

# Annual Performance Appraisal Report (APAR) (AIS)

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# What is APAR?

- Annual performance appraisal report
- What is assessed:
  - the performance, character, conduct and qualities
- Human beings invariably judge juniors, co-workers and seniors
- Need for a systematic performance appraisal system

# Purpose of APAR

1. Feedback mechanism
2. Indicator of performance
3. Not a tool to control and punish
4. Individual and organisational development
5. Strengths and lesser strengths
6. Developmental tool
  1. The entire report communicated from 2008-09
7. Used during
  1. Promotion or empanelment
  2. Posting
  3. Selection (Deputation, training, etc.)
  4. Retention

# NUMERICAL GRADING INDICATORS

<b>Points</b>	<b>Grading</b>
<b>8-10</b>	<b>Outstanding</b>
<b>6-short of 8</b>	<b>Very Good</b>
<b>4-short of 6</b>	<b>Good</b>
<b>Below 4</b>	<b>Average</b>

# Definitions

- **Officer reported upon (ORU)**: A member of service whose performance is being appraised
- **Reporting Officer**: Such authority or authorities supervising the performance of the member of the Service reported upon as may be specifically empowered in this behalf by the Government
- **Reviewing Officer**: Such authority or authorities supervising the performance of the reporting authority as may be specifically empowered in this behalf by the Government
- **Accepting authority**: authority which supervises the performance of the reviewing authority as may be specifically empowered in this behalf by the Government

# Definitions

- **Government** means
  - (i) In the case of a member of the Service serving in connection with the affairs of a State, or who is deputed for service in any company, association or body of individuals whether incorporated or not, which is wholly or substantially owned or controlled by the Government of a State, or in a local authority set up by an Act of the Legislature of a State, the Government of that State;
  - (ii) in any other case, the Central Government

# Definitions

- **benchmark score**: the minimum numerical weighted mean score arrived at for overall grading above which an officer shall be regarded as fit for promotion or empanelment, as the case may be, to the next higher grade
- **empanelment** the process of assessing the suitability for appointment at the level of Joint Secretary and above as well as equivalent posts in the Government of India

# Timeframe to complete the process

- [Activities in APAR process](#)
- [Time schedule](#) (p26)
- What if APAR process not completed in time?
- 2<sup>nd</sup> proviso R-5 ORU assessed based on self-appraisal submitted in time



## INTEGRITY COLUMN IN THE APAR

- If the official's integrity is beyond doubt, it may be stated so in the respective column.
- **In case of doubt or suspicion, follow the procedure:**
- Reporting officer to maintain a confidential diary in which instances which create suspicions about the integrity of a subordinate should be noted from time to time.
- Action to verify the truth of such suspicions should be taken expeditiously by making confidential enquiries departmentally or by referring the matter to the Special Police Establishment.

## INTEGRITY COLUMN IN THE APAR

- At the time of writing APAR, this diary should be consulted and the material in it utilized for filling in the column relating to integrity.
- In case of unconfirmed nature of suspicions, further action should be taken as per following.
- Integrity column should be left blank and a separate secret note about the doubts and suspicions about official's integrity should be recorded simultaneously and followed up. A copy of the secret note should be sent along with the APAR to the next authority who should ensure that the follow up action is taken expeditiously.
- If, as a result of the follow up action, an official is exonerated, his integrity should be certified and an entry be made in his APAR by the APAR custodian.

## INTEGRITY COLUMN IN THE APAR

- If suspicions regarding his integrity are confirmed, this fact can also be recorded and duly communicated to the official concerned.
- For the purpose of monitoring, APAR custodian may keep a separate list of APAR where the integrity of an officer has not been certified.
- In case Reporting Officer can neither certify integrity nor make an adverse entry or a secret note, he should make an entry in the integrity column that he has not watched the official's work for sufficient time to be able to make any definite remark or that he has heard nothing against the Government servant's integrity, as the case may be.

