



तेल एवं प्राकृतिक गैस निगम लिमिटेड
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No. DDN/HRD/PAR/2020 /e-PAR

Dated : March 27, 2020

OFFICE ORDER

EC, in its 532nd meeting held on 08.08.2019 at New Delhi, has approved improvements & modifications in the **Performance Appraisal Process** (ePAR system) w.e.f. Assessment Year 2019-20, as brought out below:

1. Target /KPIs setting (under KRA-1: Quantitative & Timeliness)

- i. The appraisee will fill KPIs linked to Performance Contract (PC) of the work unit and submit the same for approval of appraiser during Initial Reporting (INR) and Mid Term Review (MTR). Where PCs are not available, KPIs to be linked with MoU parameters / targets of Director concerned / L-1 concerned under Director.
- ii. Appraiser will ensure linkage of KPIs with PC/ MoU/ targets, before approval. Wherever required, PAR form to be sent back to appraisee for making necessary modifications, for revised submission to Appraiser. The agreed KPIs would be approved by Appraiser.

2. KRAs (Key Result Areas)

- i. The modified KRAs and their weightage shall be distributed as enumerated below:

Parameter	Weightage	
	E1-E4	E5-E6
a. ONGC MoU Rating	0	10
b. KRA-1 (Quantitative & Timeliness)	70	60
c. KRA-2 (System Improvement / Innovation)	5	5
d. KRA-3 (HSE / Office Management)	10	10
e. KRA-4 (Qualitative)	5	5
f. KRA-5 (PAR Process Completion)	10	10
Total	100	100

- ii. The parameter '**ONGC MoU Rating**' (**weightage-10**) shall be applicable for all E5 & E6 level executives and performance of the parameter shall be evaluated with respect to achievement of MoU, as is being done for E7 & above level executives.
- iii. For KRA-2, KRA-3, KRA-4 and KRA-5, assessment methodology has been modified, as given hereunder, to make it more objective. Reporting Officer & Reviewing Officer to give rating based on actual achievements in respective KRAs during appraisal period:

a) KRA-2: System Improvement/ Innovation:

The basis of rating shall be initiatives taken by appraisee for improvements in system (new methods / technology / procedures / cost reduction etc.) during the period:

Sl.	Basis for rating: System Improvement/Innovation KRA	Rating
a.	Made significant system improvements (new methods/ technology/ procedures/ cost reduction etc.)	5
b.	Made satisfactory efforts for system improvements (new methods/ technology/ procedures/ cost reduction etc.)	4
c.	Assisted in system improvements (new methods/ technology/ procedures/cost reduction etc.)	3
d.	Worked largely as per existing practices	2
e.	Showed reluctance to adopt system improvements (new methods/ technology/ procedures/cost reduction etc.)	0-1

Employee has to record specific comments on achievements during assessment year. Remarks by Reporting officer is mandatory to justify Highest (4 or 5) rating in KRA-2.

b) KRA-3: HSE/ Office Management:

Basis of rating shall be compliance of HSE/ Office Procedures. Focus shall be on HSE for field duty and on Office Management for office duty.

Sl.	Basis for rating: HSE/ Office Management KRA	Rating Range
a.	Complied with all guidelines pertaining to HSE/ Office Procedures	9-10
b.	Took care of all guidelines pertaining to HSE / Office Procedures most of the times	7-8
c.	Took care of all guidelines pertaining to HSE / Office Procedures under supervision	5-6
d.	Overlooked guidelines pertaining to HSE / Office Procedures resulting in minor accidents, near miss incidents, audit observations, litigations etc.	3-4
e.	Flouted guidelines pertaining to HSE / Office Procedures; resulting in accidents, audit paras, litigations etc.	0-2

Employee has to record specific comments on achievements during assessment year. Remarks by Reporting Officer is mandatory to justify Highest (9-10) and Lowest (0-2) rating in KRA-3.

c) KRA-4: Qualitative

The basis of rating shall be a measure of quality & reliability of performance/ output in all the KRAs during the period.

