



अभ्यासेन दक्षः

कर्मचारियों के कार्य निष्पादन मूल्यांकन की नीति

POLICY ON PERFORMANCE APPRAISAL OF EMPLOYEES

इंदिरा गांधी राष्ट्रीय उडान अकादमी
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FOR QUERIES OR CLARIFICATIONS
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POLICY ON PERFORMANCE APPRAISAL

OF EMPLOYEES

Introduction

1. Performance appraisal at IGRUA is not merely an administrative exercise. In a premier FTO like IGRUA, where operational safety and regulatory accountability are paramount, the systematic and fair assessment of every employee's performance is a governance imperative. It enables the institution to recognise and reward merit, identify development and training needs, take informed decisions on contract renewal, regularisation, confirmation, and promotion, and address underperformance constructively and in a timely manner.

2. IGRUA's workforce comprises approximately 20% regular government employees and 80% contractual employees, spread across flying operations, aircraft maintenance, ground training, air traffic control, fire & rescue services, and administration. This diversity of employment categories, functions, and regulatory responsibilities necessitates a structured appraisal framework that is equitable across all groups, sensitive to the requirements of DGCA-mandated post-holders, and consistent with the DoPT norms. This Performance Appraisal Policy has been formulated to provide IGRUA with a simple, transparent, and uniformly applicable system for the periodic assessment of performance of all its employees. It prescribes the appraisal forms, reporting chains, grading scales, timelines, and procedures that shall govern the appraisal process with effect from the date of issue of this policy.

Note:

*This Policy is to be read in conjunction with the **Merit and Reward Framework for Contractual Employees**, which prescribes the mechanism for translating meritorious appraisal outcomes into tangible recognition, rewards, and advancement for contractual staff.*

Objectives

3. The main objectives governing this policy are to:
- Provide a structured and fair mechanism to assess employee performance.
 - Identify strengths, development needs, and training requirements.
 - Support decisions on confirmation, extension of contract, regularisation, promotion, and disciplinary action.
 - Encourage accountability, professional growth, and alignment with IGRUA's regulatory and operational objectives.
 - Serve as the primary evidential basis for merit-based recognition, reward, salary revision, performance bonus, and fast-track advancement of contractual employees under the Merit and Reward Framework for Contractual Employees.

Scope

4. This Policy applies to all persons employed at IGRUA, including:
- Regular government employees (all Groups).

- (b) Contractual employees, regardless of duration of engagement.
- (c) Probationers, during and at the conclusion of probation.
- (d) Flying instructors, ground instructors, simulator instructors, and AME school instructors, who are additionally subject to periodic student feedback as specified herein.

Classification of Employees & Applicable Forms

5. For the purpose of this Policy, employees are classified as follows:

Group	Posts / Designations	Form
A	Functional heads, senior officers, regulatory post-holders	Annexure II
B	Assistant-level officers, assistant accounts officer, section heads, supervisors, JEs, Store Officers, etc.	Annexure II
C	Helpers, drivers, technicians, operators, attendants, security guards, mess staff, etc.	Annexure III

Note: Appraisal forms for Regular Employees will be same as that are already in vogue.

Appraisal Periods

6. **Regular Employees.** The standard appraisal period for regular government employees shall be 1st April to 31st March each year. Forms shall be initiated by the HR Deptt by 1st April and completed by 15th April.

7. **Contractual Employees.** For contractual employees, the appraisal period shall correspond to the contractual engagement term or, if the contract exceeds one year, shall be conducted annually on the anniversary of the date of joining. The appraisal shall be completed no later than 15 days before the expiry or renewal date of the contract.

8. **Probationers.** An appraisal shall be conducted 15 days before the completion of the probation period to assist the Reviewing Officer in deciding on confirmation. It shall be the responsibility of the concerned Reporting Officer to timely initiate the appraisal process for confirmation of probational appointment.

Note: The concerned officers (including probationers) are to ensure that their Performance Reports are initiated timely. Non-availability of appraisal may result in delays in contract renewals/confirmation of probation.

