



No. UOM/Estt/25/ 1509

Dated: 3 -Dec-2025

NOTIFICATION

Pursuant to this office Notification No. UOM/Estt/25/1207 dated 02-10-2025, and in light of the recommendations submitted by the Committee, it is notified for the information of all concerned that the Vice Chancellor, being duly authorized by the Syndicate in its 62nd meeting held on 30-08-2025 (vide Item-21), has approved the Rules titled "*The University of Malakand Performance Evaluation Reports Rules, 2025*", along with the accompanying *Performance Evaluation Report Forms/Character Roll* for the Teaching Staff, Administrative Officers, and Support Staff of the University, with immediate effect.

The approved rules and relevant forms have been uploaded to the University's website for easy access by all concerned.

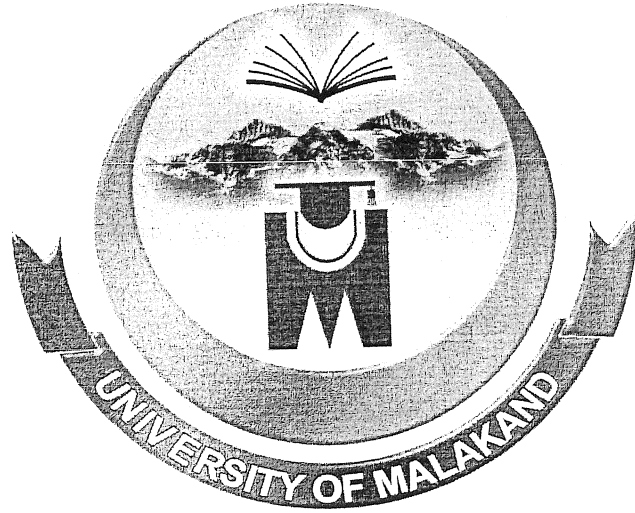
This is issued with approval of the Vice-Chancellor.


Deputy Registrar (Estt:)


Copy for information & necessary action (if any) to:

1. The Deans of all Faculties
2. The Heads of all Teaching Departments and Administrative Sections/Offices
3. The Director IT with the request to upload the Rules in the Download Section of the University Official Website (sent to you via official email: director.it@uom.edu.pk)
4. Deputy Registrar (Academics)
5. PS to Vice Chancellor
6. PA to Registrar
7. Relevant File(s)


Deputy Registrar (Estt:)



**The University of Malakand
Performance Evaluation Reports
Rules, 2025**


Additional Registrar (BPS-19)
University of Malakand

1. Short Title, Commencement and Application

These rules are framed in pursuance of Section 31(2) of the Khyber Pakhtunkhwa Universities Act, 2012 (amended up to date) and shall be called “**The University of Malakand Performance Evaluation Reports Rules, 2025**” and shall come into force with immediate effect.

2. Classification of Performance Evaluation Reports/Character Rolls

Pursuant to Section 19 of the University of Malakand Service Statutes, 2024, the following distinct Performance Evaluation Reports (PERs)/Character Rolls (CRs) shall be maintained for the University of Malakand (UOM) employees, categorized according to their respective cadres, groups, ranks, and positions:

(1) Teaching Staff (BPS/TTS)

- (a) PERs for **teaching staff**, excluding Heads of Departments and Professors, as appended to these rules in **Appendix-I**, shall be written and countersigned by the respective Head of Department and the concerned Dean. The completed PERs shall be maintained and kept in safe custody by the respective Head of Department;
- (b) PERs for **Deans, Professors, and Heads of Departments**, as appended to these rules in **Appendix-I**, shall be written and countersigned by the Vice Chancellor. The completed PERs shall be maintained and kept in safe custody by the Registrar.

(2) Non-Teaching Staff

- (a) PERs for **Administrative Officers**, excluding Heads of Administrative Sections/Offices, as appended to these rules in **Appendix-II**, shall be written and countersigned by the respective Head of the subordinate section/office and the concerned Head of the Administrative Section/Office respectively. The completed PERs shall be maintained and kept in safe custody by the respective Head of the subordinate section/office;
- (b) PERs for **Administrative Officers in BPS-20 and Heads of Administrative Sections/Offices**, as appended to these rules in **Appendix-II**, shall be written and countersigned by the Vice Chancellor. The completed PERs shall be maintained and kept in safe custody by the Registrar;
- (c) PERs for **Ministerial Staff**, as appended to these rules in **Appendix-III**, shall be written and countersigned by the respective Head of the subordinate

section/office and the concerned Head of the Administrative section/office respectively. The completed PERs shall be maintained and kept in safe custody by the concerned Head of the subordinate section/office;

- (d) PERs for **Technical and Other Staff (BPS-11 to 17)**, as appended to these rules in **Appendices-IV**, shall be written and countersigned by the respective Head of the subordinate section/office and the concerned Head of the Administrative section/office respectively. The completed PERs shall be maintained and kept in safe custody by the concerned Head of the subordinate section/office;
- (e) PERs for Laboratory Staff, as appended to these rules in **Appendix-V**, shall be written by the Head of the Subordinate Section and countersigned and maintained by the respective Head of Department, who shall also ensure their safe custody;
- (f) PERs for **Technical and Other Staff (BPS-3 to 10)**, as appended to these rules in **Appendices-VI**, shall be written and countersigned by the respective Head of the subordinate section/office and the concerned Head of the Administrative section/office. The completed PERs shall be maintained and kept in safe custody by the concerned Head of the subordinate section/office;
- (g) PERs for **Class-IV employees**, as appended to these rules in **Appendix-VII**, shall be written and countersigned by the respective Head of the subordinate-section/office and the concerned Head of Administrative Section/Office respectively. The completed PERs shall be maintained and kept in safe custody by the concerned Head subordinate section/office;
- (h) PERs for the support staff members of whatever nomenclature, working directly under the supervision of the Dean, the Head of Administrative Sections/offices shall be written, countersigned, and maintained in safe custody by the concerned Dean and Head of administrative section/Office.

3. Importance of Writing Performance Evaluation Reports (PERs) and Character Rolls (CRs): Key Consideration and Precautions

- (1) The preparation of Performance Evaluation Reports (PERs) is a critical and responsible duty. The manner in which PERs/CRs are written will be taken into account when evaluating the qualities of the Reporting Officer. The opinions

Sd
Additional Registrar (BPS-19)
University of Malakand

- expressed should reflect careful consideration and objective assessment, enabling the Reporting Officer (RO) to justify their subordinate's assessment, if required.
- (2) Reports should be rendered independently, without reference to previous reports by Reporting Officers (ROs). Neither ROs nor Countersigning Officers (COs) should share notes or copies of their reports with other officers.
 - (3) Although Reporting Officers (ROs) should initially write Performance Evaluation Reports (PERs)/CR without reference to previous reports to facilitate unbiased judgment, they may subsequently consult previous reports, particularly to ensure that any additional comments are required on points previously reported upon.
 - (4) Evaluation reports on officers/officials are of paramount importance when making appointments or promotions. It is essential to prepare these reports with utmost care. The following points must be meticulously checked when writing the reports:
 - (a) The period under review should be clearly stated;
 - (b) If the report mentions a remediable fault that has been or will be communicated to the officer/official, this should be explicitly stated;
 - (c) The remarks, if handwritten, should be written very legibly;
 - (5) Evaluation reports should be paginated and arranged in chronological order.
 - (6) When recording assessments and pen pictures of officials/officers in the PERs/CRs, due care should be taken to ensure consistency throughout the report, with all sections of the PER/CR Form aligning with one another.
 - (7) Details should be provided indicating whether adverse remarks have been communicated to the concerned officers/officials.
 - (8) The ROs should clearly indicate their names (in block letters), designations and official stamp (below the signature).
 - (9) Given the paramount importance of Evaluation Reports, it is essential that Reporting Officers (ROs) and Countersigning Officers (COs) prepare them with utmost care. ROs/COs must be impressed upon to strictly adhere to relevant instructions when writing and maintaining these reports.
 - (10) In the event that no officer is available to write or countersign the PER/CR, a reference should be made to the appointing authority for guidance on how to proceed. Every effort should be made to ensure that the report is completed, and not left unwritten.
 - (11) In the event that both the RO and the CO have been compulsorily retired, the officer next in hierarchy above both the RO and CO, if available, should initiate the report

and the next higher officer, if any, should countersign the report. In such cases, both the reporting and countersigning officers must have personal knowledge of the officer/official being reported on. If no CO is available, this fact should be noted on the form.

