



ASSOCIATION OF BSNL LDCE EXECUTIVES

President

Sh. G.P. Patel
Mob-09425001255
Email: patregpt325@gmail.com

General Secretary

Sh. Rajesh Gupta
Mob-09868178476
Email: ablechg@gmail.com

Finance Secretary

Sh. Utkarsh Khuspe
Mob-09422970055
Email: utkhkhuspe@gmail.com

Reg. No. : 01/01/01/30961/16 dated 27.04.2016

No. GS-ABLE/CORR/2016-17/17

Dated at New Delhi the 01.11.2016

To,

Sr GM(Pers), BSNL C.O.
New Delhi-110001

Sub: CPSU Cadre Hierarchy Proposal

Respected Sir,

With reference to your office e-mail dated 5th October 2016 on the above subject, we most respectfully submit our strong resentment against it as it is inferior to existing EPP (Executive promotion policy) and violates the terms and conditions of our absorption process in BSNL. Therefore, we are against its implementation and support that old EPP should continue. Only new designations may be inserted in the existing EPP, more posts in AGM and DGM should be created to open up more promotional avenue and time-bound promotion should be done upto DGM.

Please see the brief history mentioned at **Annex I** in this regard. However, for sake of comments, the submissions on behalf of our Association 'ABLE' are as under

Slide wise Comments on CPSU Cadre Hierarchy

- Slide 2 , Slide 3:** The **existing EPP** is better and there needs to be introduced only new designations for the time-bound pay scale up-gradation. **The new designations suggested as alternative** to the one proposed in CPSU cadre hierarchy are as under:

Proposed designation in CPSU cadre hierarchy	Suggested change by us	Reason
Chief Manager	Dy DE or Dy. AGM	A designation should be such that it is easily understandable and has continuity. Introduction of new designations 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, this change in designation can be incorporated.
Sr Chief Manager(E5)	Addl DE or Addl AGM	
DGM(NF)	Sr DE or Sr AGM	

The designation suggested in place of proposed, speaks itself about the position in the hierarchy.

- After the absorption process was over, the scale of executives of Accounts wing (JAO), Civil Wing (JE(C)), Electrical wing (JE(E)), CSS cadre (Assistant) was upgraded and brought at par with JTO of Telecom cadre by BSNL. i.e. E1 scale to E1A scale. Now, the JTO(T) cadre has been assigned E1 scale which implies that the

scales of JTO has been lowered which is unacceptable and against the terms and conditions of absorption. Further, it will invite contempt to PCAT orders as the scale at the time of absorption was suggested in compliance of PCAT judgment.

Further, BSNL gave one scale below than MTNL as pension was not provided in MTNL. It was assured that if MTNL pays Govt pension, then BSNL employees will be given pay scale at par with MTNL employees. Further, while granting pension, it was made to understand that BSNL employees scale will come at par with MTNL employees. As such, scales need to be reviewed and proposed accordingly.

Therefore, the scale of JTO should start from E2 onward and accordingly the scales for SDE, Sr SDE, DE, DGM level grade etc should be upgraded and the corresponding scales of E1A, E2A, E3, E4, E5, E6 should be upgraded to E2, E3, E4, E5, E6, E7 respectively.

- (ii) The CPSU cadre hierarchy has no scope for out of turn promotion or accelerated promotion for the deserving one. This will lead to demoralization for young incumbents. Limited Departmental Competitive Exam (**LDCE**) **provides a transparent mechanism for the deserving ones to move up the ladder fast. As such, LDCE need to continue.** In its absence, Management has kept indirect provision for justifying MT recruitment. We understand that not all JTOs who enter into the department as direct recruit, can reach the GM level posts. Filter is required in some form for giving scope to deserving JTOs to reach GM level post or Apex level post.

Therefore, LDCE in its present form should continue but with slight modification to align with proposed CPSU cadre hierarchy. This can be achieved by following method:

LDCE for promotion to the post of Sr.SDE(Senior Manager) from JTO/SDE with three/five years of service may be provided to pave way for accelerated promotions for the deserving executives.