9. **Special Appraisal Report.** In addition to the annual appraisal, a Special Performance Appraisal may be initiated by the Director or Manager HR in the following circumstances:

Sl.	Occasion	Who Initiates	Remarks
(a)	Change of section/department due to poor performance or incompatibility	Manager HR / Concerned Deptt Head	Appraisal to accompany transfer proposal
(b)	Non renewal / Renewal of contract for duration < 11 months	Manager HR	Completed before contract expiry
(c)	Disciplinary proceedings / show-cause notice	Director / Manager HR	For placing in employee records

(d)	When desired by the Director (at any time)	Director	Applicable to any employee
(e)	Meritocracy-based rewards	Director	Last appraisal attached to file

10. **Reporting Chain.** A simple two-tier appraisal chain will be followed in keeping with the flat management structure of IGRUA. The reporting chain is attached as **Annexure I**.

(a) **Tier-1 — Reporting Officer:** The immediate functional head / supervisor of the employee.

(b) **Tier-2 — Reviewing Officer:** The Director or the next senior functional head.

11. **Grading Scale.** All appraisals shall use the following numerical grading scale:

Score Range	Grade	Overall Rating	Action Recommended
9.1 – 10.0	Outstanding	Exceptional performance	Consideration - Merit /Reward framework based on Citation
7.1 – 9.0	Very Good	Consistently high performer	Eligible for career growth
6.1 – 7.0	Good	Above average performance	Continue with periodic review
5.0 – 6.0	Average	Satisfactory performance	Close guidance & monitoring. Issue written performance advisory.
< 5	Poor	Needs improvement	Written performance Counselling/ Non-renewal of contract or Extension for limited term

Appraisal Process

12. **Initiation.** The blank appraisal forms shall be collected by the employee from HR Department by the 1st of April (for regular employees) or as applicable for contractual employees. For triggered appraisals, HR Department will issue Appraisal Forms to the concerned Section/Department Head. **Forms attached with this policy are meant for Contractual employees only.** Regular employees will be issued with separate forms.

13. **Self-Assessment (Part A).** The employee shall complete Part A of the form (basic particulars and self-declaration) and submit it to the Reporting Officer within 2 days.

14. **Assessment by Reporting Officer (Part B).** The Reporting Officer shall complete the scoring table and written assessment within 5 days of receipt from the employee. Assessment comments below the scoring table are confidential and shall not be shared with the employee.

15. **Review by Reviewing Officer (Part C).** The completed form shall be forwarded to the Reviewing Officer within 7 days. The Reviewing Officer shall add remarks and submit to HR Department within 5 days.

16. **Closure & Filing.** The HR Department shall file the completed appraisal in the employee's personal file and update the HR records. The appraisal shall be treated as confidential at all times.

17. **Communication to Employee.** The overall grade only (not detailed comments) shall be communicated to the employee by the HR Department after the appraisal is complete. The employee may represent to the Director if aggrieved, within 15 days.

18. **General Instructions to Appraisers.**

- (a) Assess the employee based on actual performance observed during the appraisal period, not on isolated incidents.
- (b) Comments in the confidential section must be substantiated. No vague or unsubstantiated remarks are permitted.
- (c) The appraisal form must be signed and dated. Unsigned forms shall not be accepted by HR.
- (d) If the employee is assessed to lack integrity, the Reporting Officer must substantiate with specific incidents.
- (e) Where a contractual employee has, in the Reporting Officer's assessment, performed at an exceptional level meriting reward or advancement, the Reporting Officer should record this clearly in the form a CITATION and attach it with the Appraisal Report while making a brief mention of the same in the **Reporting Officer's Comments** section. A general "Outstanding" grade alone is NOT SUFFICIENT. The nature of the contribution should be described so that the Director has adequate basis for a reward decision.

19. **Performance Counselling.**

(a) Where a Reporting Officer observes, at any point during the appraisal period, that an employee's performance is likely to result in an overall grade of 5.0 or below (i.e., within the "Good" or "Poor" band), it shall be the duty of the Reporting Officer to counsel the employee before the appraisal is concluded. A low grade awarded without prior counselling shall be viewed as a lapse on the part of the Reporting Officer.

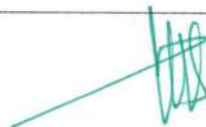
(b) **Performance Counselling Register.** Each Reporting Officer shall maintain a Performance Counselling Register for all employees under his/her charge. The Register shall be a plain, bound notebook or an office file maintained exclusively for this purpose. Each entry shall record:

- (i) Date of counselling;
- (ii) Name and designation of the employee;
- (iii) Areas of shortcoming discussed;
- (iv) Remedial action / targets agreed upon; and
- (v) The employee's acknowledgement (signature or initials).

The Register shall be produced before the Reviewing Officer and Manager HR on demand.

