Performance Management

Overview
Introduction to APAR

- Prepare Appraisal (status: In Planning)
- Carry Out Appraisal (status: In Process)
- Appraisal prepared
- Appraisal carried out
- Follow up
- Complete Appraisal (status: Closed)

For reference only during CSI Pilot Phase
Introduction to APAR

- The performance of every Government servant is assessed annually through the Assessment Report. APAR provides the basic and vital inputs for assessing the performance of an officer and his advancement in his career. It provides basis for the Appraisal Process by which Reporting Officer and employee plan and set objectives for a year at the start of the performance cycle. Employee is assessed at the end of the year for the planned objectives set at the start of the year.

- SAP HR-Performance Management (PM) is an integrated solution, based on extensive research, state-of-the-art methodologies, emerging technologies and industry standards. It contains Objective setting process, Annual performance appraisal and Representation on performance appraisal.

- Objective setting process: In this process, one will have the opportunity to create Appraisal Document by Reporting Authority, view In-service Relative of Officer Reported Upon (Officer Reported Upon to Reporting Authority), Setting of Objectives by Officer Reported Upon, Review of Objectives by Reporting Authority and Mid-Year Review by Reporting Authority.
Employee Self Services

Introduction to APAR

**Annual performance appraisal:** In this process, one will have opportunity to do Self-assessment by Officer Reported Upon (Will not be applicable for HAG Officer, Group C Staff other than LSG/HSG & Stenographer), Performance Assessment by Reporting Officer, Performance Assessment by 2nd Reporting Officer (Only applicable in case of Group B F&A), Performance Assessment by Reviewing Officer (Not Applicable in case of Group C Staff & Stenographer), Performance Assessment by Accepting Officer (Only Applicable in case of HAG Officer & Group B F&A) and Assessment Sharing and Recommendations to Officer Reported Upon.

**Representation on performance appraisal:** In this process, one will have opportunity to Raising Representation by Officer Reported Upon, Accepting/ Rejecting representation by Represents to Officer, Finalized APAR is shared to Officer Reported Upon and Overall APAR Process closure.

**Other Integrated Process- Reports:** In this section, one will have the opportunity to Access application for all Authorities in PM module, Promotion/ Training Recommendations are made for the Officer Reported Upon, In case of Transfer/ Promotion in PIS, notification to reporting officer for the Officer Reported Upon, In case of Suspension/ Retirement in PIS, holding/closing APAR for the Officer Reported Upon respectively, Other Activities can be performed by the Officer Reported Upon and Other Activities can be performed by the Reporting Authority.
APAR Components

- Objective setting process
- Annual performance appraisal
- Representation on performance appraisal
- Other Integrated Process-Reports
Employee Self Services

APAR Overview

Representation on APAR for the Appraisal Year

Creation of appraisal documents
- Appraisal Document Creation
- In-service Relative of Officer Reported Upon

Raising Representation
- Accepting/ rejecting representation
- Sharing of Finalized APAR
- Overall APAR Process closure

Assessment for the Appraisal Year
- Self Assessment
  - Assessment by Reporting & 2nd Officer
  - Assessment by Reviewing & Accepting Officer
  - Sharing Rating and Recommendations

Setting of Objectives
- Review of Objectives
- Mid-Year Review of Objectives

Set Objectives for the Appraisal Year

For reference only during CSI Pilot Phase
## APAR Templates

<table>
<thead>
<tr>
<th>Group B Finance &amp; Accounts</th>
<th>Statistical Investigator- Grade II (SSS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group B Officers</td>
<td>Officer of CSC - UDC &amp; LDC Grade</td>
</tr>
<tr>
<td>Group C Officers</td>
<td>Officer of Rajbhasa Wing</td>
</tr>
<tr>
<td>HAG Officers</td>
<td>MEMBERS</td>
</tr>
<tr>
<td>JAG Officers</td>
<td>Group B (F&amp;A) HAG</td>
</tr>
<tr>
<td>SAG Officers</td>
<td>Group B (F&amp;A) JAG</td>
</tr>
<tr>
<td>Stenographers</td>
<td>Group B (F&amp;A) JTS</td>
</tr>
<tr>
<td>Group B Non-Gazetted &amp; C Category</td>
<td>CSS Section Officer</td>
</tr>
<tr>
<td>Group C Officers of Dept. Canteens</td>
<td>Stenographer Grade D</td>
</tr>
<tr>
<td>For Other Grades - No special forms</td>
<td></td>
</tr>
</tbody>
</table>
Employee Self Services

Integration

• Training Administration Module
  ▪ Training Recommendations are made for the Officer Reported Upon will be available to Training Manager

• Personnel Information System (PIS)
  ▪ In case of Transfer/ Promotion in PIS, notification to reporting officer for the Officer Reported Upon
  ▪ In case of Suspension/ Retirement in PIS, holding/closing APAR for the Officer Reported Upon respectively

• Employee Self Service
  ▪ Officer Reported upon should have access to ESS.

