

Proposed modified CPSU cadre Hierarchy

There has been hue and cry for the implementation of CPSU cadre hierarchy & race for taking credit for the same. Various associations are claiming that this is due to their persistent effort and continued pressure which has forced Management to propose this CPSU cadre hierarchy. But after analysing the various clauses of CPSU cadre hierarchy, our Association has no hesitation in saying that it is nothing but old and rotten wine in a new bottle and an inferior one to the existing promotion policy (EPP). The reasons are as under:

1. **False perception, that after implementation of CPSU cadre hierarchy one will get immediate promotion:** There is a common feeling in the mind of many executives that with implementation of CPSU cadre hierarchy, they will get promotion to next grade immediately. i.e. SDE will become AGM and AGM will become DGM. But, this is a wrong perception because:

As per **slide 31 of the modified CPSU cadre hierarchy**, the following have been proposed:

Category 2 : The Executive who are drawing one Scale higher in substantive Grade: they shall be placed in next grade immediately and their next promotion shall be considered after fulfilling the eligibility criteria and Benchmarks specified as per proposed structure.

The above implies:

	<u>Case</u>	<u>Effect of CPSU cadre hierarchy</u>	<u>Our comments</u>
1	<u>Case of JTO</u> - whose scale is E1 and drawing E2 scale	He will be made SDE (Manager)	No change in job profile as same work and reporting to same AGM.
2	<u>Case of SDE</u> - whose scale is E2 and drawing E3 scale	He will made Sr SDE(Sr Manager) as new post of Sr SDE has been inserted	
3	<u>Case of AGM/DE</u> - whose scale is E4 and drawing E5 scale	He will remain as AGM	No change, as next grade is not allowed beyond AGM post.

An illustration to indicate serious discrepancy: As per the proposal, a JTO with 9 years of service, who is in E2 scale, will be promoted to Manager immediately (say on 01.01.2017). After fulfilling the eligibility criteria of completion of 5 years of regular service as Manager, he will be promoted to Senior Manager (E3 grade) on 01.01.2022. But as per the existing EPP, the JTO will get SDE grade (E3) in 2017 itself. And so on.

Category 3 : The Executive who are in substantive Grade and are drawing 2 or more higher Scales: they shall be placed in next Higher Grade immediately and subsequent grade will be considered on the basis of proposed(new) eligibility criteria and Benchmarks (**a relaxation of 2/3 years in qualifying service may be allowed if approved by management**)/(except post based promotion in DGM Grade) upto the scale he is presently placed. Their subsequent placement in higher grade will be considered only after the executive has worked on the Grade for 5 Years or the prescribed minimum qualifying service of the post as per new proposed structure and as per new Benchmarks. (2/3 Years interval has been proposed to

minimize the impact of sudden migration of executives in a particular grade and that the performance of the executive for higher grade (post) is also weighed and measured) .

The above implies:

	<u>Case</u>	<u>Effect of CPSU cadre hierarchy</u>	<u>Our comments</u>
1	Case of JTO whose scale is E1 and drawing E3 or E4 scale	He will be made SDE (Manager)	Job profile remains same as he will continue to report to AGM <u>Next promotion to Sr SDE will be considered after 2 / 3 years if management approves else after 5 years.</u> <u>Thus, promotion to AGM gets further delayed by 2/3 years</u>
2	Case of SDE whose scale is E2 and drawing E4 or E5 scale	He will made Sr SDE(Sr Manager) because post of Sr SDE has been introduced between SDE and AGM which was non-existent earlier.	Job profile remains same as he will continue to report to AGM <u>Next promotion to AGM will be considered after 2 / 3 years if management approves else after 5 years.</u> <u>Thus, promotion to AGM gets further delayed by 2/3 years</u>
3	Case of AGM/DE whose scale is E4 and drawing E5 scale	No change as it is not allowed beyond AGM post.	Job profile remains same as he will continue to remain AGM

Thus, a perception that all SDE will become AGM immediately after implementation of CPSU cadre hierarchy is a wrong and rather, it will get delayed by 2/3 years more.

