

# CANARA BANK OFFICERS FEDERATION (Reg.)

An affiliate of INDIAN NATIONAL BANK OFFICERS' CONGRESS (INBOC)



## The Office of the General Secretary

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Date :10.06.2025.

To  
The Chief General Manager HR  
Human Resources Wing  
Canara Bank  
Head Office  
Bengaluru

Respected Sir,

### Sub: Concern on Implementation of Cohort-Based Ranking under Project Aarohan

We sincerely appreciate and acknowledge the management's continuous efforts to create an efficient, transparent and structured system for enabling officers to perform in a better environment. However, based on the recent feedback from our members, we would like to bring to your kind attention contents of circular no 444/2024 dated 16/06/2024, 249/2025 dated 29/03/2025 and 157/2025 dated 15.05.2025 on Project Aarohan – Implementation / guidelines of Role Clarity Tool & PMS Profiler. The circular has explained with respect to the roll out under the new HR transformation Project. In this regard, it has come to our knowledge that Cohort-Based Ranking has been considered to arrive at the quarterly and annual appraisal. Based on the base circulars referred to above it has come to our knowledge that –

“A Cohort is a group of officers performing similar roles or responsibilities or functions as deemed fit. Each official shall be mapped to a cohort and based on the relative performance of each official within the cohort, cohort ranking arrived, and cohort percentile is calculated.”

However, it has been observed that within a Cohort the base and additional roles vary from officer to officer. Further, the Cohort is considering all officers in a scale to arrive at a “Cohort Percentile”. Therefore, the base and percentile are both inconsistent with the definition of a “Cohort” as per the circular. As per ICOM/157/2025 dated 15.05.2025:

“The detailed guidelines on Scoring/grading methodology as per the Cohorts approach will be communicated separately”

Therefore, it can be assumed that the “Cohorts” are still under process. Hence to consider a Cohort based ranking for any appraisal system it is necessary to ensure that it considers all parameters under which an officer performs his/her duty. To simply calculate a Cohort percentile among a Cohort and extrapolate the percentile to arrive at a scale-based ranking and percentile is completely inaccurate. Further, we also came to know that many officers have raised tickets in Aarohan portal to address their discontent with their ranking/marking.

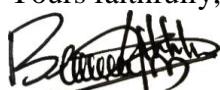
We are of the view that such concepts should ensure parity and consideration for their working environment and the role they play in their individual capacity. If the same is not addressed properly, we fear that it may lead to an individual oriented environment in the workplace rather than teamwork. Definite KPI in the branches may not create a cohesive work environment towards achieving customer service and bank corporate objectives. The branch officers in the had to rely heavily on the performance of RAH, MSME Sulabh, ACC, Credit Wings for their growth in loan portfolio.

In day-to-day operation branch officers must rely heavily on CPH, face connectivity issues, Samadhan portal solution, DBS, ATM machine Vendors, and various other Wings and verticals for their performance in CASA portfolio. Hence, the Cohort method will not hold good in the case of teamwork. Rating the performance of an officer, in comparison of another Cohort is injustice on the officers as the targets were already fixed by the bank after analyzing the potential and the expected growth of the branch/unit/vertical, and once it is reached, full marks should be awarded to the officers.

We therefore request you to kindly bring clarity on the purpose and definition of Cohort rankings/percentile/marks. Given the fact that the definition of Cohort was only elaborated in the circular dated 29.03.2025 i.e. at the end of FY 25, and the recent circular ICOM/157/2025 dated 15.05.2025 which is still unable to bring clarity on the grading/scoring is communicated in FY26, we request you to kindly consider the PMS Monthly Score instead of PMS Cohort Percentile to arrive at the quarter and annual appraisal measurable marks out of 75 till such time the concept of Cohort is clarified. As the extended cutoff for submitting the self-appraisal is set as 10/6/25 there is a paucity for time to act. Considering the fact an officer requires at least 60% marks to be eligible to appear for a promotion exam and to safeguard the interest of the officers, we request you to kindly postpone the implementation of the cohort percentile-based marks for officers.

Thanking you,

Yours faithfully,



**BENNET SEBASTIAN  
GENERAL SECRETARY  
CANARA BANK OFFICERS FEDERATION**

cc : Shri Hardeep Singh Ahluwalia, Executive Director, Canara Bank, HO, Bengaluru.  
cc : The General Manager, (IR), Canara Bank, HO, Bengaluru.