## INTEGRITY COLUMN IN THE APAR

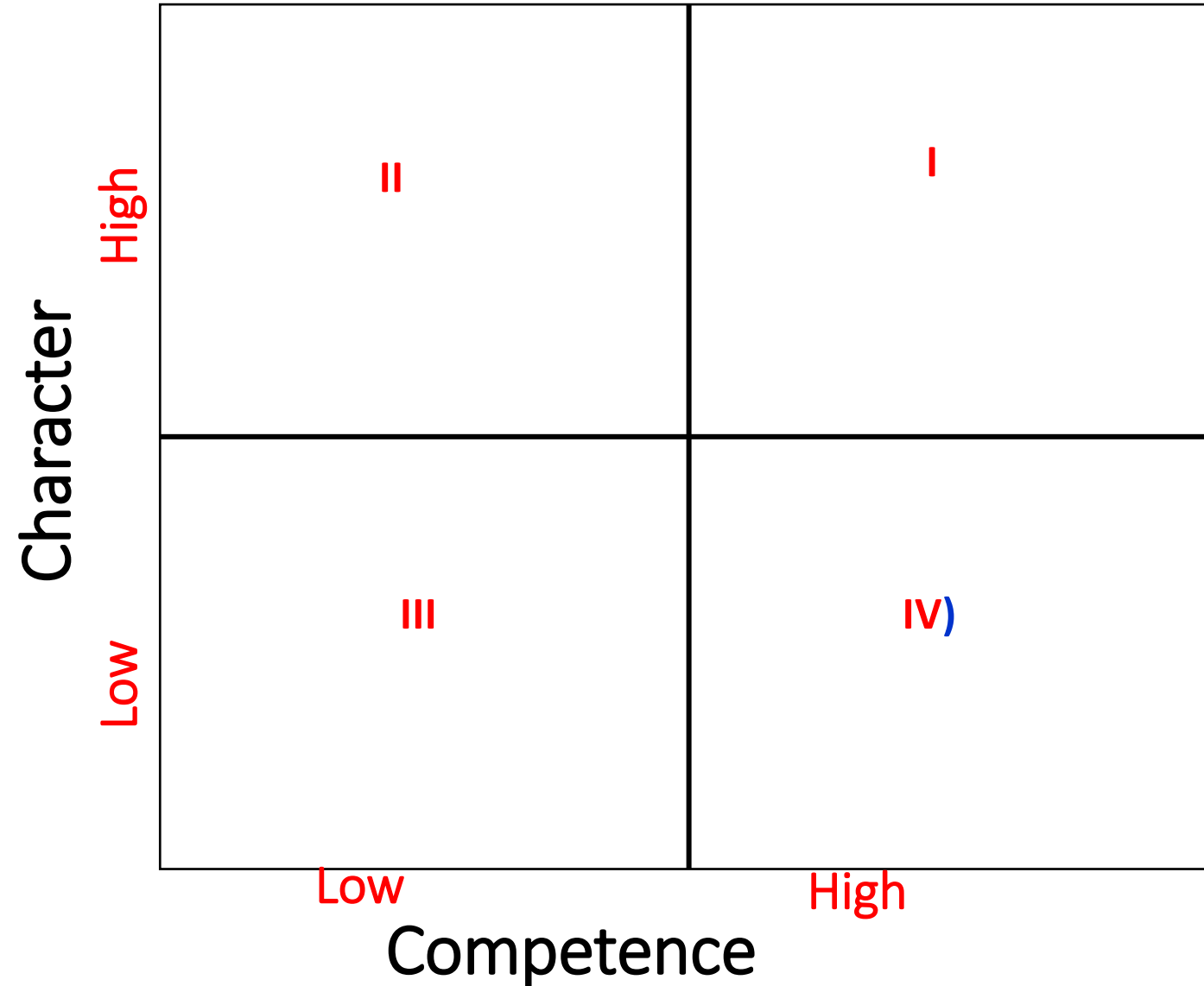
- Such instances can occur when an official is serving in a remote station and the Reporting Officer has not had occasion to watch his work closely or when an official has worked under the Reporting Officer only for a brief period or has been on long leave etc.
- Under no circumstances and in no case 'doubtful integrity' or 'complaints received against the official' may be mentioned.
- The Reporting officer should give a definite opinion about integrity of a subordinate officer/official in a truthful and balanced manner.