Further, the **executives who are promoted on looking after/officiating basis as AGM/DE drawing E5 scale and are holding substantive grade of SDE will be reverted to Sr.SDE and will be made to work under an officer of AGM level** whose pay scale may be E4. Relaxation of 2/3 years in qualifying service, is on the discretion of management.

An illustration of discrepancy: a JTO with 16 years of service, who was absorbed into BSNL on 01.10.2000, will be promoted to Manager immediately (say on 01.01.2017). After fulfilling the eligibility criteria of completion of 2 years of qualifying service as Manager, he will be promoted to Senior Manager (E3 grade) on 01.01.2019. There is no clarity in the minimum qualifying service

to be rendered in the Senior Manager grade for his next promotion to Chief Manager (E4) grade. If the service to be rendered is 2 years, he will get the Chief Manager (E4) grade on 01.01.2021 and if the service to be rendered is 5 years, he will get the Chief Manager (E4) grade on 01.01.2024. But as per the existing EPP, the JTO will get DE grade (E4) in 2016 itself.

2. **CPCs upto E3 level will be conducted by circle head whereas earlier upto E4 it was being conducted at SSA head level.**
3. **Insertion of extra post between SDE to AGM will harm our career:** the scopes of elevating from JTO to the post of AGM just after 10 years get stretched by another 5 years. **Why?**
4. **Benchmark made more stringent & time period of promotion increased:** For time bound scale up gradation, the benchmarks have been made more stringent than existing EPP. A comparative statement is as under:

	As per Existing criteria in EPP	As per the criteria proposed CPSU cadre hierarchy
SDE/AO or equivalent (now Manager) E2 Scale (20600-46500)	<u>Time Period</u> : 4-6 Years <u>Bench Mark</u> : not more than 4 Avg (OC) and No adverse (SC/ST)	Executive who have completed 5 Years of regular service in JTO/JAO equivalent Grade (now Deputy Manager) as on 1 st January of the Year. <u>Bench Mark</u> All Good (OC) and no adverse and not more than 1 Average for SC/ST executives
Sr. SDE/Sr. AO or equivalent- (now Sr. Manager) E3 Scale (24900-50500)	<u>Time Period</u> : 5 Years <u>Bench Mark</u> : not more than 2 Average (OC) and 3 Avg (SC/ST)	Executive who have completed 5 Years of regular service in SDE/AO equivalent Grade (now Manager) as on 1 st January of the Year. <u>Bench Mark</u> All Good (OC) and no adverse and not more than 1 Average for SC/ST executives
DE/AGM/CAO/EE/Architect or equivalent- (AGM or Jt. DGM if occupying the Post and Chief Manager / Sr. Chief Manager, not occupying the post) E4 (29100-54500)	<u>Time Period</u> : 5 Years <u>Bench Mark</u> : not more than 2 AV (OC) and 3 AV(SC/ST)& No Adverse	Executive who have completed 5 Years of regular service in Sr. SDE/ Sr AO equivalent Grade (now Sr. Manager) as on 1 st January of the Year. <u>Bench mark</u> No Average/ adverse and not more than 4 Good for OC and all Good for SC/ST executive.
DGM/SE/SA or equivalent- (now DGM in all Cadre) E5 Scale (32900-58000)	<u>Time Period</u> : 5 Years <u>Bench Mark</u> : not more than 1 Average (OC) and 2 Average (SC/ST) & No Adverse	Executives who have completed 5 Years of regular service in Jt. DGM/AGM/Chief Manager/ Sr. Chief Manager as on 1 st January of the Year. <u>Bench Mark</u> : The post has been made selection basis. Selection method- 100 marks