(c) **Periodicity.** Counselling shall be conducted at least once every quarter (i.e., a minimum of four sessions in a twelve-month appraisal period). Counselling need not be formal or lengthy; a structured conversation, duly recorded, suffices.

(d) **Counselling Prior to Adverse Grading.** Before awarding a grade of less than 5.0 in the appraisal, the Reporting Officer shall ensure that the employee has been **counselled at least once** during the appraisal period specifically regarding the area(s) of deficiency and has been given a reasonable opportunity to improve. The absence of any counselling



entry in the Register shall ordinarily preclude award of a grade of < 5.0, except in cases where the deficiency arose in the final quarter of the appraisal period.

(e) **Maintain Confidentiality.** Counselling is a developmental and corrective tool, not a punitive measure. Its purpose is to enable the employee to understand expectations clearly and course-correct in time. It shall be conducted in a private setting and shall not be communicated to other employees.

20. **Linkage to Policy on Merit & Rewards Framework.**


(a) The Performance Appraisal Report is the foundational document for all merit-based decisions concerning contractual employees. Upon closure of each appraisal cycle, the HR Department shall compile a consolidated grading summary and place it before the Director for consideration under the Merit and Reward Framework for Contractual Employees.

(b) The Director may, based on appraisal outcomes, initiate any of the actions for deserving contractual employees as mentioned in the Policy for Merit & Reward Framework.

(c) All reward decisions shall be issued as formal administrative orders. A copy of each such order shall be filed in the employee's personal file maintained by HR, alongside the relevant appraisal report, to create a complete and auditable performance-reward record.

(d) An annual summary of all merit-based rewards granted during the year, cross-referenced with the underlying appraisal grades, shall be placed before the Governing Council by the Director as part of the annual report required under the Merit and Reward Framework.

21. **Review & Amendment.** This Policy shall be reviewed annually by the Manager HR and shall be subject to revision by the Director in accordance with organisational requirements.