An acceleration of 1 to 5 year can be given for JTO/SDE who qualify LDCE so that the period of promotion from JTO to AGM is reduced . If a JTO with 5 years service as executive or SDE with 1 year service qualifies LDCE held in 2016 for the vacancy years 2016-17, he should be allotted Sr SDE vacancy year of 2016. Thus, for JTO, the acceleration is 5 years whereas for SDE it is 4 years. In other words, present provision of allotment of seniority with effect from retrospective vacancy years must continue because there is always an administrative delay in conducting examinations and since promotion from JTO to SDE is time-bound, LDCE should be held for promotion from JTO/SDE to Sr SDE.

Comments : Thus, following filters for screening in promotional channel are suggested.

- a. Promotion from JTO/SDE to Sr. SDE – By LDCE (25%) & By seniority (75%)
- b. Promotion from AGM to DGM- By selection (10-20%) & By seniority (80-90%)

Keeping above mode of promotion in place , MT recruitment should be abolished. Since selection by GATE score has been introduced, until & unless good promotional avenue is indicated, good & diligent candidates won't opt for BSNL.

Further, Cadre Hierarchy means various levels in cadre. It doesn't mean re-designation. LDCE at JTO/SDE stage & selection on merit basis from AGM level post will fetch deserving persons for GM level, CGM level post. Such executives would have thorough knowledge about ground realities.

(iii) The Court cases regarding fixation of seniority can be nullified if following method is adopted:

- a) Separate list should be maintained on year wise basis for each mode of promotion.
- b) In the next level promotion, the RR should contain the provision that selection for promotion would be done from each list on percentage wise and year wise basis.

Integration of two or more lists pertaining to different modes of promotion leads to Court cases whereas promotion process by DPC in above manner brings in transparency as well as reduces any scope for Court interference.

(iv) For the promotion from AGM to DGM or GM, the selection cum merit criteria should be introduced for 10-20 % quota and rest should be on seniority basis. Instead of interview system which is prone to nepotism, favouritism and corruption/ unhealthy practices , a transparent system should be adopted to evaluate the following performance parameters that may bring out the best to serve BSNL better:

- a) Dedication, Innovation, Qualification / performance/ human behaviour/ other indicators
- b) Team leadership & mobilization abilities
- c) Cordial relationship with fellow employees that keeps the team morale high, creates an employee friendly environment that enthuses each member of the team to give his/her the best. Good atmosphere means greater contribution towards BSNL's dream tag of SWAS
- d) Contribution towards additional revenue earning/ adoption of innovative techniques /innovative ideas that help in increasing BSNL revenue etc.

Initially new re-designation will have charm for 5-6 months but with passage of time the person will experience that there is no change in job profile & therefore he will start feeling dissatisfied and frustrated for getting stagnated in one job profile for approx 25 long years or more, until he gets functional promotion on seniority basis in cadre of AGM. This is the reason why promotional avenue should be there upto DGM level and not AGM level.

Slide No. 5 - The duration of qualifying service required for promotion from JTO to SDE has been increased by 1 year and an intermediary post of Sr SDE has been inserted. Therefore, it is suggested that 1 year in qualifying service required for promotion to next higher grade should be reduced either in SDE cadre or in Sr SDE cadre to at least compensate for the loss being caused by this proposal.

2. Slide No. 8. For promotion to DGM by selection, the Jt. DGM/AGM/Chief Manager/Sr Chief Manager with 5 years of service are made eligible. It is difficult to understand how is the Chief Manager with 5 years of service eligible for promotion to DGM. Can it be taken that an executive of level of Sr. Chief Manager with five qualifying service will be promoted to the post of DGM by-passing his/her present reporting officer i.e. AGM ?

3. Slide 19 and slide 20: The promotion structure is different for MT recruitee /Gr. A absorbee and Gr.B absorbee / BSNL recruitees. MT who enters in E3 scale will become Addl.GM (E9 scale) in 17 years whereas Sr. Manager (E3 scale) becomes DGM (E6 scale) in 15 years..

