

Dissertation

An assessment of utilization of APARs as a tool for HR management of IAS officers

Amandeep Garg

Roll No - 4809

Objectives

- i. To assess the utilisation of Annual Performance Appraisal Reports (APARs) as a tool for human resource management of IAS officers.
- ii. To suggest measures to further enhance the utilisation of APARs as a tool for human resource management of IAS officers.

Research Questions

- i. What are the parameters in the APAR, which enable its use as a tool for human resource management of IAS officers?
- ii. Are the APARs being effectively utilised for the purpose of human resource management of IAS officers and if not, what are the limitations?
- iii. What measures can be taken to further enhance the utilisation of APARs as a tool for human resource management of IAS officers?

Methodology

- Quantitative and Qualitative methods being used
- Content analysis of APAR formats
- Key informant interview(s) and expert(s) views
- Content analysis of reports of previous committees/commissions, study of Performance appraisal system in select organizations
- Statistical analysis using secondary data, viz. SPARROW data
- Primary data collection through questionnaire for eliciting opinions of stakeholders
- Analysis of data
- Report writing

Research Question	Methods used
<p>Q1. What are the parameters in the APAR, which enable its use as a tool for human resource management of IAS officers?</p>	<ul style="list-style-type: none"> • Content Analysis
<p>Q2. Are the APARs being effectively utilised for the purpose of human resource management of IAS officers and if not, what are the limitations?</p>	<ul style="list-style-type: none"> • Interviews with Experts and Key informants • Statistical analysis of SPARROW data • Analysis of opinions of stakeholders
<p>Q3. What measures can be taken to further enhance the utilisation of APARs as a tool for human resource management of IAS officers?</p>	<ul style="list-style-type: none"> • Interviews with Experts and Key informants • Analysis of opinions of stakeholders • Content analysis of reports of previous commissions/committees • Study of performance appraisal system in select organizations

Key Literature reviewed

1. Centre for Good Governance. (2009). *Performance Management in Government*. Centre for Good Governance, Hyderabad, Administrative Reforms & Public Grievances, Hyderabad. Retrieved September 2022, from <https://www.cgg.gov.in/core/uploads/2017/07/Performance-management-in-government-internal-study-april-2009.pdf>
2. Department of Personnel & Training . (1970). The All India Services (Confidential Rolls), Rules.
3. Department of Personnel & Training . (2007). The All India Services (Performance Appraisal Report) Rules.
4. Department Related Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice. (2017). *Ninety Second Report: Appraisal and Empanelment of Civil Servants under the Central Government*. Parliament of India. Rajya Sabha.
5. Nath, S. (2003). *Report of the Group Constituted to review the system of performance appraisal, promotion, empanelment and placement for the AIS and other Group 'A' services*. New Delhi: DoPT.
6. Second Administrative Reforms Commission. (2008). *Tenth Report: Refurbishing of Personnel Administration-Scaling New Heights*. Administrative Reforms & Public Grievances , New Delhi.
7. Unnikrishnan, A., Sharma, S., & Sharma, R. K. (2022, March). Debates on Administrative Reform in India: Performance Management. *Centre for Policy Research, State Capacity Initiative*. Levinson, H. (1976, July). Appraisal of What Performance? . *Harvard Business Review*.
8. Management Study Guide. (2022, September 10). Retrieved September 2022, from <https://www.managementstudyguide.com/performance-appraisal.htm>
9. Maier, S. (2019, January 25). Retrieved September 2022, from [www.bizjournals.com: https://www.bizjournals.com/bizjournals/how-to/human-resources/2019/01/5-unconscious-factors-impacting-your-performance.html](https://www.bizjournals.com/bizjournals/how-to/human-resources/2019/01/5-unconscious-factors-impacting-your-performance.html)

Progress and time lines for completion

Activity	Present Status	Timeline
Literature review	Complete	
Expert/Key informant interviews	Complete	
Analysis of reports of previous Committees/Commissions	Complete	
Study of performance appraisal of select organizations	Complete	
Analysis of SPARROW data	Complete	
Questionnaire for eliciting responses from key stakeholders	On-going	Completion by 10 th Feb
Data-Analysis	To be started after 10 Feb	Completion by 20 th Feb
Report writing	On-going	Completion by 1 st March

Thank You