Sl.	Basis for rating: Qualitative KRA	Rating Range
a.	Exceptionally high quality & reliability of Work output	5
b.	Best quality & reliability of Work output	4
c.	Good quality & reliability of Work output	3
d.	Average quality & reliability of Work output	2
e.	Poor quality & reliability of Work output	0-1

Employee has to record specific comments on achievements during assessment year. Remarks by Reporting Officer is mandatory to justify Highest (4 & 5) rating in KRA-4.

d) KRA 5: PAR Process Completion

Rating out of 10 shall be system allocated for timely completion of PAR Process actions as per distribution given below:

Sl.	PAR Process Action	Rating	
		Executives having no PAR to Assess	Executives having PARs to assess
a.	Timely Setting of self KPIs	3	1
b.	Timely submission of self Mid-Term Review	4	2
c.	Timely submission of self Final Assessment	3	1
d.	Timely Approval of subordinate’s KPIs	-	3
e.	Timely assessment of subordinate’s PARs	-	3
Total		10	10

The time shall be calculated as per existing instructions on timelines. Reporting Officer will be given 15 days for approval of KPIs from last date of initial setting of KPIs by employee.

3. Weightage of Potential appraisal

The modified weightages of performance & potential component are as under:

Level	Performance weightage (a)	Potential weightage (b)
E1	.90	.10
E2	.85	.15
E3	.80	.20
E4	.75	.25
E5	.70	.30
E6	.65	.35

4. Mid-term review (MTR) & Performance Feedback

- i. Mid-Term Review for E-5 & E-6 level executives shall be mandatory.
- ii. Both Appraiser & Appraisee need to confirm Performance Review discussion by ticking given check-box in e-PAR.

5. Assessment Methodology

- i. The ten attributes under Potential are grouped into three broad categories. Differential weightage for each group are as under:
 - a. **Personal Effectiveness** (Diligence and reliability, Commitment and dedication, Personal conduct, discipline and punctuality) - **weightage:10**
 - b. **Capacity Building** (Professional competence, Communication skills, Inter-personal relationship/ team member) - **weightage:15**
 - c. **Getting Results** (Result oriented approach, Willingness to accept challenges, Initiative, Leadership) - **weightage:25**

ii. **Assessment of Potential Attributes** - The Potential attributes shall be assessed based on actual demonstration of the same by the appraisee during the assessment period, as given under:

(Assessment Range: *Always*: 4-5, *Generally*: 2-3, *Occasionally*: 0-1)

SN	Attribute	Definition for E1 to E4	Definition for E5 & E6
a. Personal Effectiveness (weightage :10)			
1	Diligence and reliability	Develops schedules/ action plans and acts to complete assigned task as per plan.	Clearly outlines the work, plans assignments/ deliverables/ timelines of team members and allocates resources to achieve tasks as per plan.
2	Commitment and dedication	Involves fully in work, shows sense of enthusiasm & pride towards accomplishment of tasks and acts persistently in the face of difficulties.	Involves fully in work, shows sense of enthusiasm & pride towards accomplishment of tasks and acts persistently in the face of difficulties.
3	Personal conduct, discipline and punctuality	Demonstrates high standards of professionalism, acts responsibly & honestly in the performance of duties.	Demonstrates high standards of professionalism, acts responsibly & honestly in the performance of duties. Acts as Role model to the subordinates.
b. Capacity Building (weightage :15)			
4	Professional competence	Maintains highest subject knowledge, confidently performs assigned jobs and delivers quality output.	Demonstrates conviction in his/ her abilities, understands underlying problems and effectively guides & mentors team members for achieving quality output.
5	Communication skills	Exchanges concise written/ verbal information, makes presentations to achieve the desired results in the jobs.	Develops logical arguments, understands non-verbal cues during discussions/ presentations and concisely transfers ideas/ opinions to bring change in favor of organization.
6	Inter-personal relationship/ team member	Works effectively in a team by extending co-operation and capitalizing on others' strengths	Achieves synergy in teams by leveraging strengths of different individuals, maintains composure to achieve high levels of performance even during intense pressure.
c. Getting Results (weightage:25)			
7	Result oriented approach	Focuses on achieving desired results through use of available resources.	Ensures achievement of desired results by optimal allocation of resources & conflict resolution.