- (12) A Reporting Officer (RO) should be of a higher administrative status and have direct involvement in the work of the officer being reported upon. This requirement supersedes grade or scale considerations. For instance, BPS-18 ROs can initiate reports on BPS-18 officers/officials working under their supervision.

4. Preparation and Timeline for Submission of PERs/CRs

- (1) PERs/CRs should be prepared annually, by the end of each calendar year. Additionally, a PER/CR should be prepared when any official/officer (being reported on), the RO and CO is/are transferred. This applies only if the transfer occurs more than three months after the annual report has been recorded.
- (2) The three-month period shall be calculated based on the actual time the Reporting Officer has observed and evaluated the officer's work performance and conduct. Periods of leave shall be excluded from this calculation.
- (3) In cases where multiple PERs are initiated for an officer/official within a calendar year, the overall grading for that year will be based on the average of all ratings earned during the year.
- (4) The period of PERs of two calendar years cannot be combined to form a single report for the purpose of report writing.
- (5) A Performance Evaluation Report (PER)/CR is not required solely due to the transfer of the Countersigning Officer. However, a PER must be written for an officer/official if the reporting period is three months or more, regardless of any transfers involving the Reporting Officer or the officer/official being reported on.

5. PER Submission Deadlines

- (1) Delays in preparing Performance Evaluation Reports (PERs)/CRs can have significant consequences, including postponing promotion proceedings, higher scale awards, and service confirmation. This can cause undue hardship for deserving employees. To avoid such delays, PERs must be written, countersigned, and maintained in strict compliance with the relevant Statutes and Rules.
- (2) The Registrar shall ensure that a sufficient supply of blank Performance


Additional Registrar (BPS-19)
University of Malakand

Evaluation Reports (PERs)/CRs is made available to all Reporting Officers (ROs) in a timely manner (preferably in the last week of December of the reporting year). Reporting Officers may request additional blank PERs as needed.

- (3) Reporting Officers (ROs) are responsible for ensuring that Performance Evaluation Reports (PERs)/CRs for employees under their direct supervision are completed by January 31st of each calendar year. The ROs must retain these reports in a secure location for record-keeping and future reference.
- (4) The Reporting Officers (ROs) are responsible for submitting Performance Evaluation Reports (PERs)/CRs to the next higher authority for countersigning in a timely manner. The ROs must also follow up to ensure the prompt return of the countersigned PERs, which will be retained in a secure location for safekeeping.
- (5) The Countersigning Officers (COs) may ask the Reporting Officers (ROs) to submit Performance Evaluation Reports (PERs) for officers/officials as needed for legitimate purposes. If a PER is not received, the CO may obtain a blank PER/CR Form and prepare the report based on their own experience with the officer's/official's work and conduct. In such cases, the CO should also note the RO's failure to submit the self-appraisal within the stipulated timeframe, which will be viewed adversely and unfavorably.
- (6) The Performance Evaluation Reports (PERs)/CRs shall be prepared annually (by the end of each calendar year) and/or upon the transfer of a subordinate, the RO, or the CO provided the transfer occurs at least three months after the previous PER was recorded.

6. Authorized Personnel/Signatories for Writing and Countersigning PERs/CRs

Performance Evaluation Reports (PERs)/CRs shall be initiated and countersigned by the following authorized personnel:

(1) **Teaching Staff**

S.#	Teaching Staff reported upon	Reporting Officer	Countersigning Officer	Custodian
1	The Deans	Vice-Chancellor	Vice-Chancellor	Registrar
2	The Professors	Vice-Chancellor	Vice-Chancellor	Registrar
3	Head of Departments	Vice-Chancellor	Vice-Chancellor	Registrar
4	Principal of the Constituent School	Vice-Chancellor	Vice-Chancellor	Registrar

— 8d —
 ADMIN. SERVICES (PPS-10)
 UNIVERSITY OF MISSOURI

5	Teaching Staff BPS-20 & below excluding the Head of Departments	Head of Department concerned	Dean concerned	Head of Department concerned
6	School Teachers BPS-17 & above	The Principal	Vice-Chancellor	Principal
7	School Teachers BPS-16 & below	The Principal	The Principal	Principal
(2) <u>Non-Teaching Staff</u>				
S.#	Non-Teaching Staff	Reporting Officer	Countersigning Officer	Custodian
1	Administrative Officer BPS-20	Vice-Chancellor	Vice-Chancellor	Registrar
2	Head of Administrative Sections	Vice-Chancellor	Vice-Chancellor	Registrar
3	Head of subordinate Administrative Section/Office	Head of Administrative Section/Office concerned	Vice-Chancellor	Registrar
4	Administrative Officers below BPS-20	Head of Administrative Section/Office concerned	Vice-Chancellor	Registrar
5	Support Staff	Head of Administrative Section/Subordinat e Section/Office concerned	Head of Administrative Section/Office concerned	Head of Administrat ive Section/Sub ordinate Section/ Office concerned
6	Support Staff	Head of Department concerned	Head of Department concerned	Head of Department concerned

7. Instructions For Reporting Officer: Writing PERs/CRs

(1) When evaluating subordinates:

- Maintain objectivity and impartiality.
- Exercise discretion and tact in comments.
- Provide clear, direct, and concise feedback, avoiding ambiguity and evasion.
- Ensure accuracy and balance in assessment, avoiding exaggeration or understatement.

Sd
Additional Registrar (BPS-19)
University of Matakand

- (2) Assessment should be job-specific and confined to the official's/officer's work performance during the reporting period.
- (3) Provide a fair and accurate assessment of the officer/official under review. Avoid bias and evasion, as Countersigning Officers will evaluate the quality of the assessment.
- (4) Maintain a record of the officer's/official's work performance to support the assessment and opinions provided, in case of scrutiny by the Countersigning Officers.
- (5) Indicate whether the reported deficiencies were previously discussed with the officer/official and whether they have taken corrective action to address them.
- (6) Complete the PER/CR Form by initialing the relevant boxes. If additional comments are necessary under the 'Pen Picture' section, they may be typed. In such cases, please sign at the end of the 'Pen Picture' section.
- (7) Maintain a Performance Observation Log (POL) to monitor and record observations on subordinates' performance, including commendable work, notable achievements, subpar work and areas for improvement. The POL will be maintained on a need-to-know basis for short-term reference only and will be securely disposed of once it has outlived its utility.
- (8) To rate an officer/official as 'Outstanding', the Reporting Officer (RO) shall notify the Countersigning Officer (CO) at least three months prior to the report's submission. The CO will closely monitor the officer's/official's performance during this period. After the observation period, if the RO still recommends an 'Outstanding' rating, the CO will assess whether the rating is justified. If the CO concurs with the 'Outstanding' rating, they will provide their justification in the relevant section of the PER/CR and endorse the rating. If the CO disagrees with the rating, they will downgrade it accordingly. Upon receipt, the Establishment Section will review the PER to confirm the 'Outstanding' rating.
- (9) Before documenting adverse remarks, ensure that the officer/official under review has received proper counseling. All adverse remarks, whether remediable or irreparable, must be communicated to the officer/official in writing, with a copy of the communication filed in the Performance Evaluation Report (PER)/CR dossier.
- (10) When writing reports, exercise utmost care to ensure that personal remarks are strictly avoided and reports are written in an objective and impartial manner. Failure to adhere to these guidelines may result in adverse consequences for the Reporting Officer. If subjective reporting occurs despite these instructions, superior

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officers/Competent Authorities reserve the right to take adverse action against the Reporting Officer for failing to maintain objectivity.

- (11) The RO is encouraged to highlight, in the 'Pen Picture' section of the PER, the officer/official's notable interactions with the public, where relevant. This assessment will be considered, along with other factors, in evaluating the officer/official's merit for promotion.
- (12) The ROs/COs who have been compulsorily retired are not authorized to write or countersign performance reports for their subordinates. In such cases, the next higher officer or subsequent substitute may initiate the report, provided they have directly observed the performance of the officer/official being reported on for at least 3 months.
- (13) Upon completing the relevant sections of the PERs with accurate entries, forward the reports to the CO promptly.