		<p><u>Weightage of their APAR</u> grading (40%), <u>length in the grade</u> (30%) and <u>interview</u> (30%).</p> <p><u>Weightage</u> can be as under-</p> <ol style="list-style-type: none"> i. Grading 9 to 10 – 100% ii. Grading 8 to 9 - 90% iii. Grading 7 to 8 – 80% iv. Grading 6 to 7 - 70% v. Grading 5 to 6 – 60% vi. Grading 4 to 5 - 50% vii. Below 5 - 0% (no value) <p><u>Length of service in E4 Scale –</u></p> <ol style="list-style-type: none"> i. More than 10 Years – 100% ii. 9 to 10 Years – 90% iii. 8 to 9 Years – 80% iv. 7 to 8 Years – 70% v. 6 to 7 Years – 60% vi. 5 to 6 Years – 50% vii. 5 Years - 50%
Jt. DGM/Sr. Chief Manager(Non Functional-earlier there was no design E6 Scale (36600-62000)	<p><u>Time Period:</u> 5 Years</p> <p><u>Bench Mark:</u> not more than 1 Avg (OC) and 2 Avg(SC/ST) & No Adverse</p>	<p>Executives who are in AGM Grade/Chief Manager, who have completed 5 Years of service in the Grade as on 1st January of the Year and could not get post based promotion to DGM Grade.</p> <p><u>Bench mark</u> All Very Good and no Adverse.</p>
Jt. GM/Jt. CE/Jt. CA (N.F.) or equivalent E7 Scale (43200-66000)	<p><u>Time Period:</u> Total 13 Years of service for Gr. A & 5 Yrs for Group B in DGM Grade</p> <p><u>Bench Mark:</u> Very Good and no Adverse</p>	<p>(a)In respect of officers recruited at Group 'A' level and absorbed in BSNL under Rule 37A. Officer in Deputy General Manager Grade and who have entered 13th Year of service on the 1st January of the Year calculated from the Year following the Year of Examination on the basis of which such officer was recruited.</p> <p>(b)In respect of executive recruited by BSNL/officers promoted from Group 'B' by DoT and absorbed in BSNL. Executive in Deputy General Manager Grade who have completed 5 Years of regular service as DGM on 1st January of the Year.</p> <p><u>Bench mark</u> All Very Good and no Adverse.</p>
Addl. GM/Addl. CE /Addl. CA(N.F.) or equivalent- E9 Scale (62000-80000)	<p>Under RR provision</p> <p><u>Time Period:</u> 4 Yrs in Jt.GM Grade</p> <p><u>Bench Mark:</u> Very Good and no Adverse</p>	<p>Executives who have completed 4 Years of regular service in Jt. General Manager Grade as on 1st January of the Year.</p> <p><u>Bench mark</u> All Very Good and no Adverse.</p>

5. **Insertion of extra designation Sr. Mgr, Chief Mgr, Sr. Chief Mgr is a lollypop:** The pay scale upgradation remains the same as it was earlier i.e. upto E6. But new designations have been inserted without change of job-profile. e.g. Sr. Manager, Chief Manager, Sr. Chief Mgr etc.

Our Comments – Since the job profile of JTO changes only after one becomes AGM, the customers, relatives, subordinates will be amused to see that despite promotion from JTO to Sr Chief Manager, we are engaged in same type of work. Right from JTO i.e Dy.Mgr to Sr.Chief Mgr in E6 pay scale, neither our reporting officer will change nor any executive will report us. After long wait of 25 years , assuming everything goes smooth, executive on promotion from JTO to AGM will find it difficult to change their functioning style & mould themselves for expected profile.

6. **Interview has been introduced** for promotion from AGM to DGM which was not there earlier in EPP. This will bring in nepotism and favouritism and may be corruption.

7. **Proposed CPSU cadre hierarchy can be termed as Reversion policy:** The executive presently working as DE on look after basis for last 8 to 10 years and having 20 to 27 years of experience will now be forced to work again as JTO because the controlling officer for them as well as freshly recruited JTOs will be AGM and the profile of JTO upto Sr Chief Manager remains the same. Thus, the promotion policy proposed in CPSU cadre hierarchy is nothing but a Reversion policy.