8	Willingness to accept challenges	Takes ownership for decisions in his/ her area and moves ahead in organization's interest.	Makes extraordinary efforts, takes personal risks and handles upcoming challenges for getting the job done.
9	Initiative	Handles duties and responsibilities ambitiously and stays motivated to successfully complete tasks without supervision.	Sets new benchmarks in performance; self-motivated and makes significant changes in the system to improve performance of self and others.
10	Leadership	Uses formal authority in a fair and equitable manner, rallies key team members & has good understanding towards others.	Enthuses the team through personal example, creates a shared vision, promotes team spirit and effectively drives team to enhance productivity.

6. Final Assessment and Evaluation

- i. Employee has to record specific comments on achievements during assessment year against KRA-2, KRA-3 & KRA-4.
- ii. Appraiser and Appraisee to tick check box in ePAR to confirm that "Performance during the assessment period has been discussed with Appraiser /Appraisee".
- iii. Comments of Reporting and Reviewing Authority shall be mandatory. Reporting Officer to also comment on achievements recorded by employee in KRA-2, KRA-3, KRA-4 & on status of actions for PAR completion in KRA-5. Wherever there is a change of 5% or more in marks at any authority level, the same needs to be justified with specific comments, compulsorily.
- iv. Reporting Officer may record remarks on fitness of employee i.e. health issues, which may affect individual assignment.
- v. Assessing Authorities may fill, save and put on hold the PARs, if required, for comprehensive re-look, and release PARs after ensuring that moderation limits are met.

7. Moderation

- i. Moderation limit of PARs at E1-E6 levels shall be regulated as follows:

E4-E6 Level			E1-E3 Level	
Sl.	Grade	Moderation Limit	Grade	Moderation Limit
1	A+	20% - 25%	A+	35% - 40%
2	A, A-, B+	70% - 75%	A, A-, B+	55% - 60%
3	B, C & D	Leftover %age	B, C & D	Leftover %age

- ii. Moderation limit shall be met in phased manner. The A+ grades %age shall be reduced @ 10% every year till limit is reached. For year 2019-20, the limit of A+ grades shall be 50%. Reporting and Reviewing Authorities to also adhere to the limits at their end. Accepting Authority shall meet the defined A+ grade %age limit.

- iii. However, in cases of Accepting Authorities, where A+ grade limit could not be met (%age higher than specified), moderation of A+ grades of E1-E5 level PARs shall be done by L-1 executive concerned and the PARs of E6 level shall be moderated by Functional Director (as per promotion process).

iv. Guidelines on Moderation are as given below:

- a. In no case the Moderating authority shall be lower than Accepting authority. Moderating authority shall give justifying comments, in case of variance.
- b. In order to meet the overall moderation limit, Moderating authority to take a holistic view and ensure meeting the limit for different employee level bands as well as duty type i.e. Office Duty/ Field Duty, Specialised Group/ Task Forces, Smaller groups, etc. and ensure that the moderation is not skewed toward any particular function/ section.
- c. Discussions may be held by Moderating authority with Accepting authorities, to sort out exceptional cases in assessment.
- d. The PAR grade of an executive can be lowered by one step only and no moderation will be done from grades "B" to "C" and "C" to "D".
- e. The moderation exercise will start from higher grade towards lower grades to meet %age limits.
- f. Moderation exercise has to be done for all completed PARs and %age limits have to be met for balance PARs, if any, after acceptance.

8. Governance Model

- i. In PAR of Reporting, Reviewing and Accepting Officers, total number of PARs of subordinates due for assessment and assessed, is to be recorded at the time of submission of his/ her self-assessment
- ii. General Instructions for Assessing Authorities for assessment of PAR are as under:
 - a. Be as objective as you can be in your assessment.
 - b. Assess the officer for his/ her performance for the entire year.
 - c. Make sure the assessment is your own and not hearsay.
 - d. Weigh each factor of assessment on its own.
 - e. Do not let isolated instance influence your rating.
 - f. Give the employee the kind of indulgence you would like for yourself.
 - g. Complete the assessment in a relaxed frame of mind.
- iii. The revised timelines for PAR process is attached at Annexure-1.
- iv. PARs to be completed at minimum level of Accepting authority defined in PAR chain, where available.