8. Instructions For Countersigning Officers: Assessing PERs/CRs

- (1) Weigh the RO's remarks against your personal knowledge of the officer/official. Compare the officer/official with peers of the same grade working under different ROs, but within the same CO) purview and provide an overall assessment of the officer/official. In cases of disagreement with the RO's assessment, clearly document specific reasons in the designated space on the PER/CR.
- (2) Validate the RO remarks by considering your personal knowledge of the officer/official. Benchmark the officer/official against peers of the same grade, working under different ROs, but within the same CO purview. In cases of disagreement with the RO's assessment, clearly document specific reasons in the designated space on the Performance Evaluation Report (PER)/CR.
- (3) Assess the reliability and fairness of performance evaluations made by RO to accountability and accuracy as well as to identify the areas of exaggeration, bias, or accuracy, to enhance responsible reporting practices.
- (4) Review the RO's remarks carefully. If a remark is deemed incorrect, it should be scored out in red ink, initialed, and accompanied by a clarifying comment in the designated space.
- (5) Examine and check if the officer/official received adverse remarks in previous years. If so, assess their progress in addressing the identified weaknesses and provide feedback on this aspect if not already addressed by the RO.

- (6) Emphasize adverse remarks by underlining them in red ink, ensuring the officer/official concerned is informed accordingly.
- (7) In cases where an officer/official has not worked with a Reporting Officer (RO) for a minimum period of three months during a year, the Countersigning Officer (CO) may obtain separate reports from each of the ROs with whom the officer/official has worked during the year. After examining these reports, the CO may exercise discretion to decide which report(s) to accept. Alternatively, the CO may choose to write the report personally, after reviewing the reports from the relevant ROs.
- (8) In cases where more than one COs are involved during a year, the CO who has supervised the subordinate for the maximum period of the year shall be responsible for countersigning their evaluation reports.
- (9) Finalize comments on the PERs within two weeks of the receipt of the PERs (not later than the end of January) and return them to the officer responsible for their custody. The Second COs, if any, should also complete their assessment within a period of two weeks positively.
- (10) Ensure timely completion of comments on PERs/CRs and return them to the designated custodian within two weeks of receipt by January 31st at the latest. Return the finalized comments to the designated custodian. Second COs, if applicable, should also complete their evaluation within this period.

9. Special Performance Evaluation Protocol

- (1) When a Reporting Officer (RO) or Countersigning Officer (CO) has reasonable grounds to believe that an officer/official's performance is unsatisfactory, they may place the individual on a special report, notifying them simultaneously. A special report will be prepared six months thereafter, regardless of whether the officer/official's annual evaluation is due during this period.
- (2) In case no performance in the officer/official's work is observed, as indicated in the special report, disciplinary proceedings may be initiated against them, in accordance with the relevant EE&D statutes.

10. Notation of Disciplinary Measures

When a superior officer either RO, CO or both criticizes an official/officer's work or seeks an explanation for an act of omission/commission, a formal warning/displeasure/reprimand may be issued if the matter is not serious enough to warrant formal punishment. This warning should be placed in the official/officer's personal file.

At the end of the reporting period, the reporting officer may choose not to mention the warning in the PER if the official/officer's performance has improved. However, if the performance remains unsatisfactory, a copy of the warning should be attached to the PER dossier. The adverse remark should be conveyed to the official/officer, and any representation against it should be addressed by the next higher authority.

11. Notation of Adverse Findings

Employees should not be unfairly impacted by biased reports or unduly benefited by exaggerated evaluations. To ensure accurate assessments, Reporting Officers (ROs) must maintain a Memorandum of Services for each subordinate. This document should record all instances of notable performance, both positive and negative, supported by factual evidence. ROs should comply with the following requirements to promote fairness, transparency, and accountability in performance evaluations:

- (a) Consult the Memorandum of Services to ensure accuracy;
- (b) Provide specific details when recording adverse remarks, especially for employees with consistently good records;
- (c) Clearly evaluate key aspects such as character, integrity, and conduct;
- (d) Record adverse remarks without hesitation when justified;
- (e) Avoid rushing to complete all reports at once, ensuring thoughtful evaluation.

12. Transmission of Performance Concern (Adverse Remarks)

- (a) All adverse performance and behavioral comments in the Performance Evaluation Report (PER)/CR must be communicated in writing within a month of being recorded. A record of this communication should be kept in the PER/CR Dossier. Only accepted adverse entries by the countersigning authority need to be communicated;
- (b) An "Average" rating should not be considered an adverse remark, but rather as routine and undistinguished performance;
- (c) Adverse remarks should be communicated by the CO or the RO if there is no CO;
- (d) Grading based on general remarks in the report should not be communicated, even if adverse;
- (e) Communicated remarks should be anonymized to protect the identity of the evaluating officer;
- (f) Advisory remarks should not be considered adverse for promotion purposes unless the officer/official has failed to improve despite the advice.

13. Grievance Procedure for Adverse Remarks

- (a) The aggrieved employee(s) may submit one representation against adverse remarks, including warnings, displeasure, or reprimands, within one month of receiving them. This time limit should be clearly communicated to the employee. However, the reviewing authority may consider late representations if a satisfactory explanation for the delay is provided;
- (b) The authority reviewing representations against adverse remarks should be a higher authority than the Reporting and/or Countersigning authority;
- (c) The competent authority should make decision on representations against adverse remarks within three months. During this time, the adverse remarks will be held in abeyance. If delayed, the employees may escalate their appeal to a higher authority.

14. Expunging of Adverse Remarks

Following expunging adverse remarks, the competent authority should ensure that the relevant fields of the PER are updated with a revised entry, rather being left blank.

15. Post-Retirement Procedures for Performance Evaluation Reports

- (1) Upon retirement or demission of office, a reporting or countersigning officer may submit reports or countersign PERs within 90 days, allowing them to complete their evaluation responsibilities.
- (2) If a Reporting Officer and/or Countersigning Officer retires or demits office without completing evaluations, and cannot be contacted or fails to oblige cooperate despite repeated requests, the following procedure will apply:
 - (a) The officer who would have countersigned the report had the retired officer initiated it, will now initiate the report, provided they have known the reported officer's work for at least three months. The next higher officer will then countersign the report;
 - (b) If the report has already been initiated but the countersigning officer has retired or otherwise demit office, the next higher officer, if any, should countersign, provided he has personal knowledge of the work of the officer concerned;
 - (c) If both the initiating and the countersigning officers have retired or otherwise demit their office(s), 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 work of the officer/official reported upon;

(d) In case the report cannot be initiated at all, a suitable note to this effect be recorded in the PER dossier. If the report has been initiated but cannot be countersigned, the reasons, therefore, be recorded in the PER.

16. Reporting Requirements for Suspended Personnel

An officer under suspension should not be permitted to write or countersign Performance Evaluation Reports (PERs)/CRs of their subordinates if they were suspended for a significant portion of the reporting period, as they may not have adequately supervised their subordinates' work.

17. Preservation of PER Records for Retired Employees Involved in Court Proceedings

Performance Evaluation Reports (PERs) of the retired employees shall be preserved and kept in safe custody until the appeal period lapses or a final court decision is rendered.

18. UOM REPOSITORY

There shall be a designated Repository, titled '**The UOM Centralized Archive**', which shall be equipped with state-of-the-art infrastructure, including advanced security measures, climate-controlled storage, and specialized furniture. This Archive shall serve as a secure repository for vital official records, including all types of related enactments (Acts, Statutes, Regulations, Bye-Laws, Rules, and Policies), proceedings and minutes of authorities/statutory bodies, office memoranda, notifications, references, and other critical documents.

Within the Archive, there shall be a separate, dedicated, and foolproof section for the storage of Performance Evaluation Reports (PERs)CRs under the custodianship of the Registrar. Access to this section shall be restricted to authorized personnel, ensuring the confidentiality, integrity, and authenticity of PER records. There shall be a fulltime dedicated official to oversee the PER section, guaranteeing the secure storage, accurate maintenance, and controlled access to PER records.


Additional Registrar (P/S-15)
University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR TEACHING STAFF (BPS-18 TO BPS-21/22)

INSTRUCTIONS FOR WRITING/MAINTAINING PER

The preparation of Performance Evaluation Reports (PERs) is an important and responsible duty. The manner in which PERs are written will be taken into account in judging the qualities of the reporting officer. The opinions which are expressed should represent the result of careful consideration objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.

In pursuance of Section 19 of the University of Malakand Service Statutes, 2024, the following shall be the general guidelines to prepare the **Performance Evaluation Report (PERs)** annually at the close of each Calendar year also on the departure of the officer/official the Reporting Officer/the Countersigning Officer, as the case may be, on transfer, if this course more than three months after the annual report has been recorded.

This PER Form has been designed to cover the basic qualities of teaching staff, where necessary, comments on other qualities required of an officer/official belonging to a specialized service or employed on a particular kind of duties, should be made in the blank space or extra blank sheet (if required). Procedure laid down in the rules prescribed for PERs should be consulted prior to writing and/or countersigning this PER Form.