Thus huge gap between MI Recruitee & JTO recruitee has been introduced: Earlier, there was no such gap when the JTO reached 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 which is unacceptable.

A comparative chart showing the difference in payscale is as under:

Comparison on the ground of pay-scale-

	JTO recruitee	MT recruitee
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 pay-scale and promotion between JTO recruitee & MT recruitee 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 recruitee** – It will take only **13 years** to reach from **E3 to E7** scale
 In case of **JTO recruitee** – 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**.

Moreover for MTs, 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.

Thus not only post wise but also scale wise, the promotion structure proposed is discriminatory and needs proper correction if at all the MT recruitment is not scrapped .

- 4. Slide 25** - Since CPSU cadre hierarchy proposes that all recruitment rules (RR) / EPP / MSRR will have to be either scrapped / modified, exact post in each cadre needs to be spelt out. i.e. **exact posts in each of the Telecom, Finance, TF, Civil, Electrical, Architect and CSS needs to be spelt out** otherwise there are chances of diversion of post of one cadre to other cadre. Continuance of JTO/JAO RR means 50% screening at the entry level.

Further, **w.r.t. slide 5 to 18**, the time-bound financial upgradation may continue as per existing EPP on the basis of terms and conditions contained therein(EPP) because **qualifying service has been proposed five years as on 1st of January replacing earlier condition of five years service rendered in previous scale resulting into loss of 1 to 11 months pay upgradation.**

- 5. Slide 26:** Why new bench marks have been introduced and made more stringent than EPP when the person is re-designated and gets only financial upgradation. For post based promotion, one can understand the new bench mark but not for financial upgradation. It is like scrutinizing a person twice – One at the time of financial upgradation & other at the time of post based promotion.

Further, for the reasons mentioned at S.No. 1(i) above, the financial upgradation upto E7 needs to be allowed instead of E6 mentioned. Then only it will comply the terms & conditions of BSNL absorption. Thus, for financial upgradation, same benchmark as prescribed in earlier EPP should follow. **A comparative statement of the bench mark condition is mentioned at S.No. 12 below.** The benchmark should be made to be same in proposed CPSU cadre hierarchy as was mentioned in EPP.

6. **Slide 27** : As per terms and conditions of promotion, the existing cadres are JTO to SDE to DE to DGM, DGM(SG). Thus JTO reports to SDE and SDE reports to DE. But now everyone right from JTO, SDE, Sr SDE,(Dy Mgr,Mgr and Sr. Mgr) newly introduced designations Chief Manager, Sr Chief Manager will report to AGM. Thus, nature of work remains same till one becomes AGM. It will definitely give rise to frustration in executives as they will be having same job profile all along for continuous 20-25 years till they become AGM. It also may lead to collapse of present system of reporting officer and reviewing officer as so many executives especially promotee JTOs will retire as Chief Mgr or at the most Sr.Chief Mgr.

Further, the **new incumbent JTO needs guidance of SDEs initially for atleast 5 years to know about the system and working in BSNL.** Whether, such reporting system will allow the new JTOs to get acquainted with the technical as well as administrative system of BSNL properly.

Hence, earlier reporting system should continue & the reporting structure should be:

JTO → SDE & equivalent → AGM & equivalent → DGM & equivalent → GM & equivalent → CGM

7. **Slide 21 & 27**: The ratio of post versus its promotional post is not equal in all cadre. For some cadre, the ratio percentage is high whereas in others it is low. Higher ratio percentage implies more promotional avenue whereas low percentage ratio implies less promotional avenue. Therefore, it needs to be reworked. With reference to **Slide 26**, it is submitted that to avoid stagnation in the post of AGM and DGM, more posts need to be created to keep the aspirations of employees high. The intake at JTO equivalent level should be judiciously decided based on persons retiring from AGM and DGM level. The recruitment at JTO equivalent level should be done on yearwise basis instead of combined yearwise basis else it results in stagnation in promotion for such batch.

