

INTERNATIONAL ISLAMIC UNIVERSITY ISLAMABAD  
Human Resource Management (Section-III)

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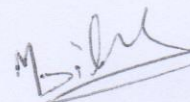
No.HRM-(III).(1).23-1608

July 11, 2023

**Circular**

1. Following are the guidelines and instructions for the reporting officers and countersigning officers, who are responsible to write and return the Annual Confidential Reports (ACRs) or Performance Evaluation Report (PERs) of their subordinates;

- I. ACR/PER dossier must be returned by the Reporting Officer within **15 working days** duly countersigned by the next immediate officer of Reporting Officer. In case of delay in returning the ACR/PER dossier, justification for delay must be reported to the HRM-III department along supporting documents.
- II. After lapse of 15 working days a reminder will be given to the reporting officer intimating to submit finalized ACR/PER dossiers within 7 days. In case of non-compliance with the instructions, the case will be reported to the competent authority for disciplinary action against the serving officials and other possible measures against retired or in other situations.
- III. Undue delay in returning the ACR/PER dossier will be considered to be gross negligence, inefficiency in executing official assignment and violation of service discipline and necessary action will be initiated under E&D rules of IIU.
- IV. All Reporting & Countersigning Officers must mark the rating columns with initial signatures instead of marking with tick marks. ACRs/PERs rated with tick marks shall not be accepted.
- V. The opinions regarding subordinate which are expressed should represent the result of careful consideration and objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.
- VI. Instructions for the Reporting Officers, while reporting on Subordinate:
  - a) Be as objective as possible
  - b) Be as circumspect as possible
  - c) Be clear and direct, not ambiguous or evasive in your remarks
  - d) Avoid exaggeration and gross understatement
- VII. The Countersigning Officers should weigh the remarks of the Reporting Officer (RO) against their personal knowledge of the Subordinate and then give their assessment. If the Countersigning Officers differ with the grading or remarks given by the reporting officer they should score it and give his own grading with red pen.
- VIII. All the adverse remarks whether remediable or irreparable should be communicated to the official under report, with a copy of communication placed in ACR/PER dossier. Reporting Officers should ensure that proper counseling is given to the official under report before adverse remarks are recorded.

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- IX. A "Katcha Register" should be maintained by every reporting officer for keeping a rough notes relating to the work of his subordinates including cases of outstanding good or poor work.
- X. When any adverse remarks is made in the evaluation report of any officer, a copy of the whole report should be furnished to him at the earliest opportunity, and in any case within one month from the date the report is countersigned with a D.O. letter, a copy of which should be signed and returned by him in acknowledgement of the report.
- XI. According to existing instructions, there is scope for only one representation against adverse remarks, which should be submitted, if desired, by the officer concerned within **15 days of the receipt of those remarks**.
- XII. In future it will be necessary for Reporting Officer and Countersigning Officer that **Average or Adverse evaluation/rating** should be accompanied with a complete dossier issued like Office Memorandum, Warning, Charge Sheet and Show Cause Notice etc, while sending it to HR Department and also whether any such communication has been made to the officers/officials under report.
- XIII. If any deficiency is noticed in performance/conduct, he/she should be asked in writing for improvement in his/her performance/conduct, and the copy of same may be kept in "Katcha Register". He/she may be communicated the areas of weakness with counseling to improve the weak areas.
- XIV. Assessment of performance and conduct of an employee must be objective without any favor or fear in the best interest of the University, avoiding subjective remarks. The performance of an employee should be judged on the basis of his/her performance during the evaluation period only.
- XV. Annual Confidential Report (ACR)/Performance Evaluation Report (PER) Proforma is required to be filled in and duly signed by the "Reporting Officer" who is Immediate Officer In-charge or immediate Supervisor (not below BPS-16/Gazetted Class-II only) under whose direct supervision the person reported upon is working during the evaluation period.
- XVI. In case the ACR/PER is received in HRM-III department and found that it is not evaluated by concerned Reporting Officer or immediate Supervisor of the Person Reported Upon: the ACR/PER shall not be entertained and \*Blank Proforma\* will be sent afresh to the concerned Department for evaluation of the same from the concerned Reporting Officer.
- XVII. Reporting Officers after evaluation of ACR/PER should get it countersigned from the concerned Countersigning Officer(s) during the evaluation period or in case of any doubt or complication return the ACR/PER Proforma to HRM-III department to get the report countersigned from relevant Officer.
- XVIII. Adverse remarks (if any) contained in the ACR/PER of an employee in a column, pen picture and grading, must be red inked or red lined, that is mandatory to be communicated to the Person Reported Upon for improvement etc. Likewise, "Advisory Remarks" (if any) should also be indicated.
- XIX. In order to make sure identification of the Reporting and Countersigning Officers he/she must affix the official seal or stamp with name and designation, under their signatures.
- XX. Over all grading i.e. Very Good, Good, Average, Below Average, Poor must be proportionate with the assessment made in each previous column.

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- XXI. Total 100 marks have been earmarked in the Evaluation or Assessment Report for Academic Employees or Faculty Members for research, teaching and other areas of Performance and Conduct etc. As per policy in vogue in IIU at least two (02) good reports (i.e. 70 marks out of 100 marks) are considered for Termination of probation period satisfactorily. Therefore, this aspect must be kept in mind while evaluating or assessing a report of a Faculty Member.
- XXII. In case of Adverse remarks and Average overall rating the reply of person rated upon will be referred back to the reporting and countersigning officers for their reassessment and feedback. Subsequently the reply of reporting and countersigning officers will be submitted to VP Academics in academics cases and VP (A&F) in non-academics cases for final decision.
2. This is issued in supersession of all previous Office Orders, Guidelines and Notifications in this respect. For further guidelines or queries please download Establishment Division's "**A Guide to Performance Evaluation**" Edition 2004.
3. These guidelines are issued with the approval of Vice President (A&F), IIU being acting President, IIU.



**Muhammad Bilal**  
**Assistant Director (HRM-III/V)**

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- Chief Medical Officer and Principal Medical Officers (Male & Female)
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- SPS to President, IIU
- PS to VP (A&F)