Instructions for the Officers Responsible for the Custody of PERs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the teacher concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the teacher concerned within one month. Place a copy of the decision in the dossier;
- (5) If a teacher has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.

Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the teacher during the period under report;
- (3) Avoid giving a biased or evasive assessment of the teacher under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the teacher may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and

- conduct of a teacher has been seen/watched.
- (6) the period of PER of two calendar years cannot be combined to form single report for the purpose of report writing;
 - (7) PERs on an officer/official are required to be written annually at the close of each calendar year and also for part periods if the period of report is three months or more;
PROVIDED that if more than one PER has been initiated on a teacher during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year
PROVIDED FURTHER that the period of less than 3 months shall be ignored for the purposes of evaluation;
 - (8) State whether any of the defects reported have already been brought to the notice of the teacher concerned and also whether he has or has not taken steps to remedy them;
 - (9) Fill this Form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture";
 - (10) Prior to recording adverse remarks, ensure that proper counselling is given to the teacher under report;
 - (11) After completing relevant portion of the PER Form with suitable entries, forward the same to the Countersigning Officer forthwith preferably during first fortnight of January.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
 - (a) your personal knowledge, if any, of the teacher reported upon;
 - (b) the previous reports in his PER, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the teacher in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the teacher concerned.
- (6) Finalize your comments on this PERs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.


Additional Registrar (BPS-19)
University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR TEACHING STAFF (BPS-18 TO BPS-21/22)

For the Period From _____ to _____

PART- I

(To be filled in by the Faculty Member Reported Upon)

- | | |
|--|--|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Department/Institute/Office | 8. _____
Date of Appt. to the Present Post |
| 9. _____
Period Served in present Post | 10. _____
Period served under the Reporting Officer |
| 11. _____
Training Received During the Period | 12. _____
Name of the Training & Duration |

PART- II

(To be filled in by the faculty member Reported Upon)

1	Job Description and duties assigned during the reporting year	
2	Brief account of achievements/ accomplishment during the reporting year supported by statistical data to be annexed where possible.	No. of courses taught (semester-wise): No. of students guided (B.S/MPhil/MS/Ph.D.): No. of seminars/Conference/Workshop attended/Organized(with dates): No. of instructional material /courses developed: No. of research Projects implemented: No. of new research project submitted, if any: No. of publication: Others:
3	Have you performed any new tasks/additional duties/co-	

	curricular activities outside the scope of your regular responsibilities? If so, please specify supported by statistical data to be annexed where possible	
4	Performance in class-room, based on evaluation by the students through QEC provided that the feedback shall be based on at least 60% of the total enrolment in the class and 50% of the classes/credit hours	
5	Describe professional development activities that have been helpful since last year (e.g., offsite seminars/classes, onsite training, peer training, on-the-job experience, better exposure to challenging projects)	
6	Targets given and actual performance against such targets should be highlighted.	
7	Awards and Honors received	
8	Goals Settings for Coming Year	
9	What else would help you to do your job better and provide better job satisfaction	
(Signature of the Faculty Member reported Upon with Date)		

PART-III

Comments of the Head of Department on the above Self-Assessment and feedback

Please comment on the faculty member's performance on the tasks as given in Part II with special reference to his knowledge of work, ability to plan, organize and supervise, analytical skills, competence to take decisions and quality and quantity of output. How far was the faculty member able to achieve the targets? Comment on the faculty members' contribution, with the help of statistical data, if any, in the overall performance of the University. Do you agree with what has been stated in Part II?

I consider that the self-assessment and feedback of Mr.Dr. _____ mentioned above is:

Assessment	Accurate	Somewhat Accurate	Unsubstantiated	Inaccurate
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated in writing to the teacher reported upon)

 (Name of the Reporting Officer/HOD)

 (Official Stam and Signature with Date)

**PART-IV
 (ASSESSMENT)**

(To be filled in by the Custodian/Reporting Officer)

S.#	A) Professional Performance Weightage: 50%	Bel.Aver		Average		Good		V. Good		Outstanding		Remarks
		1	2	3	4	5	6	7	8	9	10	
1	Teaching (Up to date in subject matter; uses effective instructional methods; shows good results)											
2	Guiding Research (Up to date research Methodology; effective supervision of students research)											
3	Personal Research/Creative Achievement (Production of personal research, analysed current trends in education and developed curriculum accordingly; developed new discipline or organization)											
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)												
B) Co-Professional Performance Weightage: 10%												

4	Co-curricular Activities (Participates in Seminar/Conferences/Training/professional meetings, etc.)																			
5	Extra-Curricular Activities (Participates in and supervises student activities, dramas, debates, sports etc.)																			
6	Publications (Publishes text-books, reading materials, articles in journals, news papers etc.)																			
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)																				
C) Administrative Performance Weightage: 10%																				
7	Developmental Activity (Participates in nation building activities like social welfare, economic development, community-up-lift etc.)																			
8	Utilization of Facilities (Utilizes available building equipment books to the optimum; develops and utilizes the staff potential)																			
9	Disposal of Administrative Work (Disposes assigned Administrative work with efficiency and accuracy)																			
Composite Average Score: (Scores divided by the number of sub-factor that are applicable)																				
D) Behavior, Integrity and Personality Weightage: 30%																				
10	Resourcefulness (Initiates action and ideas; improve solution to problems)																			
11	Co-operation (Co-operates with colleagues and seniors, accommodates subordinates; helps clients)																			
12	Punctuality (Keeps appointment: work regularly; plans work properly achieves targets in time)																			

13	Professional Integrity He maintains confidentiality, handles sensitive information with discretion, demonstrates transparency in his words and actions, and adheres to the enactments and regulations of the University.																			
14	Intellectual Integrity He provides accurate and unbiased information, acknowledges mistakes, and demonstrates a commitment to learning from them.																			
15	Moral Integrity He demonstrates transparency, takes responsibility for his words, actions, and decisions, and handles official routine matters with empathy, compassion, and kindness, upholding justice and fairness																			
16	Emotional Integrity He expresses his emotions in a mature and constructive manner, takes ownership of his emotional responses and their impact on others, and maintains balanced boundaries while prioritizing his emotional well-being.																			
17	Personal Integrity He demonstrates honesty, authenticity, and transparency in his words and actions, upholding a clear set of moral principles and values, and maintains accountability in his interactions with others.																			
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)																				

**PART-V
OVERALL EVALUATION**

	Factors	Percent weightage	Composite score	Multiplied by	Gross Value
A	Professional Performance	50%		5	
B	Co-Professional Performance	10%		1	
C	Administrative Performance	10%		1	
D	Students Evaluation	10%		1	
E	Behavior, Integrity and Personality	20%		2	
TOTAL					

**PART-VI
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

Pen picture including the faculty member's strengths and weaknesses with focus not covered in Part-IV (Weakness will not be considered as adverse entry unless intended to be treated as adverse)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

PART-VII

Assessment of the RO's Report by the Countersigning Officer

1. How often have seen the work of the faculty member reported upon:

Assessment	Very Frequently	Frequently	Rarely	Never
Put Cross (X) in appropriate Box				

2. How well do you know the faculty member? If you disagree with the assessment of reporting officer, please give reasons:

3. Overall grading

Assessment	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

4. Evaluate the Quality of Assessment made by the Reporting Officer

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated in writing to the officer/official reported upon)

(Countersigning Officer's Signature)

(Countersigning Officer's Name (Upper Case))

(Affix CO's Official Stamp)

(Date)

PART-VIII
Assessment of the Second Countersigning Officer (if any)

Remarks _____

(The remarks underlined in red ink should be communicated in writing to the officer/official reported upon)

(Second Countersigning Officer's/VC Signature)

(2nd Countersigning Officer's Name (Upper Case))

(Affix CO's Official Stamp)

(Date)


Additional Registrar (SPS-19)
University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR ADMINISTRATIVE OFFICERS (BPS-17 AND ABOVE)

INSTRUCTIONS FOR WRITING/MAINTAINING PER

The preparation of Performance Evaluation Reports (PERs) is an important and responsible duty. The manner in which PERs are written will be taken into account in judging the qualities of the reporting officer. The opinions which are expressed should represent the result of careful consideration objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.

In pursuance of Section 19 of the University of Malakand Service Statutes, 2024, the following shall be the general guidelines to prepare the **Performance Evaluation Report (PERs)** annually at the close of each Calendar year also on the departure of the officer the Reporting Officer the Countersigning Officer, as the case may be, on transfer, if this course more than three months after the annual report has been recorded.