Signature: _____
Air Cmde Vipul Singh AVSM VM (Retd)
Director, IGRUA

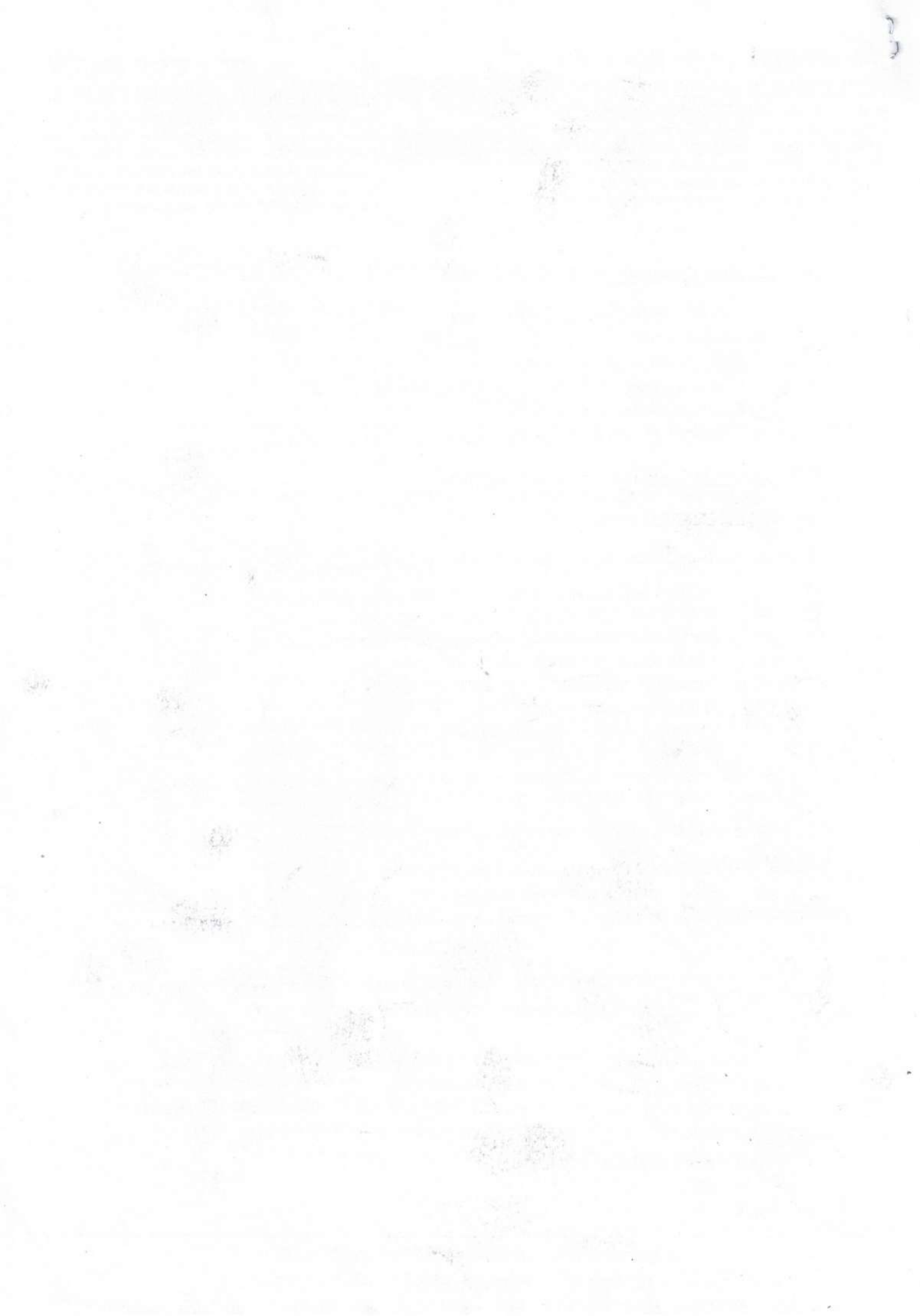
Date: 02 April 2026

AR REPORTING CHAIN

Sl.	Post / Designation	Reporting Officer (Tier-1)	Reviewing Officer
APEX / REGULATORY POSTS (Report to Governing Council)			
1	Director	Governing Council / MoCA	(Apex Post)
POSTS REPORTING DIRECTLY TO DIRECTOR			
2	Safety & Quality Manager	Director	(Direct to Director)
3	Chief Flying Instructor (CFI)	Director	(Direct to Director)
4	Chief Instructor (CI)	Director	(Direct to Director)
5	Chief Ground Instructor	Director	(Direct to Director)
6	Chief Engineer	Director	(Direct to Director)
7	Chief Admin Officer	Director	(Direct to Director)
8	Manager HR	Director	(Direct to Director)
9	P.S. to Director	Director	(Direct to Director)
FLYING OPERATIONS			
10	Flying Instructor	CI / CFI	Director
11	Asst Flying Instructor	D CFI	CI / CFI
12	Senior Aerodrome Officer	CI / CFI	Director
13	Aerodrome Officer / Asst	Senior Aerodrome Officer	CI / CFI
14	Operations Officer	D CFI	CI / CFI
15	Asst Ops Officer Gd-I	Operations Officer	CI / CFI / D CFI
16	Asst Ops Officer Gd-II	Operations Officer	CI / CFI / D CFI
17	ATC Helper	Office Supervisor	Sr Aerodrome Officer
FIRE & AERODROME SERVICES (ARFF)			
18	Fire Foreman	ARFF IC	Sr Aerodrome Officer
19	Fire Operator	ARFF IC	Sr Aerodrome Officer
20	Fireman	ARFF IC	Sr Aerodrome Officer
21	CFT / Ambulance / SAR	ARFF IC	Sr Aerodrome Officer
GROUND TRAINING DEPARTMENT (GTD)			
22	Ground Instructor	Chief Ground Instructor	Director
23	Duplicating / Machine	Section Head GTD	CGI
24	Librarian	Section Head GTD	CGI
AME SCHOOL			
26	QM (AME School)	Training Manager (AME School)	Director