## INTEGRITY COLUMN IN THE APAR

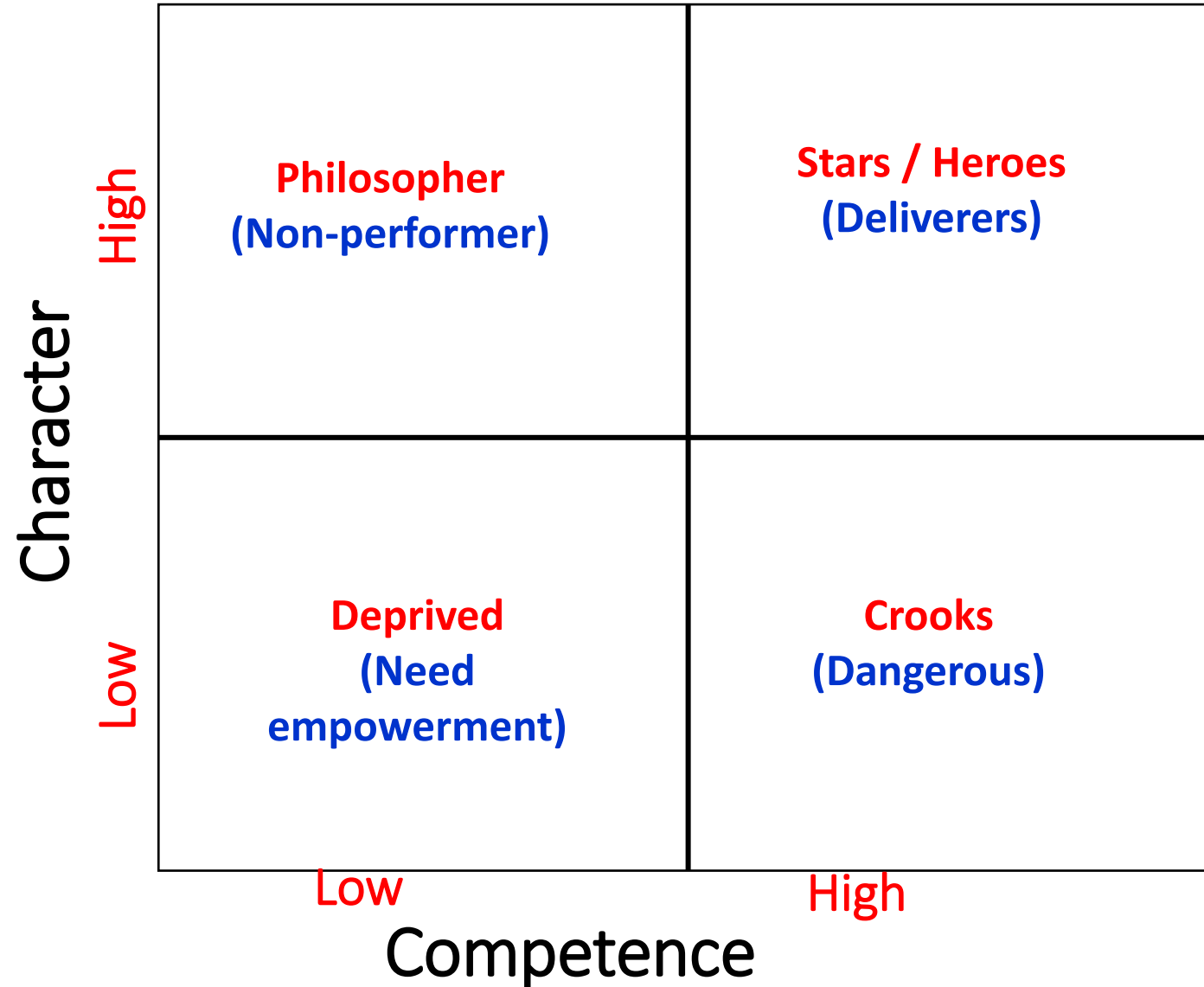
- The remarks against the integrity column shall be made by the Reporting Officer in one of three options mentioned below:

Sl. No.	Available options
(i)	Beyond doubt.
(ii)	Since the integrity of the officer is doubtful, a secret note is attached.
(iii)	Not watched the officer's work for sufficient time to form a definite judgement but nothing adverse has been reported to me about the officer.

# Character v/s Competence



# Character v/s Competence



# Types of seniors

1. Tough task masters and difficult
2. Pleasant and keep all happy
3. Tough task masters but fair
4. Pleasant and fair



# Committed to what or whom?

1. Money
2. Power
3. Individuals
  1. political
  2. business
4. Policies of Government
5. One's own self
  1. Good
  2. Bad
  3. Ugly

# SPARROW

- Smart Performance Appraisal Report Recording Online Window
- Electronic filling of APAR by officers
- Anywhere anytime as per their convenience