This PER Form has been designed to cover the basic qualities of an officer, where necessary, comments on other qualities required of an officer belonging to a specialized service or employed on a particular kind of duties, should be made in the blank space or extra blank sheet (if required). Procedure laid down in the rules prescribed for PERs should be consulted prior to writing and/or countersigning this PER Form.

Instructions for the Officers Responsible for the Custody of PERs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the officer concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the officer concerned within one month. Place a copy of the decision in the dossier;
- (5) If an officer has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.

Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the officer during the period under report;
- (3) Avoid giving a biased or evasive assessment of the officer under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the officers may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and conduct of an officer has been seen/watched.
- (6) the period of PER of two calendar years cannot be combined to form single report for the purpose of report writing;
- (7) PERs on an officer are required to be written annually at the close of each calendar year and also

for part periods if the period of report is three months or more;

PROVIDED that if more than one PER has been initiated on an officer during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year

PROVIDED FURTHER that the period of less than 3 months shall be ignored for purposes of quantification;

- (8) State whether any of the defects reported have already been brought to the notice of the officer concerned and also whether he has or has not taken steps to remedy them;
- (9) Fill this form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture.";
- (10) Prior to recording adverse remarks, ensure that proper counselling is given to the officer under report.
- (11) After completing relevant portion of this PER Form with suitable entries, forward the same to the Countersigning Officer forthwith preferably during first fortnight of January.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
 - (a) your personal knowledge, if any, of the officer reported upon;
 - (b) the previous reports in his PER, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the officer in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the officer concerned.
- (6) Finalize your comments on this PERs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.


Additional Registrar (BPS-19)
University of Malakand

UNIVERSITY OF MALAKAND PERFORMANCE EVALUATION REPORT FORM FOR ADMINISTRATIVE OFFICERS (BPS-17 & ABOVE)

For the Period From _____ to _____

PART- I

(To be filled in by the Officer Reported Upon)

- | | |
|--|--|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Section/Office | 8. _____
Date of Appt. to the Present Post |
| 9. _____
Period Served in present Post | 10. _____
Period served under the Reporting Officer |
| 11. _____
Training Received During the Period | 12. _____
Name of the Training & Duration |

PART- II

(To be filled in by the Officer Reported Upon)

1	Job Description and duties assigned during reporting year	
2	Brief account of achievements during the period supported by statistical data where possible.	
	Reasons for shortfall, if any, may also be stated.	
3	Targets given and actual performance against such targets should be highlighted.	
	Reasons for shortfall, if any, may also be stated.	

Additional Registrar (BPS-19)
 University of Malakand

4	Goals for next year	

**PART-III
(ASSESSMENT)**

(To be filled in by the Custodian /Reporting Officer)

Please comment on the officer's performance on the job as given in Part II with special reference to his knowledge of work, ability to plan, organize and supervise, analytical skills, competence to take decisions and quality and quantity of output. How far was the officer able to achieve the targets? Comment on the officer's contribution, with the help of statistical data, if any, in the overall performance of the University. Do you agree with what has been stated in Part II?

S.#	A) Prof. Performance Weightage: 60%	Bel.Aver		Average		Good		V. Good		Outstanding		Remarks
		1	2	3	4	5	6	7	8	9	10	
1	Job-awareness (Understanding Key Performance Indicators)											
2	Ensures accurate records and efficient cross-referencing											
3	Effectively supervises case management											
4	Ensuring timely file movement and resolution											
5	Maintains a professional and capacity building work environment.											
6	Delivers consistent and high-quality performance.											
7	Demonstrates high standard drafting skills											
8	Excels in interpersonal and verbal communication skills											
9	Demonstrates strong operational management skills, with expertise in planning, organizing, and supervising											
10	Maintains outstanding work quality and productivity standards.											
11	Demonstrates remarkable tenacity and dedication to responsibilities											
12	Effectively leads, mentors, and develops subordinates to enhance team capabilities											
13	Demonstrates excellent workflow and deadline adherence skills											
14	Remains composed and focused, delivering calm and effective leadership in challenging circumstances											
15	Consistently executes administrative tasks with											

Sel
Additional Registrar (BPS-19)
University of Malakand

30	Maintains adherence to University enactments and established procedures, promoting a culture of compliance and accountability in daily routine matters.																		
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)																			
	C) Integrity Weightage: 20%																		
31	Professional Integrity He maintains confidentiality, handles sensitive information with discretion, demonstrates transparency in his words and actions, and adheres to the enactments and regulations of the University.																		
32	Intellectual Integrity He provides accurate and unbiased information, acknowledges mistakes, and demonstrates a commitment to learning from them.																		
33	Moral Integrity He demonstrates transparency, takes responsibility for his words, actions, and decisions, and handles official routine matters with empathy, compassion, and kindness, upholding justice and fairness.																		
34	Emotional Integrity He expresses his emotions in a mature and constructive manner, takes ownership of his emotional responses and their impact on others, and maintains balanced boundaries while prioritizing his emotional well-being.																		
35	Personal Integrity He demonstrates honesty, authenticity, and transparency in his words and actions, upholding a clear set of moral principles and values, and maintains accountability in his interactions with others.																		
PART-IV OVERALL EVALUATION																			
Factors		Percent weightage	Composite score	Multiplied by	Gross Value														
Professional Performance		60%																	
Personal Traits		20%																	
Integrity		20%																	

**PART-V
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

Pen picture including the officer's strengths and weaknesses with focus not covered in Part-III (Weakness will not be considered as adverse entry unless intended to be treated as adverse)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

**PART-VI
Assessment of the RO's Report by the Countersigning Officer**

I consider that the assessment made by the Reporting Officer is:

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated in writing to the officer reported upon)

(Countersigning Officer's Signature)

(Countersigning Officer's Name (Upper Case))

(Affix CO's Official Stamp)

(Date)

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR MINISTERIAL STAFF (BPS-11 TO BPS-17)

INSTRUCTIONS FOR WRITING/MAINTAINING PER

The preparation of Performance Evaluation Reports (PERs) is an important and responsible duty. The manner in which PERs are written will be taken into account in judging the qualities of the reporting officer. The opinions which are expressed should represent the result of careful consideration objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.

In pursuance of Section 19 of the University of Malakand Service Statutes, 2024, the following shall be the general guidelines to prepare the **Performance Evaluation Report (PERs)** annually at the close of each Calendar year also on the departure of the official, the Reporting Officer/the Countersigning Officer, as the case may be, on transfer, if this course more than three months after the annual report has been recorded.

This PER Form has been designed to cover the basic qualities of an official, where necessary, comments on other qualities required of an official belonging to a specialized service or employed on a particular kind of duties, should be made in the blank space or extra blank sheet (if required). Procedure laid down in the rules prescribed for PERs should be consulted prior to writing and/or countersigning this PER Form.

Instructions for the Officers Responsible for the Custody of PERs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the official concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the official concerned within one month. Place a copy of the decision in the dossier;
- (5) If an official has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.


Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the official during the period under report;
- (3) Avoid giving a biased or evasive assessment of the official under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the officials may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and conduct of an official has been seen/watched.
- (6) the period of PER of two calendar years cannot be combined to form single report for the purpose of report writing;

- (7) PERs on an official are required to be written annually at the close of each calendar year and also for part periods if the period of report is three months or more;
PROVIDED that if more than one PER has been initiated on an official during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year
PROVIDED FURTHER that the period of less than 3 months shall be ignored for purposes of quantification;
- (8) State whether any of the defects reported have already been brought to the notice of the official concerned and also whether he has or has not taken steps to remedy them;
- (9) Fill this form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture";
- (10) Prior to recording adverse remarks, ensure that proper counselling is given to the official under report.
- (11) After completing relevant portion of this PER Form with suitable entries, forward the same to the Countersigning Officer forthwith preferably during first fortnight of January.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
 - (a) your personal knowledge, if any, of the official reported upon;
 - (b) the previous reports in his PER, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the official in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the official concerned.
- (6) Finalize your comments on this PERs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.