Sl.	Post / Designation	Reporting Officer (Tier-1)	Reviewing Officer
26	Training Manager (AME)	Director	(Direct to Director)
27	Examination Manager	Training Manager (AME)	Director
28	AME Instructors	Training Manager (AME)	Director
ENGINEERING & AIRCRAFT MAINTENANCE			
29	Quality Manager (Engg)	Chief Engineer	Director
30	CAM	Chief Engineer	Director
31	CAMO	Chief Engineer	Director
32	AME/Maint Manager	Chief Engineer	Director
33	Acft. Radio Maintenance	Chief Engineer	Director
34	Sr. Aircraft Technician	Maintenance Manager	Chief Engineer
35	Junior Aircraft Technician	Maintenance Manager	Chief Engineer
36	Jr. Aircraft Mechanic	Maintenance Manager	Chief Engineer
37	Jr. Mechanic	Maintenance Manager	Chief Engineer
38	Jr. Mechanic (Refuelling)	Maintenance Manager	Chief Engineer
39	Fitter	Maintenance Manager	Chief Engineer
40	Aircraft Cleaner / Helper	Sr. Aircraft Technician	Maintenance Manager
41	Aircraft Helper	Sr. Aircraft Technician	Maintenance Manager
42	Painter (Engg.)	Sr. Aircraft Technician	Maintenance Manager
43	Store Officer (Engg.)	Chief Engineer	Director
44	Store Keeper (Engg.)	Store Officer (Engg.)	Chief Engineer
45	Store Assistant (Engg.)	Store Officer (Engg.)	Chief Engineer
46	Store Attendant (Engg.)	Store Officer (Engg.)	Chief Engineer
SIMULATOR & IT			
47	Sr. Simulator Instructor	CI / CFI	Director
48	Simulator Instructor	Sr. Simulator Instructor	CFI / CI
49	Simulator Engineer	Chief Instructor	Director
50	IT Administrator	Simulator Engineer	Director
51	Asst. IT Admin	IT Administrator	Simulator Engineer
52	IT Assistant / Helper	IT Administrator	Simulator Engineer
ADMINISTRATION, SECURITY, MESS & WELFARE			
53	Admn. Officer	Chief Admin Officer	Director
54	Accounts Officer	Chief Admin Officer	Director
55	Asst Accounts Officer	Accounts Officer	Director
56	Accounts Assistant	Asst. Accounts Officer	Accounts Officer

Sl.	Post / Designation	Reporting Officer (Tier-1)	Reviewing Officer (Tier-2)
57	Assistant Admin Officer	Admn. Officer	Chief Admin Officer
58	Security & Welfare Officer	Admn. Officer	Chief Admin Officer
59	Security Guards	Security Officer	Admin Officer
60	M.T. Supervisor	Admn. Officer	Chief Admin Officer
61	Driver	M.T. Supervisor	Admin Officer
62	M.T. Cleaner / Helper	M.T. Supervisor	Admin Officer
63	Hostel Supervisor / PTI	Admn. Officer	Chief Admin Officer
64	Mess / Canteen Supervisor	Admn. Officer	Chief Admin Officer
65	Mess Staff (Waiter / Attendant)	Mess / Canteen Supervisor	Admin Officer
66	Cooks & Kitchen Helpers	Mess / Canteen Supervisor	Admin Officer
67	MTS / Housekeeping	Security and Welfare	Chief Admin Officer
ELECTRICAL, PLANT & CIVIL MAINTENANCE			
68	Junior Engineer (Electrical)	Admn. Officer	Chief Admin Officer
69	Supervisor (Electrical)	Admn. Officer	Chief Admin Officer
70	Electrician A.C.	JE (Electrical)	Admin Officer
71	Electrician Airfield Lighting	JE (Electrical)	Admin Officer
72	Electrician Campus Lighting	JE (Electrical)	Admin Officer
73	Electrician Switch Room / Pwr	JE (Electrical)	Admin Officer
74	Electrician / Generator	JE (Electrical)	Admin Officer
75	Senior Plant Technician	JE (Electrical)	Admin Officer
76	Junior Plant Technician	JE (Electrical)	Admin Officer
77	Pump Operator	JE (Electrical)	Admin Officer
78	Sewerage Plant Operator	JE (Electrical)	Admin Officer
79	Helper for A.C. Plant	JE (Electrical)	Admin Officer
80	Plant Engineer	Chief Admin Officer	Director
81	Supervisor (Maint. Civil)	JE (Civil Works)	Admin Officer
82	Mason	JE (Civil Works)	Admin Officer
83	Plumber	JE (Civil Works)	Admin Officer
84	Painter (Civil)	JE (Civil Works)	Admin Officer
85	Tractor Driver	MT In-charge	Admin Officer
STORES — GENERAL			
86	Stores Officer (General)	Chief Admin Officer	Director
87	Store Keeper (General)	Stores Officer (General)	Chief Admin Officer
88	Stores Assistant (General)	Stores Officer (General)	Chief Admin Officer



CONFIDENTIAL
(When Filled)

ANNUAL PERFORMANCE APPRAISAL
GROUP 'A & B' EMPLOYEES

Report for the period from: _____ to _____

PART A — EMPLOYEE PARTICULARS
(To be filled by the Employee)

Name:		Employee Code:	
Deptt / Section		Date of Joining:	
Present Post:		Contract Ending:	

Total leave during the contract period	E/L _____	C/L _____	S/L _____	EOL _____
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Self Appraisal Attach a separate sheet, if required.