• Manager Self Service
  ▪ Reporting Authority should have access to MSS.
Employee Self Services

Roles

• Reporting Authority
• Officer Reported Upon (Employee)
• 2nd Reporting Authority
• Reviewing Authority
• Accepting Authority
• Represents to Authority
## Process Flow

<table>
<thead>
<tr>
<th>What?</th>
<th>Who and Where?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective setting process</strong></td>
<td></td>
</tr>
<tr>
<td>Creation of Appraisal Document</td>
<td>Reporting Authority at MSS in Employee Portal</td>
</tr>
<tr>
<td>In-service Relative of Officer Reported Upon</td>
<td>Reporting Authority at MSS in Employee Portal</td>
</tr>
<tr>
<td>Setting of Objectives</td>
<td>Officer Reported upon (Employee) at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Review of Objectives</td>
<td>Reporting Authority at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Mid-Year Review of Objectives</td>
<td>Reporting Authority at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td><strong>Annual performance appraisal</strong></td>
<td></td>
</tr>
<tr>
<td>Self-Assessment</td>
<td>Officer Reported upon (Employee) at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Assessment by Reporting Officer</td>
<td>Reporting Authority at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Assessment by 2nd Reporting Officer</td>
<td>2nd Reporting Authority at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Assessment by Reviewing Officer</td>
<td>Reviewing Authority at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Assessment by Accepting Officer</td>
<td>Accepting Authority at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Sharing Assessment and Recommendations</td>
<td>Officer Reported upon (Employee) at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td><strong>Representation on performance appraisal</strong></td>
<td></td>
</tr>
<tr>
<td>Raising Representation</td>
<td>Officer Reported upon (Employee) at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Accepting/ Rejecting representation</td>
<td>Represent to Officer at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td>Sharing of Finalized APAR</td>
<td>Officer Reported upon (Employee) at Home--&gt;Work--&gt;Task in Employee Portal</td>
</tr>
<tr>
<td><strong>APAR Process Closure</strong></td>
<td></td>
</tr>
<tr>
<td>Overall APAR Process closure</td>
<td>Officer Reported upon (Employee) at Home--&gt;Work--&gt;Task in Employee Portal OR</td>
</tr>
<tr>
<td>Represent to Officer at Home--&gt;Work--&gt;Task in Employee Portal</td>
<td></td>
</tr>
</tbody>
</table>
Employee Self Services

APAR Process

• Creation of appraisal documents
  – Creation of Appraisal Document by Reporting Authority.
  – In-service Relative of Officer Reported Upon (Officer Reported Upon to Reporting Authority)

• Set Objectives for the Appraisal Year
  – Setting of Objectives by Officer Reported Upon.
  – Review of Objectives by Reporting Authority.

• Mid-Year Objectives for the Appraisal Year
  – Mid-Year Review by Reporting Authority.

• Assessment for the Appraisal Year
  – Self-assessment by Officer Reported upon (Will not be applicable for HAG Officer, Group C Staff other than LSG/HSG & Stenographer).
  – Performance Assessment by Reporting Officer.
  – Performance Assessment by 2nd Reporting Officer (Only applicable in case of Group B F&A).
  – Performance Assessment by Reviewing Officer (Not Applicable in case of Group C Staff & Stenographer)
  – Performance Assessment by Accepting Officer (Only Applicable in case of HAG Officer & Group B F&A)
  – Assessment Sharing and Recommendations to Officer Reported Upon.

• Representation on APAR for the Appraisal Year
  – Raising Representation by Officer Reported Upon.
  – Accepting/ rejecting representation by Represents to Officer.
  – Finalized APAR is shared to Officer Reported Upon
  – Overall APAR Process closure.
Create Appraisal Documents
Objective Setting Process

- Creation of appraisal documents by Reporting Authority

3. Click Manager Self Service tab
Employee Self Services

Objective Setting Process (Contd.)