8. **LDCE has been scrapped which indirectly justifies recruitment at MT level:** It is a fact that all the persons who enter the department directly in the executive level of JTO equivalent cadre cannot reach top level. A filter in the form of LDCE or interview or performance rated criteria etc is a must. The existing LDCE prescribed in recruitment rules (RR) acted as one such filter but now in proposed CPSU cadre hierarchy, the same has been dispensed with, leaving no scope for accelerated promotion for the deserving and aspiring candidates. Moreover, this gives a justified reason for the management to continue with MT recruitment and thus MT rectt will continue which is not there in several PSUs.

9. **Designation wise discrepancy:** At E6 scale, one's designation would be Jt DGM(NF) but he will still report to AGM. When he becomes AGM, it will take another 5 years to become **eligible** for DGM promotion. So, there is no chance to become DGM and chances of becoming Addl GM is a distant dream.

Moreover for MT s, residency period is calculated from year of recruitment whereas in case of others criterion of service as on 1st January is imposed and the condition of actual 20 years service is envisaged. In addition, quota reserved for MTs for the promotion of DGM will also facilitate them for promotion from AGM to DGM and there will be huge competition among absorbees/direct recruits. Therefore a great discrimination between the two categories

10. **JTO(T) equivalent scale downgraded:** The scale of JTO (T) was E1A earlier but now it has been proposed as E1, a violation of terms and conditions of absorption because of downgrading of the post. Earlier all E1 grade post existing in Civil (JE), Electrical(JE), Accounts(JAO), CSS cadre(Assistant) were upgraded to JTO(T) scale. Now, that JTO(T) scale has been downgraded. Why & how?

11. **Gap between MT Recruitree & JTO recruitree has been introduced:** Earlier, there was no such gap when the JTO promotee reached to ADET level & both were integrated at that level. After integration, both moved simultaneously, but now gap has been introduced and that too a huge gap

- An MT recruitree enters at **E3 scale and gets E7 & E9 scale** promotion after **13 years & 17 years** in time bound manner.
 - A JTO recruitree (after completing 10 years of service gets E3 scale) takes **another 15 years from E3 scale to reach E6 scale (a lower scale than E7)**
- A comparative chart showing the difference in payscale is as under:**

Comparison on the ground of pay-scale-

	JTO recruitree	MT recruitree
E1	Entry	
E2	At the end of 5 years	
E3	At the end of 10 years	Entry
E4	At the end of 15 years	At the end of 4 years
E5	At the end of 20 years	At the end of 9 years
E6	At the end of 25 years	
E7		At the end of 13 years
E8		
E9		At the end of 17 years

Compare the level of jump in payscale and promotion between JTO recruitree & MT recruitree with reference to entry of both at E3 scale. Why such difference, when it was not there earlier & more so in DOT ?

In case of MT recruitree – It will take only **13 years** to reach from **E3 to E7** scale

In case of JTO recruitree – It will take **15 years** to reach from **E3 to E6** scale i.e. a lower scale and **20 years** if one gets promotion & reaches **E7 scale**.

12. **Cutoff date for determining eligibility for next scale upgradation is also a setback to existing policy:** Cut off date for determining the five years service eligibility for upgrading to next scale has been fixed as 1st January replacing completion of exact five years service in present scale criterion in existing EPP. This provision is very dangerous for candidates who are completing five years in the months of January but after 1st date. Their time bound scale up gradation will get delayed by 1 more year. Similarly for others.

Inference:

Therefore, there is nothing new except change of designation now linked to scale (i.e. Sr Manager, Chief Manager, Sr Chief Manager to E3, E5 & E6 executives respectively) which could have been incorporated in the earlier system of EPP under Time bound scale upgradation. Rather, it has been made more inferior as level of reporting of two tier system upto AGM has been downgraded to one tier system. This proposed CPSU cadre hierarchy if implemented will cause an irreparable loss to our career and more to our younger generation. There one need to seriously think that whether CPSU cadre hierarchy would take us forward or dent our career by putting us on back track. Please note that this proposed CPSU cadre hierarchy has been carefully drafted to entice us with lollypop but actually destroys our career progression.