Additional Registrar (BPS-19)
University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR MINISTERIAL STAFF (BPS-11 TO BPS-17)

For the Period From _____ to _____

PART- I

(To be filled in by the Custodian Officer)

- | | |
|---------------------------------------|---|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Department/Section/Office | 8. _____
Date of Appt. to the Present Post |

PART-II

(ASSESSMENT)

(To be filled in by the Reporting Officer)

S.#	A) Prof. Performance Weightage: 60%	B.Average		Average		Good		V. Good		Outstanding		Remarks
		1	2	3	4	5	6	7	8	9	10	
1	Job-awareness (Understanding Key Performance Indicators)											
2	Maintains effective cross-referencing and record keeping											
3	Tracking and monitoring of pending cases and file movement											
4	Maintains efficient File Management System											
5	Keeps a well-organized and clutter-free workspace											
6	Possesses ability of consistent workflow execution											
7	Accuracy and Brevity in Drafting											
8	Interpersonal and oral communication abilities											
9	Skills in planning, organizing and supervising operations											
10	Standards of work quality and productivity											
11	Tenacity and dedication to official responsibilities											
12	Ability to lead, guide and train juniors											
13	Skills in managing workflows and meeting deadlines											
14	Ability to withstand challenging circumstances											
15	Competence in addressing mundane and routine matters											

16	Upholding professional standards and conduct in workplace																		
17	Adheres to financial policies and procedures, identifying areas for improvement																		
18	Efficient Allocation and Stewardship of Resources																		
19	Demonstrates a professional image and appearance																		
20	Maintaining agility to shifting priorities and procedures																		
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)																			
	B) Personal Traits Weightage: 20%																		
21	Self-disciplined in attendance and punctuality																		
22	Receptive to supervisory guidance and support																		
23	Displays Accountability for Work and Outcomes																		
24	Displays a courteous and professional attitude in workplace																		
25	Displays Altruistic Behavior in workplace																		
26	Effective application of Procurement Policies and Principles																		
27	Maintains official Confidentiality with Integrity																		
28	Ability to Handle Stress and Pressure																		
29	Effectively prioritizes tasks, manages time, and maintains a organized workspace.																		
30	Upholding confidentiality protocols.																		
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)																			
	C) Integrity Weightage: 20%																		
31	Professional Integrity Transparency in communication/documentation																		
32	Intellectual Integrity Fact-Based Problem-Solving																		
33	Moral Integrity Equitable and Transparent Interactions																		
34	Emotional Integrity Valuing Diversity and Individuality																		
35	Personal Integrity Truthful and Transparent Conduct																		

**PART-III
OVERALL EVALUATION**

Factors	Percent weightage	Composite score	Multiplied by	Gross Value
Professional Performance	60%			
Personal Traits	20%			
Integrity	20%			

**PART-IV
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

(focus on the employee's strength and weaknesses not covered in Part-II)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

Assessment of the RO's Report by the Countersigning Officer

I consider that the assessment made by the Reporting Officer is:

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated in writing to the official reported upon)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR TECHNICAL AND OTHER STAFF (BPS-11 TO BPS-17)

INSTRUCTIONS FOR WRITING/MAINTAINING PER

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Instructions for the Officers Responsible for the Custody of PERs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the official concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the official concerned within one month. Place a copy of the decision in the dossier;
- (5) If an official has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.

Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the official during the period under report;
- (3) Avoid giving a biased or evasive assessment of the official under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the officials may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and conduct of an official has been seen/watched.
- (6) the period of PER of two calendar years cannot be combined to form single report for the purpose of report writing;

- (7) PERs on an official are required to be written annually at the close of each calendar year and also for part periods if the period of report is three months or more;
PROVIDED that if more than one PER has been initiated on an official during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year
PROVIDED FURTHER that the period of less than 3 months shall be ignored for purposes of quantification;
- (8) State whether any of the defects reported have already been brought to the notice of the official concerned and also whether he has or has not taken steps to remedy them;
- (9) Fill this form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture.";
- (10) Prior to recording adverse remarks, ensure that proper counselling is given to the official under report.
- (11) After completing relevant portion of this PER Form with suitable entries, forward the same to the Countersigning Officer forthwith preferably during first fortnight of January.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
 - (a) your personal knowledge, if any, of the official reported upon;
 - (b) the previous reports in his PER, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the official in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the official concerned.
- (6) Finalize your comments on this PERs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.

— Sd —
Additional Registrar (BPS-19)
University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR TECHNICAL AND OTHER STAFF (BPS-11 TO BPS-17)

For the Period From _____ to _____

PART- I

(To be filled in by the Custodian Officer)

- | | |
|---------------------------------------|---|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Department/Section/Office | 8. _____
Date of Appt. to the Present Post |

PART-II

(ASSESSMENT)

(To be filled in by the Reporting Officer keeping in view relevancy with substantive post of the official)

S.#	A) Professional Performance Weightage: 60%	Below Average	Average	Good	Very Good	Outstanding	Remarks
		1	2	3	4	5	
1	Job awareness (Understanding Key Performance Indicators)						
2	Self-disciplined in attendance and punctuality						
3	Adheres to protocols and procedures related to his job						
4	Effective use of resources (materials, equipment, time)						
5	Demonstrating cost-effective solutions						
6	Ensures procurement process align with organizational policies						
7	Demonstrates operational excellence through consistent adherence to established protocols						
8	Proactively seeks feedback and guidance to enhance performance						
9	Promotes inclusive working environment through interpersonal interaction						
10	Maintains a consistent and well-groomed appearance in workplace						
11	Displays agility in adjusting to new procedures and priorities						
12	Ensures a safe, efficient, and well-maintained workspace						
13	Preserves organizational assets with integrity						
14	Promotes strong working relationships with colleagues						
15	Effectively manages and maintains mail records, ensuring data Integrity						

16	Maintains errand management efficiently (time, cost, resource)						
17	Demonstrates proficiency in leveraging accounting/technical software for productivity with accuracy						
18	Fosters collaborative problem-solving during financial/technical operations/tasks						
19	Demonstrates openness to feedback from colleagues, mentors and supervisor						
20	Maintains a gracious conduct in professional interactions						

B) Personal Traits Weightage: 20%

21	Fosters a culture of respect and Inclusion through interpersonal skills						
22	Displays emotional intelligence and resilience to diversity						
23	Demonstrates ownership and accountability for actions and results						
24	Maintains confidentiality and handling confidential matters with professionalism						
25	Demonstrates respect and empathy towards colleagues and stakeholders						
26	Demonstrate commitment to ongoing learning and professional development						
27	Demonstrates consistent focus and drive even in challenges and obstacles						
28	Demonstrates self-awareness and altruism						
29	Ability to cope with heavy workload and tight timelines						
30	Effective application of procurement policies and Principles						

Composite Average Score:
(Scores divided by the number of sub-factors that are applicable)

C) Integrity Weightage: 20%

31	Professional Integrity Transparency in communication/documentation						
32	Intellectual Integrity Fact-Based Problem-Solving						
33	Moral Integrity Equitable and Transparent Interactions						
34	Emotional Integrity Valuing Diversity and Individuality						
35	Personal Integrity Truthful and Transparent Conduct						

Composite Average Score:
(Scores divided by the number of sub-factors that are applicable)

**PART-III
OVERALL EVALUATION**

Factors	Percent weightage	Composite score	Multiplied by	Gross Value
Professional Performance	60%			
Personal Traits	20%			
Integrity	20%			
Total	100%			

**PART-IV
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

(focus on the employee's strength and weaknesses not covered in Part-II)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

Assessment of the RO's Report by the Countersigning Officer

I consider that the assessment made by the Reporting Officer is:

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated to the official reported upon)

(Countersigning Officer's Signature)

(Countersigning Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR LABORATORY STAFF (BPS-11 TO BPS-17)

INSTRUCTIONS FOR WRITING/MAINTAINING PER

The preparation of Performance Evaluation Reports (PERs) is an important and responsible duty. The manner in which PERs are written will be taken into account in judging the qualities of the reporting officer. The opinions which are expressed should represent the result of careful consideration objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.

In pursuance of Section 19 of the University of Malakand Service Statutes, 2024, the following shall be the general guidelines to prepare the **Performance Evaluation Report (PERs)** annually at the close of each Calendar year also on the departure of the official the Reporting Officer/the Countersigning Officer, as the case may be, on transfer, if this course more than three months after the annual report has been recorded.

This PER Form has been designed to cover the basic qualities of an official, where necessary, comments on other qualities required of an official belonging to a specialized service or employed on a particular kind of duties, should be made in the blank space or extra blank sheet (if required). Procedure laid down in the rules prescribed for PERs should be consulted prior to writing and/or countersigning this PER Form.

Instructions for the Officers Responsible for the Custody of PERs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the official concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the official concerned within one month. Place a copy of the decision in the dossier;
- (5) If an official has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.

Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the official during the period under report;
- (3) Avoid giving a biased or evasive assessment of the official under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the officials may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and conduct of an official has been seen/watched.
- (6) the period of PER of two calendar years cannot be combined to form single report for the purpose of report writing;

- (7) PERs on an official are required to be written annually at the close of each calendar year and also for part periods if the period of report is three months or more;
PROVIDED that if more than one PER has been initiated on an official during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year
PROVIDED FURTHER that the period of less than 3 months shall be ignored for purposes of quantification;
- (8) State whether any of the defects reported have already been brought to the notice of the official concerned and also whether he has or has not taken steps to remedy them;
- (9) Fill this form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture.";
- (10) Prior to recording adverse remarks, ensure that proper counselling is given to the official under report.
- (11) After completing relevant portion of this PER Form with suitable entries, forward the same to the Countersigning Officer forthwith preferably during first fortnight of January.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
 - (a) your personal knowledge, if any, of the officer reported upon;
 - (b) the previous reports in his PER, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the official in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the official concerned.
- (6) Finalize your comments on this PERs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.


 Additional Registrar (BPS-19)
 University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR LABORATORY STAFF (BPS-11 TO BPS-17)

For the Period From _____ to _____

PART- I

(To be filled in by the Custodian Officer)

- | | |
|---------------------------------------|---|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Department/Section/Office | 8. _____
Date of Appt. to the Present Post |

PART-II

(ASSESSMENT)

(To be filled in by the Reporting Officer keeping in view relevancy with substantive post of the official)

S.#	A) Professional Performance Weightage: 60%	Below Average	Average	Good	Very Good	Outstanding	Remarks
		1	2	3	4	5	
1	Job awareness (Understanding Key Performance Indicators)						
2	Self-disciplined in attendance and punctuality						
3	Ensures optimal functionality of labs equipment and technology.						
4	Provides timely and effective technical support to students.						
5	Troubleshoots and resolves technical issues efficiently						
6	Maintains accurate records of technical support requests and resolutions.						
7	Stays up-to-date with the latest technological advancements & trends.						
8	Ensures proper maintenance and calibration of laboratory equipment and instruments.						
9	Provides accurate and reliable laboratory test results and reports						
10	Demonstrates expertise in laboratory procedures and techniques.						
11	Maintains accurate and detailed records of laboratory tests, results, and procedures						
12	Stays current with the latest developments and advancements in laboratory science and technology						
13	Adheres to laboratory safety protocols and procedures						

14	Demonstrates knowledge of quality control and quality assurance principles in laboratory testing						
15	Participates in continuing education and professional development to enhance laboratory skills						
16	Collaborates with other laboratory staff and healthcare professionals to ensure effective laboratory operations						
17	Contributes to the development and implementation of laboratory procedures						
18	Promotes inclusive working environment through interpersonal interaction						
19	Demonstrates openness to feedback from colleagues, mentors and supervisor						
20	Maintains a gracious conduct in professional interactions						
B) Personal Traits Weightage: 20%							
21	Fosters a culture of respect and Inclusion through interpersonal skills with laboratory users						
22	Displays emotional intelligence and resilience in handling high-pressure laboratory situations						
23	Demonstrates ownership and accountability for actions and results						
24	Maintains confidentiality and handles sensitive laboratory data with integrity.						
25	Demonstrates respect and empathy towards colleagues and stakeholders						
26	Demonstrate commitment to ongoing learning and professional development						
27	Demonstrates consistent focus and drive even in challenges and obstacles						
28	Demonstrates self-awareness and altruism in workplace						
29	Ability to cope with heavy workload and tight timelines in laboratory setting.						
30	Effective application of laboratory policies, procedures, and safety protocols.						
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)							
C) Integrity Weightage: 20%							
31	Professional Integrity Transparency in communication/documentation						
32	Intellectual Integrity Fact-Based Problem-Solving						
33	Moral Integrity Equitable and Transparent Interactions						
34	Emotional Integrity Valuing Diversity and Individuality						
35	Personal Integrity Truthful and Transparent Conduct in Lab practices						
Composite Average Score: (Scores divided by the number of sub-factors that are applicable)							

**PART-III
OVERALL EVALUATION**

Factors	Percent weightage	Composite score	Multiplied by	Gross Value
Professional Performance	60%			
Personal Traits	20%			
Integrity	20%			
Total	100%			

**PART-IV
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

(focus on the employee's strength and weaknesses not covered in Part-II)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

Assessment of the RO's Report by the Countersigning Officer

I consider that the assessment made by the Reporting Officer is:

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated to the official reported upon)

(Countersigning Officer's Signature)

(Countersigning Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR TECHNICAL AND OTHER STAFF (BPS-3 TO BPS-10)

INSTRUCTIONS FOR WRITING/MAINTAINING PER

The preparation of Performance Evaluation Reports (PERs) is an important and responsible duty. The manner in which PERs are written will be taken into account in judging the qualities of the reporting officer. The opinions which are expressed should represent the result of careful consideration objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.

In pursuance of Section 19 of the University of Malakand Service Statutes, 2024, the following shall be the general guidelines to prepare the **Performance Evaluation Report (PERs)** annually at the close of each Calendar year also on the departure of the official the Reporting Officer/the Countersigning Officer, as the case may be, on transfer, if this course more than three months after the annual report has been recorded.

This PER Form has been designed to cover the basic qualities of an official, where necessary, comments on other qualities required of an official belonging to a specialized service or employed on a particular kind of duties, should be made in the blank space or extra blank sheet (if required). Procedure laid down in the rules prescribed for PERs should be consulted prior to writing and/or countersigning this PER Form.

Instructions for the Officers Responsible for the Custody of PERs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the official concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the official concerned within one month. Place a copy of the decision in the dossier;
- (5) If an official has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.

Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the official during the period under report;
- (3) Avoid giving a biased or evasive assessment of the official under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the officials may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and conduct of an official has been seen/watched.
- (6) the period of PER of two calendar years cannot be combined to form single report for the purpose of report writing;

- (7) PERs on an official are required to be written annually at the close of each calendar year and also for part periods if the period of report is three months or more;
PROVIDED that if more than one PER has been initiated on an official during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year
PROVIDED FURTHER that the period of less than 3 months shall be ignored for purposes of quantification;
- (8) State whether any of the defects reported have already been brought to the notice of the official concerned and also whether he has or has not taken steps to remedy them;
- (9) Fill this form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture.";
- (10) Prior to recording adverse remarks, ensure that proper counselling is given to the official under report.
- (11) After completing relevant portion of this PER Form with suitable entries, forward the same to the Countersigning Officer forthwith preferably during first fortnight of January.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
(a) your personal knowledge, if any, of the officer reported upon;
(b) the previous reports in his PER, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the official in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the official concerned.
- (6) Finalize your comments on this PERs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.


Additional Registrar (BFS-19)
University of Malakand

UNIVERSITY OF MALAKAND
PERFORMANCE EVALUATION REPORT FORM
FOR TECHNICAL AND OTHER STAFF (BPS-3 TO BPS-10)

For the Period From _____ to _____

PART- I

(To be filled in by the Custodian Officer)

- | | |
|---------------------------------------|---|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Department/Section/Office | 8. _____
Date of Appt. to the Present Post |

PART-II

(ASSESSMENT)

(To be filled in by the Reporting Officer keeping in view relevancy with substantive post of the official)

S.#	A) Professional Performance Weightage: 80%	Below Average	Average	Good	Very Good	Outstanding	Remarks
		1	2	3	4	5	
1	Job awareness (Understanding Key Performance Indicator)						
2	Self-disciplined in attendance and punctuality						
3	Self-motivated and focused						
4	Adheres to protocols and procedures related to his job						
5	Effective use of Resources (materials, equipment, time)						
6	Demonstrating Cost-Effective Solutions						
7	Adherence to Procurement Policies						
8	Adhere to set procedure and guidelines						
9	Compliance with guidance and feedback from the supervisors						
10	Participation in organizational activities and events						
11	Maintaining a Courteous and Respectful Demeanor						
12	Maintains a Professional Image and appearance						
13	Maintaining agility to shifting priorities and procedures						
14	Maintains a Clutter-Free and Organized Work Area						
15	Safeguards official assets in his custody						
16	Accept responsibility and accountability						
17	Ability to manages challenging situations						