4. Click on APAR Management

For reference only during CSI Pilot Phase
Objective Setting Process (Contd.)

5. Enter Appraisal Start Date: 01.04.2015

6. Click **Get Appraisee Details** button
7. Select the Officer reported upon (Employee)

8. Click **Yes, Initiate Objective Setting** button
Objective Setting Process (Contd.)

Information Displayed to Reporting Authority

For reference only during CSI Pilot Phase
Objective Setting Process (Contd.)

- In-service Relative of Officer Reported Upon
In-case Any Authority is In-service Relative of the Officer Reported Upon, then the next Authority will replace the Reporting Authority as shown.
Set Objectives for the Appraisal Year
Objective setting process

- Set Objectives for the Appraisal Year
  - Setting of Objectives by Officer Reported upon

1. Provide User and Password
2. Click Log On
3. Click **Home** tab

4. Click **Work** tab

**Objective setting processed (contd...)**
Objective setting processed (contd...)

5. Click **Task**

6. Click **Refresh items** button

7. Click the **subject Plan Objectives - APAR 1**
Objective setting processed (contd...)

8. Click **Objective Set by Employee** and type All Objectives for the financial year

9. Select **Define Objective**

10. Click **Yes**

For reference only during CSI Pilot Phase
Review Objectives (Reporting Authority)
Review of Objectives by Reporting Authority

- Set Objectives for the Appraisal Year
  - Review of Objectives by Reporting Authority

3. Click Home tab
4. Click Work tab
Review of Objectives by Reporting Authority (Contd.)

5. Click Task

6. Click Refresh items button

7. Click the subject Review Objectives - APAR 1
8. Click Final Objectives by Reporting Officer and edit or add All Objectives for the financial year

9. Select Approve Planning

10. Click Yes
Review Objectives at Mid-Year (Reporting Authority)
Objective Setting Process: Mid-Year Review

- Mid-Year Objectives for the Appraisal Year
  - Review of Objectives by Reporting Authority

3. Click Home tab
4. Click Work tab
Objective Setting Process: Mid-Year Review (Contd.)

5. Click **Task**

6. Click **Refresh items** button

7. Click the subject **Mid-Year Review of Objectives for Bhaskar Bhat (10000420) - APAR 1**
Objective Setting Process: Mid-Year Review (Contd.)

8. Click **Final Objectives by Reporting Officer** and edit or add All Objectives for the financial year.

9. Select **Close Review Phase** and Click **Yes**.
10. Click **Final Objectives by Reporting Officer** and edit or add All Objectives for the financial year.

11. Select **Close Review Phase** and Click **Yes**.
Perform Self Assessment
Employee Self Services

Annual Performance Appraisal

• Assessment for the Appraisal Year
  – Self-assessment by Officer Reported Upon

Note: Will not be applicable for HAG Officer, Group C Staff other than LSG/HSG & Stenographer
3. Click **Home** tab

4. Click **Work** tab

Annual Performance Appraisal (contd...)
Annual Performance Appraisal (contd...)

5. Click **Tasks**

6. Click **Refresh items** button

7. Click the subject **Self-Assessment - APAR 1**
8. Click **Duties** and add all Objectives for the financial year

9. Select **Submit Assessment**

10. Click **Yes**
Assess Performance (Reporting Officer)
Performance Assessment – Reporting Officer

- Assessment for the Appraisal Year
  - Performance Assessment by Reporting Officer

3. Click Home tab
4. Click Work tab
3. Click Home tab

4. Click Work tab

Performance Assessment – Reporting Officer (Contd.)
5. Click **Tasks**

6. Click **Refresh items** button

7. Click the **Assessment by Reporting Officer for Bhaskar Bhat (10000420) - APAR 1**
8. Click Note: **Reporting Officer Assessment Remarks, Final Appraisal, Preference and other fields** text box, Add All the details for the financial year
Employee Self Services

Performance Assessment – Reporting Officer (Contd.)

If some of mandatory fields are left blank, system will show error message.
Employee Self Services

Performance Assessment – Reporting Officer (Contd.)

Click Add Button to Select Training Recommendations

For reference only during CSI Pilot Phase
Employee Self Services

Performance Assessment – Reporting Officer (Contd.)