8. **Slide No. 30 & 31** -

- a) The category 1, 2 & 3 needs to be illustrated with example. Whether in category 2 & 3, one will get post based grade change or scale based grade change? Also state clearly what will be eligibility criterion for executives as far as qualifying service is concerned. 5 years service in previous scale or 5 years service as on 1st of January will be considered.
- b) Further, whether DNI will be advanced or delayed for persons who have joined between Jan to June or July to December? This needs to be clarified with example.

Because as per our analysis of Category 2 & 3, it works out as under:

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:

	Case	CPSU cadre hierarchy	Our comments
1	Case of JTO - 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	Case of SDE - whose scale is E2 and drawing E3 scale	He will be made Sr SDE(Sr Manager) as new post of Sr SDE has been inserted	
3	Case of AGM/DE - 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, after implementation of CPSU cadre hierarchy, SDE to AGM promotion will get delayed by 2/3 years more. In addition see point no. 12 below.

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.** Relaxation of 2/3 years in qualifying service is on the discretion of management.

This implies that the LDCEans and the seniority quota persons who are eligible for promotion, their promotional avenues are lowered by above proposal and hence needs proper correction.

9. **Slide 32 :** As per item no. 11 mentioned in Slide 32, the following is mentioned,

11. *The CPC for all Grades shall be done as on 1st January of the Year and the increments shall be drawn either as on 1st January or 1st July (all date of DNI shall be merged accordingly)*

With reference to above, it is submitted that this Cutoff date for determining eligibility for next scale upgradation is 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 rendered in present scale criteria 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.

10. **Note:** As per existing promotion policy(EPP), a person promoted on Post based promotion basis, earns 1 additional increment if his scale of pay drawn is same. This need to be clarified whether it shall continue or otherwise.

11. With reference to slide 26 reproduced as,

“for the existing executives, financial upgradation to the next higher scales(E3,E4,E5 and E6) will continue after 5 years based on the new benchmarks. Their promotion to the next grades will be given on completion of qualifying service in the preset grade”

it is stated that by introducing a provision of retaining existing EPP for existing executives , an attempt has been made to keep two sets of rules, one for existing executives and another for JTOs who would be recruited after its implementation. It is apprehended that this will be gross injustice with GATE qualified JTOs (equivalent) and it will create disharmony among executives in the years to come.

12. Additional Points which need to be kept in view:

(a) The Group B officers were absorbed from DOT to BSNL as per terms and conditions specified in letter no. BSNL/11/SR/2003 dtd 2.9.2003. On direction of PCAT, New Delhi, the IDA pay-scales, fitment formula & the Promotional Avenues that were applied after absorption in BSNL were categorically defined with brief as under:

(i) Annexure II of the said letter stipulated the IDA pay-scales – corresponding to below JTO level, JTO, SDE, Sr SDE, DE & DGM.

(ii) Annexure IV of the said letter clearly stipulated the Promotional Avenues as under:

“ 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.”

The direct recruits in the cadre of JTO & JAO are having minimum BE or CA equivalent qualifications & for JTO(T), GATE has been introduced. If, despite such qualifications, we restrict their promotional avenue to AGM level or in remote case for getting promoted to DGM, it will be very unfair with them. BSNL itself at the time of absorption for Group B officers cited the above reason for Promotional Avenue, so, where the motivation for achieving excellence has gone now? Will such dilution of promotional avenue not a breach of trust with us and with the young incumbents?

