

**GOVERNMENT OF PAKISTAN  
CABINET SECRETARIAT  
ESTABLISHMENT DIVISION  
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F. No. 1/1/2020/CP-IX (PER)

Islamabad, the 18<sup>th</sup> April, 2022

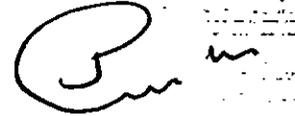
**OFFICE MEMORANDUM**

Subject: - **NON-OBSERVANCE OF INSTRUCTIONS REGARDING  
COMPLETION OF PERFORMANCE EVALUATION REPORTS**

The undersigned is directed to refer to this Division's letter of even number dated 05<sup>th</sup> December, 2021 (copy enclosed).

2. In this regard, all Federal Secretaries, Chief Secretaries and Departmental Heads are once again requested to share the updated status of completion of PERs of the officers working under their administrative control upto 22-04-2022.

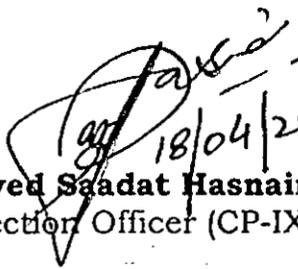
Encl:- As above

  
(Naveed Akhtar)  
Director (PD)

- Secretary to the Prime Minister, Prime Minister's Office, Islamabad.
- Secretaries/Additional Secretaries In-charge of Ministries/Division, Islamabad/Rawalpindi with the request to not only implement the directions of the Prime Minister but also pass on these directions to the Heads of Autonomous Bodies/Attached Departments for compliance.
- Chief Secretary, Government of the Punjab, Lahore.
- Chief Secretary, Government of the Sindh, Karachi.
- Chief Secretary, Government of the Khyber Pakhtunkhawa, Peshawar.
- Chief Secretary, Government of the Balochistan, Quetta.
- Chief Secretary, Government of the Gilgit-Baltistan, Gilgit.
- Chief Secretary, Government of the AJK, Muzaffarabad.
- Secretary (Services) of Punjab, Sindh, KPK, Balochistan, AJK and GB.
- Inspector General of Police, Government of the Punjab, Lahore.
- Inspector General of Police, Government of the Sindh, Karachi.
- Inspector General of Police, Khyber Pakhtunkhawa, Peshawar.
- Inspector General of Police, Government of the Balochistan, Quetta.
- Inspector General of Police, Government of the Gilgit-Baltistan, Gilgit.

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- Inspector General of Police, Government of the AJK, Muzaffarabad.
- Inspector General of Police, ICT, Islamabad.
- Inspector General of Police, NH&MP, Islamabad.
- Inspector General of Police, Pakistan Railways Police, Lahore.
- Director General, Federal Investigation Agency, Islamabad.
- Director General, Intelligence Bureau, Islamabad.
- Director (IT), Establishment Division, Islamabad for uploading on website.

  
18/04/2022  
**(Syed Saadat Hasnain)**  
Section Officer (CP-IX)



**MOST IMMEDIATE**

**D.O. No. 1/1/2020/CP-IX (PER)  
GOVERNMENT OF PAKISTAN  
CABINET SECRETARIAT  
ESTABLISHMENT DIVISION  
ISLAMABAD**

Secretary  
051-9212118

Islamabad the dated 05<sup>th</sup> December, 2021

Subject: - **NON-OBSERVANCE OF INSTRUCTIONS REGARDING  
COMPLETION OF PERFORMANCE EVALUATION REPORTS.**

Performance Evaluation Report (PER) is a significant tool of performance management of civil servants. PER of a civil servant, inter alia, depicts his quality of performance, strengths and weaknesses, his/her fitness for promotion to next higher scale, his/her training needs and how far he/she has been able to achieve his/her targets. Consequently, PERs not only help in career planning and placement of civil servants but are also used by the selection boards/committees to assess their fitness for promotion. However, it has been observed that PERs do not get completed in accordance with the time frame prescribed which undermines its optimal utilization besides causing hardship in cases that are due for consideration of promotion.

2. Secretary of a Ministry/Division is primarily responsible for ensuring completion of PERs of civil servants working under his/her administrative control. Similarly, Chief Secretary in case of a province is required to make sure that PERs for all the officers belonging to All Pakistan Services (PAS/PSP) and other federal civil servants on deputation to provincial governments working under their administrative control are timely completed. Para 2.42 of "A Guide to Performance Evaluation 2004 (AGPE)" delineates this responsibility as under:

*"The annual evaluation reports should be written at the close of each calendar year. It appears however, that these instructions are not being properly followed with the result that evaluation reports on a number of officers have not been written for several years. In order to ensure proper maintenance of the Character Rolls, it has been decided that every Ministry/Division should report to the Establishment Division in the 1<sup>st</sup> Week of April every year, whether or not the annual evaluation reports" for*

343  
*preceding year in respect of officers and members of staff in the Ministry and its attached/Subordinates offices have been completed and forwarded to the appropriate authority, with reasons for delay in respect of outstanding evaluation reports."*

However, generally Secretaries, Chief Secretaries and Head of the Departments neither ensure timely completion of PERs nor send reports on cases where PERs are not completed within the prescribed timelines to the Establishment Division which impacts adversely on the management and career planning of civil servants.

3. Establishment Division, not only maintains dossiers of officers of PAS/PSP/SG/OMG but it is also required to maintain duplicate PER record of all BS-17 and above officers working in the Federal Government. Para 5.20 of "AGPE- 2004" provides:

*"To eliminate the risk of loss of evaluation reports and to provide for the safe custody of the dossiers containing the evaluation reports, it has been decided that every evaluation report should be written in duplicate and in the case of all Grade-17 officers and above one copy should be sent to the Establishment Division even if that Division is not concerned with the Services to which the officers concerned belong"*

Ministries/Division/Departments, are not discharging this responsibility properly.

4. Prime Minister has been pleased to direct all Federal Secretaries, Chief Secretaries and Departmental Heads to strictly adhere to the Instructions contained in paras 2.42 & 5.20 of "AGPE- 2004" from the coming calendar year that is 2022, failing which they may be required to explain their position for the lapse to the Prime Minister.

  
(AFZAL LATIF)

5/10/2021

- Secretary to the Prime Minister, Prime Minister's Office, Islamabad.
- Secretaries/Additional Secretaries In-charge of Ministry/Division, Islamabad/Rawalpindi with the request to not only implement the directions of the Prime Minister but also pass on these directions to the Heads of Autonomous Bodies/Attached Departments for compliance.
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- Director General, Intelligence Bureau, Islamabad.
- Director (IT), Establishment Division, Islamabad-for-uploading on website.



**(Naveed Akhtar)**  
**Director (PD)**  
**051-9211214**