For reference only during CSI Pilot Phase

<table>
<thead>
<tr>
<th>Course Group</th>
<th>Delivery Method</th>
<th>Availability</th>
<th>Start Date</th>
<th>Location</th>
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<tbody>
<tr>
<td>DOP TRAINING CATALOG</td>
<td>Temporary Testing</td>
<td>Unassigned Course Types</td>
<td></td>
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</tbody>
</table>

Click **DOP TRAINING CATALOG** tree
Performance Assessment – Reporting Officer (Contd.)

### Course Catalog

<table>
<thead>
<tr>
<th>Course Group</th>
<th>Delivery Method</th>
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<td>DOP TRAINING CATALOG</td>
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<td></td>
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</tr>
<tr>
<td>Plan Trainings</td>
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<td>Non Plan Trainings</td>
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<td>01.01.1600</td>
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<td>Other Trainings</td>
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<td>Modules/Curriculum Type Elements</td>
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<td>01.01.1900</td>
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<td>Induction Trainings</td>
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<td>01.01.1900</td>
<td></td>
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<tr>
<td>Mid Career Trainings</td>
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<td></td>
<td>01.01.1900</td>
<td></td>
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<tr>
<td>Specialized Trainings</td>
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<td>01.01.1900</td>
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<td>Customer Survey</td>
<td>Classroom Training</td>
<td></td>
<td>01.01.1900</td>
<td></td>
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<tr>
<td>Introduction to the sales cycle</td>
<td>Classroom Training</td>
<td></td>
<td>01.01.1900</td>
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</tr>
<tr>
<td>After Sales Service</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
<td></td>
</tr>
<tr>
<td>Marketing Premium products</td>
<td>Classroom Training</td>
<td></td>
<td>01.01.1900</td>
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<td>CRM and KAM</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
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<td>Overview of SB Schemes</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
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<td>Overview of Sanchay Post</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
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<td>Saving Bank (Counter Transa…</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
<td></td>
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<tr>
<td>Introduction to the trg program</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
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<td>Securing the IT environment i…</td>
<td>Classroom Training</td>
<td></td>
<td>01.01.1900</td>
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<tr>
<td>Preparing System for installing</td>
<td>Classroom Training</td>
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<td>01.01.1900</td>
<td></td>
</tr>
<tr>
<td>Installing Meghdoot applications</td>
<td>Classroom Training</td>
<td></td>
<td>01.01.1900</td>
<td></td>
</tr>
</tbody>
</table>

For reference only during CSI Pilot Phase
Training Program Recommended is assigned to APAR document. You can delete a wrong program assigned.
1. Select **Submit Assessment**

2. Click **Yes**
Assess Performance (2nd Reporting Officer)
Performance Assessment – 2nd Reporting Officer

- Assessment for the Appraisal Year
- Performance Assessment by 2nd Reporting Officer

3. Click Home tab
4. Click Work tab

Note: Only applicable in case of Group B F&A
3. Click **Home** tab
4. Click **Refresh items** button

5. Click the **Assessment by Reporting Officer2 for Bhaskar Bhat (10000420) - APAR 1**
6. Click Remarks of the Second Reporting Authority, Final Appraisal, Preference and other fields and edit or add all details for the financial year.

7. Select Submit Assessment

8. Click Yes
Assess Performance (Reviewing Officer)
Performance Assessment – Reviewing Officer

- Assessment for the Appraisal Year
  - Performance Assessment by Reviewing Officer

3. Click **Home** tab
4. Click **Work** tab
Performance Assessment – Reviewing Officer (Contd.)

5. Click Tasks

6. Click Refresh items button

7. Click Assessment by Reviewing Officer for Bhaskar Bhat (10000420) - APAR 1
8. Click **Reviewing Authority Assessment Remarks, Final Appraisal, Preference** and other fields and edit or add all details for the financial year.

9. Select **Do you want to share appraisal with Employee**

10. Click **Yes**
Assess Performance (Accepting Officer)
Employee Self Services

Performance Assessment – Accepting Officer (Contd.)