9. Time limit for PAR Review appeal

The time limit for submission of Appeal shall be 30 days from the communication of PAR grade for the Assessment Year.

10. Reporting chain

- i. Co-Review even for other than L-III positions, having functional control at corporate level, can be allowed in case there are three executives at Reporting & Reviewing level.
- ii. PAR Reporting Chain, defining minimum level of assessing authorities, is as under:

Level	Reporting Officer	Reviewing Officer	Accepting Officer
E1	E2	E3	Level-III officer not below E5 or above
E2	E3	E4	Level-III officer not below E5 or above
E3	E3	E4	Level-II officer not below E6 or above
E4	E4	E5	Level-II officer not below E7 or above
E5	E5	Level - III not below E6 or above	Level-II officer not below E7 or above
Upto E5 L-III	Level - III officer not below E5 or above	Level - II not below E6 or above	Level-I officer not below E7 or above
E6	E6	Level - II officer not below E7 or above	Level-I officer not below E7 or above
E6 L-III /L-II	Level - II officer not below E6 or above	Level - I officer not below E7 or above	Directors (Administrative & Functional)
E0	E2	E3	E4
Class III	E1	E2	E4
Class IV	E0	E1	E2

Authority with higher position can assess irrespective of level, unless specified.

- iii. In case there are only two authorities in PAR chain, review to be done by Accepting authority.

11. Aligning PAR reporting chain with Organization Structure

The direct span of control be preferably kept not more than 10 employees to 1 Reporting Officer (subject to alignment with reporting structure) and all PAR chains to be mapped accordingly at work centres.

12. Assessment of PAR for long absence cases

In case an employee was on leave, or absence is for more than a year, no PAR would be necessary for such period and Assessment Year to be treated as 'No PAR Period'.

The revised PAR process shall be effective from Mid-Term Review cycle of A.Y. 2019-20.


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ED-Chief HRD

GENERIC PAR CALENDAR FROM A.Y. 2019-2020 ONWARDS **
(Upto E6 Level)

SI	e-PAR Activity	Time period/End dates
Initial Reporting (INR)- Current Assessment Year		
1	Maintenance of CPF No. based reporting chain in system	Mar. 01 – Mar. 25
2	Generation of e-PAR by PAR officers	Mar. 26 – Mar. 31
3	Initial phase of joint setting of KRA/ KPIs by Appraisee and Appraiser	Apr. 01 – May 15
4	Approval of KPIs in INR by Reporting Officer	May 31
5	Initial phase of joint setting of KRA/ KPIs by Transferee	Jun. 01 – July 15
Mid-Term Review & Performance Feedback(MTR)- Current Assessment Year		
6	Mid Tern Review (MTR) & Performance Feedback by Appraisee and Appraiser	Oct. 01 – Oct. 31
7	MTR for joint setting of KRA/ KPIs by Transferee for late joining	Within 15 days on joining
8	Approval of KPIs in MTR by Reporting Officer	Nov. 15
Final Assessment Report(FAR)- Previous Year		
9	Final Assessment by Appraisee	May 15
10	System conversion of PARs to Reporting officer where Self-Assessment is not done in time	May 16
11	Final Assessment by Appraiser	May 31
12	Assessment by Reviewing Officer	Jun. 15
13	Co-Review	Jun. 30
14	Acceptance by Accepting Officer at Work Centre	July 31
15	Moderation at Work Centre	Aug 31
16	Acceptance and Moderation by Director / CMD	Aug. 31
17	Disclosure of PAR Marks/Grade	Sep. 01

Note:

1. The end-dates mentioned against e-PAR activities are to be maintained.
2. Reporting Officer to get 15 days for approval of KPIs in INR and MTR and transferee cases.

** Above timelines are generic in nature and shall be separately notified for the PARs pertaining to 2020-21 in the context of current situation due to Covid-19 and associated restrictions.