

THE CANARA BANK OFFICERS' ASSOCIATION (Regd.)

Registered under Trade Unions Act, 1926 at Mumbai.
(Affiliated to AIBOC & AINBOF)



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OPAS SCORE IS NOT TO SETTLE SCORE

Dear friends,

Performance appraisal was unilaterally done by superiors and was kept confidentially in the primitive days.

When HRD concepts became progressive, even STAFF SECTIONS became HRM sections and the appraisal system also became self appraisal as an indicator to the amount of faith and confidence, the management should have got on its own workforce.

To make it more objective and meaningful, HR policy also was changed to fix Key responsibility areas for every individual in the beginning of the financial year, opportunity is given to individual to express any disagreements on the KRA suggested and self appraisal was sought on the performance against the specific KRA stipulated.

The appraisers are supposed to give ratings on such self appraisal only after recording their views on every trait of the self appraisal.

When management gurus suggested that the **TRANSPARENCY IS THE MANTRA OF GOOD GOVERNANCE**, the rating which were kept confidential were also communicated to the individual which opened the space for appeal also against any injustice in appraising the performance of any individual. This was also withheld for some time but after strong protest by your **CBOA**, communicating the ratings was reintroduced recently.

But whether the robust appraisal system introduced in our bank is happening in true letter and spirit?

Unfortunately not always, which fails the very purpose of such scientific and progressive step of self appraisal introduced in our bank.

THIS SYSTEM AT TIMES BEING USED BY FEW NON PROFESSIONALS TO SETTLE THEIR SCORE WITHOUT REALISING THAT THEIR ACTWOULD SHATTER THE FUNDAMENTALS OF THE RICH HR POLICIES INTRODUCED IN OUR MOTHER BANK.

One appraiser made a comment when his unlawful suggestion is denied by an officer, ***“I know how to take care of you and your career progression”*** and he reduced the rating drastically despite the earlier years' consistent performance.

Another appraiser, ***“ since you are an office bearer of a trade union, I will not give you better rating”*** and did so despite the good performance.

Yet another appraiser, ***“ I have the habit of not giving better rating during the first year of my being with the appraisee,”*** reduced the rating.

Next one, ***“ I was not given by my appraiser the best, so, I won't,”***

FOR SOMEBODY, THE LEVEL OF VENGEANCE IS SO INTENSE, THEY REDUCE THE MARK TO EVEN 60 WITHOUT KNOWING THAT THEY ARE DAMAGING THE CHANCE OF THE OFFICER IN PARTICIPATING IN THE PROMOTION PROCESS ITSELF.

I wish all these Appraisers to understand the following:

1. Every branch or the section is the independent appraisal unit and you tend to compare the performance of an appraisee with the other officer in your office or section only. There is a possibility that your inferior rated officer may be better than the best rated officer of your neighbouring branch or town or RO or the circle and your rating of your appraisee does not have any meaning then.
2. OPAS ratings are incidentally used for promotion and during the non promotion year or if the individual is not interested in promotion, your rating is meaningless.
3. Appraisal is a HR tool to identify the strength and weakness of an individual to utilise or train in portfolios but, not to be used as a tool to threaten the officer.
4. By using it as a tool to threaten, you are only creating cowards and chamchas, but not the professionals in the branch.
5. ***If you use it as a mechanism to counsel the individual to a higher performance, you are also improving your stature in the minds of your subordinates, otherwise, you are exposing your weakness in the managerial traits, which may bring down your ratings.***
6. **KNOWING FULLY WELL THAT EVEN 80 MARKS IN OPAS WILL HAVE NEGATIVE IMPACT ON THE PROMOTION AND YOU BEING THE APPRAISER RESPONSIBLE FOR PERFORMANCE OF YOUR DOWN THE LINE, REDUCING THE MARK TO THE LEVEL OF 60 INDICATES THE HANDICAPPEDNESS OF THE APPRAISER, NOT THE APPRAISEE.**

Respected Appraisers,

- a) 65% of the officers today are youth,
- b) we are unable to give proper training to them in a short period
- c) Even during the probationary period they are holding big responsibilities which we seniors did not do,
- d) Still they are having brave and inner strength to own the bank and the responsibilities
- e) They proved it during the historical Branch expansion of nearing 2000 in one year, during JANDHAN and during DEMONETISATION.
- f) **EVEN THE LOWER RATED OFFICER OF CANARA BANK IS BETTER THAN THE BEST RATED OFFICER OF ANY BANK IN THE INDUSTRY. STILL WE ARE UNABLE TO LEAD THE INDUSTRY AS EDs and MDs BECAUSE OF OUR INDIFFERENT ATTITUDE IN APPRAISING OUR OWN COLLEGUES.**
- g) Because of them only, we are able to come out of March 2016 shock due to the loss and posted net profit during the current financial year.
- h) Because of then only we are not branded as Target bank and remain as Anchor Bank.

Let us

- A. Understand them thoroughly
- B. Appreciate their problems
- C. Appraise them properly
- D. Stop the cannibalism

Bring them up as Good sons and daughters of our Mother Bank.
Hope this missive will be taken in right spirit to correct ourselves, to generate responsible workforce and to retain the glory of our MOTHER BANK.

**FLAW FREE BANKING
FRAUD FREE BANK**

**DISCIPLINE IN CBOA
DEVELOPMENT IN OUR CANARA BANK**

**MANIMARAN G V
General Secretary**