- Assessment for the Appraisal Year
  - Performance Assessment by Accepting Officer

3. Click **Home** tab

4. Click **Work** tab

Note: Only Applicable in case of HAGO officer & Group B F&A
3. Click **Home** tab

4. Click **Work** tab
Performance Assessment – Accepting Officer (Contd.)

5. Click **Tasks**

6. Click **Refresh items** button

7. Click **Assessment by Accepting Officer for Bhaskar Bhat (10000420) - APAR 1**
8. Click **Accepting Officer Remarks and other fields text box.**
9. Select **Do you want to share appraisal with Employee**

10. Click **Yes**
View Assessment & Recommendations
Employee Self Services

Annual Performance Appraisal

• Assessment for the Appraisal Year
  ➢ Assessment Sharing and Recommendations to Officer Reported Upon

1. Provide Us and Password
2. Click Log
3. Click **Home** tab

4. Click **Work** tab

Annual Performance Appraisal

For reference only during CSI Pilot Phase
Annual Performance Appraisal

5. Click **Tasks**

6. Click **Refresh items** button

7. Click **APAR view to Employee - APAR 1**
Employee Self Services

Annual Performance Appraisal

APAR Document for Bhaskar Bhat (10000420)

Would you like to continue?
- Save
- APAR View
- Attachments
- Action Log
- Expand
- Collapse

Administrative Data

POSTAL SERVICE GROUP B
Part I & Part II
Part III
Part IV General
Part V Remarks of Reviewing Authority

Part V Remarks of Reviewing Authority

1. Length of service

Note: Reviewing Authority Assessment Remarks:

For reference only during CSI Pilot Phase
Annual Performance Appraisal

- Set Objectives for the Appraisal Year
- Mid Year Review of the Objectives
- APAR Assessment
- Sharing of APAR
- APAR Process Closure

- Maintenance of discipline: Final Appraisal: 8.000
- Communication Skills: Final Appraisal: 9.000
- Leadership Qualities: Final Appraisal: 8.000
- Capacity of work in team spirit: Final Appraisal: 8.000
- Capacity of work in time limit: Final Appraisal: 8.000
- Interpersonal relations: Final Appraisal: 8.000

Overall APAR Grading: Final Appraisal: 7.600
Employee Self Services

Annual Performance Appraisal

**APAR Document for Bhaskar Bhat (10000420)**

### Administrative Data

<table>
<thead>
<tr>
<th>POSTAL SERVICE GROUP B</th>
<th>Part I &amp; Part II</th>
<th>Part II</th>
<th>Part IV General</th>
<th>Part V Remarks</th>
</tr>
</thead>
</table>

#### Part IV General

1. State of Health

Note: Reporting Officer Assessment Remarks:

For reference only during CSI Pilot Phase
Annual Performance Appraisal

3. Pen Picture of the Officer

Pen Picture by Reporting Officer on the overall qualities of the officer including area of strengths & lesser strengths, extraordinary achievements and attitude towards weaker sections.

Note: Reporting Officer Assessment Remarks:

Good second in commend, can be taken in other sections too.

4. Numerical Grading

Numerical Grading on a scale of 1-10 as per the instructions circulated separately

Final Appraisal: 7.577
Annual Performance Appraisal

1. Select **Close Overall Appraisal Process**

2. Click **Yes**

For reference only during CSI Pilot Phase
Raise Representation for APAR
Representation on performance appraisal

- Representation on APAR for the Appraisal Year
  - Raising Representation by Officer Reported Upon

1. Select **Close Overall Appraisal Process**
2. Click **Yes**

For reference only during CSI Pilot Phase
Accept/Reject Representation
(Represents to Officer)
Representation on Performance Appraisal – Represents to Authority

- Representation on APAR for the Appraisal Year
  - Accepting/ Rejecting representation by Represents to Officer

3. Click **Home** tab

4. Click **Work** tab
For reference only during CSI Pilot Phase

3. Click **Home** tab

4. Click **Work** tab
Representation on Performance Appraisal – Represents to Authority (Contd.)

5. Click Tasks

6. Click Refresh items button

7. Click Representation Review for Bhaskar Bhat(10000420) - APAR 1
Representation on Performance Appraisal – Represents to Authority (Contd.)

8. Click **Note: Review Remarks by Represents to(Officer)**, **Note: Report Remarks by Represents to(Officer)**, and **Review Remarks by Represents to(Officer)** and add all the details for the financial year.

9. Select **Do you want to share appraisal with Employee**

10. Click **Yes**
View Finalized APAR
Representation on performance appraisal

- Representation on APAR for the Appraisal Year
  - Finalized APAR is shared to Officer Reported Upon

Note: In case Representation Accepted

For reference only during CSI Pilot Phase
Representation on performance appraisal

3. Click **Home** tab

4. Click **Work** tab
Representation on performance appraisal

5. Click **Tasks**

6. Click **Refresh items** button

7. Click **Display Appraisal Document 'Group 'B' Officers'**
Representation on performance appraisal

8. Select **Close Overall Appraisal Process**

9. Click **Yes**