The proposed draft lacks vision from our point of view and needs to be amended/modified on many angles. A thorough analysis needs to be done and with few facts placed above, none of you will disagree that our apprehensions are correct.

If it is implemented, there will literally be no functional promotion in BSNL for executives. At the most, executive having entered directly will have one or maximum of two post-based promotion and promotee executive (those becoming JTO from lower cadre) will not have even aspire to become AGM.

Friends, in the revised draft, it is provided that for existing executives, financial up gradation to next higher scales (i.e. E3 to E6) will continue after 5 years based on new bench marks. Their promotion to the next grades will be given on completion of qualifying service in the present grade. Regarding this, it is submitted that no relaxation for qualifying service as provided in case of E1 to E2 and E2 to E3 has been allowed. For E3 to E4 and subsequently to E5 and E6, qualifying service is 5 years as on 1st January instead of completion of five years in previous scale. Moreover, we are not opportunistic as despite some safeguard for us, we are not going to accept two set of provisions, one for existing and another one for new recruits.

A word to other Associations who are pleading for its implementation: Whereas we congratulate all those Associations who have played active role for this CPSU cadre hierarchy and are in a hurry for its implementation, but we request them that they need to analyse various clauses mentioned in the CPSU cadre hierarchy minutely because in a bit of hurry it may so happen that we may commit a irreversible grave mistake that may ruin our career and we are befooled to be coined by famous Hindi phrase: “*जिस डाल पे बैठे हो उसी डाल को काटना*” (cutting the same branch of the tree on which one is sitting).

A brief history about the old and existing promotion policy, suggested changes of new designations proposed in CPSU cadre hierarchy and justification for continuing with LDCE process of promotion for motivation purpose.

1. A brief history about the old and existing promotion policy,

(a) Terms & Conditions of BSNL absorption: The Promotional Avenue as per proposed CPSU cadre hierarchy violates the terms and conditions of absorption.

As per terms & conditions mentioned in letter no. BSNL/11/SR/2003 dtd 2.9.2003, on direction of PCAT, New Delhi, the IDA payscales, fitmet formula & the Promotional Avenues that will be applicable after absorption in BSNL were categorically defined in it with brief as under:

(i) **Annexure II of the said letter stipulated the details of the corresponding IDA pay scales that will be given on absorption in BSNL –**

S.No.	Existing CDA Pay scales	Corresponding IDA payscales
1	5500-175-9000	7800-225-11175*
2	6500-200-10500	9850-250-14600
3	7500-250-12000	11875-300-17275
4	8000-275-13500	13000-350-18250
5	10000-325-15200	14500-350-18700
6	12000-375-16500	16000-400-20800

* This scale is under revision. Subject to approval of DOT/DPE, the revised IDA pay scale of 7830-230-12430 will be given.

E1A
E2A
& so on.
Thus CPSU scale needs to align with this i.e. JTO should get more than E1 scale & not E1

(ii) **Annexure IV of the said letter stipulated the details of Promotional Avenue:**

“ With a view to motivate Executives in BSNL for achieving excellence in performance & higher productivity, resulting into improved quality of service customer satisfaction and greater revenues for the company, Executives of BSNL will be allowed upgradation to the next higher IDA payscale on a time bound basis, varying between 4-6 years as may be prescribed for each scale & other attendant conditions, upto the IDA pay scale of JAG selection grade, beyond which it will depend upon availability of post & their suitability and selection for promotion, which will be uniformly evaluated in the various streams of discipline.”

