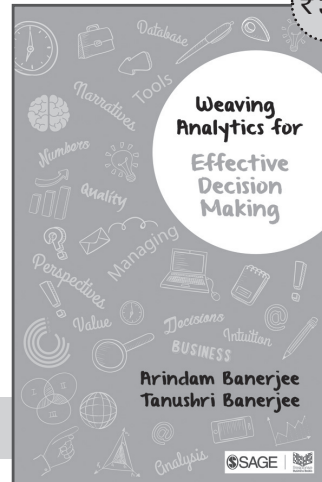
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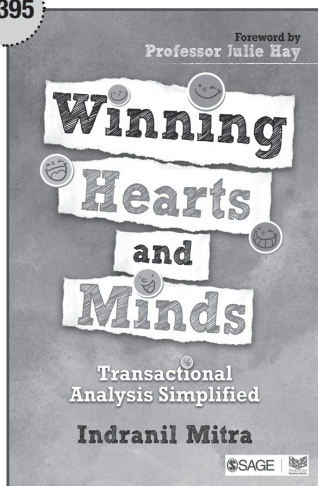
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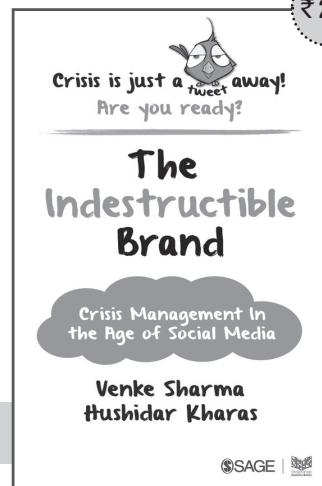
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- Organizational Behavior

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- Research institutions
- Professional associations
- Industrialists
- Lecturers from colleges and universities
- Postgraduate and research students
- Professionals from business organizations
- Other interested parties

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Registration Deadline	4 March 2018 (Sunday)

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