18	Maintains official Confidentiality with Integrity						
19	Maintains a collaborative Team Culture						
20	Maintains accurate mail (IN/OUT) records up-to-date						
21	Maintains errand management efficiently (time, cost, resource)						
22	Ensures office equipment functionality(copier, scanner etc)						
23	Participation in team meetings and activities						
24	Maintains site/workshop Logbooks						
25	Timely submission of job completion reports						
26	Efficient conduct of security Patrols						
27	Ensures security devices/tools/ apparatus functionality						
28	Timely reporting of security incidents/equipment defects						
29	Timely reporting of hazards and incidents						
30	Adherence to Equipment/Vehicle Maintenance Protocols						
31	Safety and Incident-Free Rate (Incident-Free Trips/Total Trips)x100						
32	Adherence to Scheduled Routes and Timings						
33	On-Time Arrival and Departure Rate (OTADR): (OTADR/Total scheduled trips) x100)						
34	Keeping record of Official Trips efficiently						
35	Adherence to Protocol for Official/students Transport						
36	Effective Technical Issue Closure						
37	Adherence of preventive maintenance						
38	Quality of workmanship						
39	Maintains scheduled adherence						
40	Maintains Effective Resource Allocation						

Composite Average Score:

(Scores divided by the number of sub-factors that are applicable)

B) Personal Traits Weightage: 20%

41	Professional Integrity Transparency in communication/ documentation and fair use of equipment/resources						
42	Intellectual Integrity Fact-Based Problem-Solving						
43	Moral Integrity Equitable and Transparent Interactions						
44	Emotional Integrity Valuing Diversity and Individuality						
45	Personal Integrity Truthful and Transparent Conduct						

Composite Average Score:

(Scores divided by the number of sub-factors that are applicable)

**PART-III
OVERALL EVALUATION**

Factors	Percent weightage	Composite score	Multiplied by	Gross Value
Professional Performance	80%			
Personal Traits	20%			
Total				

**PART-IV
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

(focus on the employee's strength and weaknesses not covered in Part-II)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

Assessment of the RO's Report by the Countersigning Officer

I consider that the assessment made by the Reporting Officer is:

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated to the official reported upon)

(Countersigning Officer's Signature)

(Countersigning Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

UNIVERSITY OF MALAKAND
CHARACTER ROLL
FOR CLASS-IV EMPLOYEES (BPS-03 TO BPS-07)

INSTRUCTIONS FOR WRITING/MAINTAINING CHARACTER ROLL

The preparation of Character Rolls (CRs) is an important and responsible duty. The manner in which CRs are written will be taken into account in judging the qualities of the reporting officer. The opinions which are expressed should represent the result of careful consideration objective assessment, so that, if called upon, the reporting officer could justify the assessment of his subordinate made by him.

In pursuance of Section 19 of the University of Malakand Service Statutes, 2024, the following shall be the general guidelines to prepare the **Character Roll (CRs)** annually at the close of each Calendar year also on the departure of the official the Reporting Officer/the Countersigning Officer, as the case may be, on transfer, if this course more than three months after the annual report has been recorded.

This CR Form has been designed to cover the basic qualities of an official, where necessary, comments on other qualities required of an official belonging to a specialized service or employed on a particular kind of duties, should be made in the blank space or extra blank sheet (if required). Procedure laid down in the rules prescribed for CRs should be consulted prior to writing and/or countersigning this CR Form.

Instructions for the Officers Responsible for the Custody of CRs

- (1) Arrange for the completion of the routine part of form and send it to the ROs concerned;
- (2) On receipt of the completed form from the RO, submit it to the CO concerned;
- (3) Go through each report carefully in order to see (a) the completeness (b) if there are any adverse remarks underlined in red ink. If so, arrange to have them communicated to the official concerned immediately with the direction that his representation, if any, should be submitted within a fortnight of the receipt of those remarks by him;
- (4) Watch receipt of representation and arrange to obtain a decision on the representation, if any, and communicate it to the official concerned within one month. Place a copy of the decision in the dossier;
- (5) If an official has been receiving adverse remarks for two successive years from the same RO, take up the question of placing him under another RO or any other measure required.


Instructions for the Reporting Officers (ROs)

- (1) While reporting on your subordinates:
 - (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.
- (2) Assessment should be job-specific and confined to the work done by the official during the period under report;
- (3) Avoid giving a biased or evasive assessment of the official under report, as the Countersigning Officers would be required to comment on the quality of the assessment made by you;
- (4) Record of the work done by the officials may be maintained in order to justify the assessment and opinions, if called upon by the CO;
- (5) the period spent on leave should not be included in this period and the prescribed minimum period of three months will mean and include the actual period in which the work, performance and conduct of an official has been seen/watched.
- (6) the period of CR of two calendar years cannot be combined to form single report for the purpose of report writing;

- (7) CRs on an official are required to be written annually at the close of each calendar year and also for part periods if the period of report is three months or more;
PROVIDED that if more than one CR has been initiated on an official during a calendar year, the average/ arithmetic mean of all ratings of various such reports earned during the year will be worked out for the purpose of quantifying the overall grading for that year
PROVIDED FURTHER that the period of less than 3 months shall be ignored for purposes of quantification;
- (8) State whether any of the defects reported have already been brought to the notice of the official concerned and also whether he has or has not taken steps to remedy them;
- (9) Fill this form by initialing the relevant boxes and record views (if crucial) under "Pen Picture" with affixing your signature at the end of the "Pen Picture.";
- (10) Prior to recording adverse remarks, ensure that proper counselling is given to the official under report.
- (11) After completing relevant portion of this CR Form with suitable entries, forward the same to the Countersigning Officer forthwith within prescribed timeline.

Instructions for the Countersigning Officer

- (1) Weigh the remarks of the Reporting Officer against:
 (a) your personal knowledge, if any, of the officer reported upon;
 (b) the previous reports in his CR, and then give your own remarks in the blank space;
- (2) Make unbiased evaluation of the quality of performance evaluation made by the RO by categorizing the reports as exaggerated, fair or biased in order to evoke a greater sense of responsibility from the reporting officers.
- (3) If you consider that a particular remark of the RO is wrong and should be expunged, score it out in red ink, initial the scoring and any other remark which you may consider appropriate. If you do not wholly agree with remark, give your own remarks either against the relevant entry.
- (4) See whether any adverse remarks were communicated to the official in a previous year and, if so, whether or not he has taken steps to remedy the defects pointed out to him. Comment on this aspect unless the RO has already done so;
- (5) Underline in red ink remarks which, in your opinion, are adverse and should be communicated to the official concerned.
- (6) Finalize your comments on this CRs Form within two weeks of its receipt and return it to the officer responsible for further necessary action and/or to keep it in safe custody, as the case may be.
- (7) The Second Countersigning Officers, if any, should also complete their assessment within a period of two week positively.


 Additional Registrar (BPS-19)
 University of Malakand

UNIVERSITY OF MALAKAND
CHARACTER ROLL
FOR CLASS-IV EMPLOYEES (BPS-03 TO BPS-07)

For the Period From _____ to _____

PART- I

(To be filled in by the Custodian Officer)

- | | |
|---------------------------------------|---|
| 1. _____
Name (in Upper Case) | 2. _____
Father Name |
| 3. _____
Designation/BPS | 4. _____
Date of Birth |
| 5. _____
Qualification | 6. _____
Date of Entry into UOM Service |
| 7. _____
Department/Section/Office | 8. _____
Date of Appt. to the Present Post |

PART-II

(ASSESSMENT)

(To be filled in by the Reporting Officer)

S.#	Performance Weightage: 100%	B.Average		Average		Good		V.Good		Outstanding		Remarks
		1	2	3	4	5	6	7	8	9	10	
1	Job-awareness (Understanding Key Performance Indicators)											
2	Intelligence											
3	Confidence											
4	Punctuality											
5	Integrity											
6	Amenability to discipline											
7	Teamwork and collaboration											
8	Character and general behavior											
9	Acceptance of responsibility											
10	Communication skills with supervisors											
11	Communication skills with public											
12	Communication skills with coworkers											
13	Trustworthiness in confidential & Secret matters											
14	Work efficiency and accuracy											
15	Job loyalty											


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**PART-III
NET SCORE**

Score	1-20	21-40	41-60	61-84	85-100
Evaluation	Below Average	Average	Good	Very Good	Outstanding
Put Cross (X) in appropriate Box					

PEN PICTURE

(focus on the employee's strength and weaknesses not covered in Part-II)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

Assessment of the RO's Report by the Countersigning Officer

I consider that the assessment made by the Reporting Officer is:

Assessment	Exaggerated	Underestimated	Biased	Fair
Put Cross (X) in appropriate Box				

I have the following to add: _____

(The remarks underlined in red ink should be communicated in writing to the official reported upon)

(Reporting Officer's Signature)

(Reporting Officer's Name (Upper Case))

(Affix RO's Official Stamp)

(Date)

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