Thus promotion upto IDA pay scale of JAG selection grade is to be ensured

(b) As per EPP, BSNL defined two types of promotion:

- (i) Promotion on the basis of Time bound Scale
- (ii) Promotion on the basis of Post

(i) Promotion structure on the basis of Time bound Scale

JTO → SDE (4years) → Sr.SDE (5years) → DE (5years) → DGM (5 years) → DGM (SG)(5years)

(ii) Promotion structure on the basis of Post based

JTO → SDE (4years) → DE (5years) → DGM (5 years) → DGM (SG)(5years)

Note: A person promoted on Post based basis, earned 1 additional increment until his scale of pay was same.

In view of above, the proposed CPSU cadre hierarchy is inferior

2. **Suggested changes of new designations proposed in CPSU cadre hierarchy** : As far as new designations mentioned in the CPSU cadre hierarchy are concerned, it will create confusion not only in **the mind of employees within the organisation but also for Customers**, A designation should be such that it is easily understandable and has continuity. Introduction of new designation will confuse our Customers as well as the subordinates within the organization. Therefore, despite against CPSU cadre hierarchy, as far as new designations are concerned, the following is suggested:

	<u>New designations</u> Proposed in CPSU cadre hierarchy	The <u>Changes suggested</u> for the designations proposed
1	in place of Chief Manager	Dy DE or Dy AGM
2	in place of Sr Chief Manager	Addl DE or Addl AGM
3	In place of	
4	in place of DGM(NF)	Sr DE or Sr AGM or Jt DGM

The above designation speaks itself about the position in the hierarchy.

3. **Justification for continuing with LDCE process of promotion for motivation**

purpose: Motivation and excellence comes if the work of an employee is appreciated and an employee finds that there is a scope of reaching up the ladder in the form of accelerated promotion or out of turn promotion.

- **LDCE** gives one such scope
- **Interview** also gives one such scope but from AGM to DGM where large promotion are there, it is difficult to conduct it centrally and also lacks transparency. It also leads to nepotism, favouritism, corruption etc. For PGM/CGM and above post it can considered to be okay as only a few cases are involved and performance among the best GMs are to be evaluated.
- **Performance** indicator needs to be introduced.
Performance indicators should be based on
 - (i) good leadership skills
 - (ii) technical skills
 - (iii) innovative ideas that fetch more revenue for BSNL
 - (iv) dedication
 - (v) cordial relationship with fellow employees that keeps the team morale high, creates a employee friendly environment that enthuses each member of the team to give his/her the best. This will justify the ground for which BSNL was formed into PSU.

Therefore, it is suggested that

- (i) LDCE should be kept for accelerated promotion at 1st stage of promotion from JTO to SDE grade. **25% quota marked to LDCE** will filter out 1 person from 4 person (or even less as less person qualifies LDCE w.r.t. available vacancies)
- (ii) Performance indicator should be kept at 2nd stage of promotion from AGM to DGM grade. **10% or 20% quota** will filter out 1 or 2 person out of 10 persons who can cross the barrier of DGM level to reach GM level post or above.

Note: GM and above level officers are the driving force. Best in the position would take BSNL to new heights else it will run at usual speed according to system.

In addition, it is submitted that since from this year the recruitment of JTO would be done on the basis of GATE score, to attract the best talent we need to project a good career progression to them. Therefore, the above system should be adopted and there should not be any MT recruitment. The person who enters in the BSNL system at JTO level is well versed with the ground reality. Grooming him to reach the top level post will make BSNL to grow implicitly. E.g. There are several

examples where it will be found that those, who entered the Company / Judicial system at the entry level, reached to Apex post and performed nicely.

- *Chief Justice Shri S. H. Kapadia started his career as a class IV employee.*
- *Hon'ble President Shri Pranab Mukherjee began his career as an upper-division clerk in the office of the Deputy Accountant-General (Post and Telegraph) in Calcutta.*
Shri Ratan Tata started on the shop floor of [Tata Steel](#), shovelling limestone and handling the blast furnace before rising to top. Etc.