Date: _____

Signature of Employee

PART B — PERFORMANCE ASSESSMENT
(To be filled by Reporting Officer)

Grading Scale: Outstanding (9.1-10), Very Good (7.1-9), Good (6.1-7), Average (5-6), Poor (<5)

S. No.	Factor	What to Assess	Score (Out of 10)
1	Domain Knowledge & Professional Competence	Depth of technical/functional knowledge	
2	Quality & Accuracy of Work	Thoroughness, precision, error-free output	
3	Planning & Execution	Meeting deadlines, work organisation	
4	Decision-Making & Judgment	Sound and timely decisions	
5	Initiative & Innovation	Proactive approach, new ideas	
6	Leadership & Team Management	Motivating and guiding subordinates	
7	Communication Skills	Oral and written clarity	
8	Interpersonal Relations & Conduct	Professionalism, dealing with others	
9	Regulatory / Safety Compliance	Adherence to SOPs, safety norms	
10	Resource & Cost Management	Efficient use of resources, cost savings	
		Total Score:	

Average Score: _____ (Total ÷ 10) **Overall Grade:** Outstanding | Very Good | Good | Average | Poor

REPORTING OFFICER'S ASSESSMENT

1. Is the employee a person of integrity? If not, substantiate:
2. Special achievements/contributions to IGRUA during the Contract period:
3. Strengths observed during the appraisal period:
4. Areas needing improvement / development:
5. Unauthorised Absence/Punishment/Adverse Counselling (if any):
6. Recommendations (Counselling / Job Rotation / Training / Cessation of Contract / Other):

Reporting Officer Signature

Designation _____

Date: _____

PART C — REVIEWING OFFICER'S REMARKS

I agree / disagree with Reporting Officer's assessment.

Remarks: _____

(in case of disagreement)

Reviewing Officer Signature

Designation _____

Date _____

CONFIDENTIAL
(When Filled)

ANNUAL PERFORMANCE APPRAISAL
GROUP 'C' EMPLOYEES

Report for the period from: _____ to _____

PART A — EMPLOYEE PARTICULARS

(To be filled by the Employee)

Name of Employee:		Employee Code:	
Department / Section:		Date of Joining:	
Present Post:		Contract Ending:	
Total leave during the contract period		E/L _____	C/L _____ S/L _____ EOL _____

Date: _____

Signature of Employee

PART B — ASSESSMENT

(To be filled by Reporting Officer)

Grading Scale: Outstanding (9.1-10), Very Good (7.1-9), Good (6.1-7), Average (5-6), Poor (< 5)

S No.	Factor	What to Assess	Score (Out of 10)
1.	Job Knowledge	Understanding of duties assigned	
2.	Quality of Work	Accuracy, neatness, thoroughness	
3.	Quantity of Work	Output relative to time taken	
4.	Initiative	Self-starting, resourcefulness	
5.	Dependability	Reliability, trustworthiness	
6.	Conduct & Teamwork	Getting along with colleagues	
7.	Regularity / Punctuality	Attendance, timeliness	
8.	Dealing with Others	Interaction with supervisors, public	
9.	Safety Awareness	Adherence to safety rules & SOPs	
10.	Cost Consciousness	Economical use of resources	
		TOTAL	

Average Score : _____ (Total + 10) **Overall Grade:** Outstanding | Very Good | Good | Average | Poor

REPORTING OFFICER'S ASSESSMENT

1. Is the employee a person of integrity? If not, substantiate:
2. Has the employee been counselled adversely/punished during the Contract period? If yes, state reasons for counselling/punishment.
3. Special achievements during the contract period (if any)?
4. Unauthorised Absence (if any):
5. Areas needing improvement / development:
6. Recommendations (Counselling / Job Rotation / Training / Cessation of Contract / Other):

Reporting Officer Signature _____

Designation _____

Date: _____

PART C — REVIEWING OFFICER'S REMARKS

I agree / disagree with Reporting Officer's assessment.

Remarks (in case of disagreement): _____

Reviewing Officer Signature _____

Designation _____

Date _____