- Moreover, as is being claimed, ongoing court cases regarding seniority in various courts of country are not going to become null and void as promotion to the Post of AGM, to whom all cadres of level of JTO (Asstt. Manager), SDE (Dy. Mgr), Sr.SDE (Sr. Manager), DE (Chief Manager), Sr.Chief Manager(E5) and Sr.Chief Manager (E6) will report directly; is post based one and promotion will take place only after outcome of court cases in which stay is granted either on examination basis or reservation basis.
- Our functioning will change when we reach level of either AGM or DGM. Thus, it is deterrent move to stagnate all executives for more than 20-25 yr upto Sr. Chief Mgr in the name of CPSU cadre Hierarchy.
- After long 25-30 years, assuming everything goes smooth, we will be asked to change our functioning and at that point of time most of us won't be compatible to mould ourselves for expected profile.
- It is time bound non functional promotion as we pass through journey of DM→Mgr (5years) →Sr.Mgr.(5years) →Chief Mgr.(5years) → Sr. Chief Mgr.(E5)(5 years) →AGM, that too if we pass all the hurdles created by imposing stringent attendant conditions.
- Minimum qualifying service in existing RR for post based promotion from JTO to SDE is 3 years and in for first time bound promotion in EPP, it is 4 years whereas in present policy, it has been made as five years. Attendant conditions have also been made more stringent, earlier 2 averages for post based and 4 average for time bound were allowed but now average is not allowed. From SDE to Sr.SDE, earlier two averages were allowed whereas now average is not allowed. A comparative chart indicating that benchmark condition has been made more stringent than it was in EPP is as under (Ref S.No. 5 above):

	As per Existing criteria in EPP/RRs	As per the criteria proposed CPSU cadre hierarchy
SDE/AO or equivalent (now Manager) E2 Scale (20600-46500)	<p>Time Period : 4-6 Years in case of EPP</p> <p>Time period :3 years in case of RR</p> <p>Bench Mark: not more than 4 Avg (OC) and No adverse (SC/ST)</p>	<p>Executive who have completed 5 Years of regular service in JTO/JAO equivalent Grade (now Deputy Manager) as on 1st January of the Year.</p> <p>Bench Mark All Good (OC) and no adverse and not more than 1 Average for SC/ST executives</p>
Sr. SDE/Sr. AO or equivalent- (now Sr. Manager) E3 Scale (24900-50500)	<p>Time Period: 5 Years</p> <p>Bench Mark: not more than 2 Average (OC) and 3 Avg (SC/ST)</p>	<p>Executive who have completed 5 Years of regular service in SDE/AO equivalent Grade (now Manager) as on 1st January of the Year.</p> <p>Bench Mark All Good (OC) and no adverse and not more than 1 Average for SC/ST executives</p>

<p>DE/AGM/CAO/EE/Architect or equiv- (AGM or Jt. DGM if occupying the Post and Chief Mgr/ Sr. Chief Mgr, not occupying the post) E4 (29100-54500)</p>	<p>Time Period: 5 Years in case of EPP Time period : 3 years in case of RR Bench Mark: not more than 2 AV (OC) and 3 AV(SC/ST)& No Adverse</p>	<p>Executive who have completed 5 Years of regular service in Sr. SDE/ Sr AO equivalent Grade (now Sr. Manager) as on 1st January of the Year. Bench mark No Average/ adverse and not more than 4 Good for OC and all Good for SC/ST executive.</p>
<p>DGM/SE/SA or equivalent- (now DGM in all Cadre) E5 Scale (32900-58000)</p>	<p>Time Period: 5 Years Bench Mark: not more than 1 Average (OC) and 2 Average (SC/ST) & No Adverse</p>	<p>Executives who have completed 5 Years of regular service in Jt. DGM/AGM/Chief Manager/ Sr. Chief Manager as on 1st January of the Year. Bench Mark: The post has been made selection basis. Selection method- 100 marks Weightage of their APAR grading (40%), length in the grade (30%) and interview (30%). Weightage can be as under- 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) Length of service in E4 Scale – 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%</p>
<p>Jt. DGM/Sr. Chief Manager(Non Functional- earlier there was no design) E6 Scale (36600-62000)</p>	<p>Time Period: 5 Years Bench Mark: 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. Bench mark All Very Good and no Adverse.</p>
<p>Jt. GM/Jt. CE/Jt. CA (N.F.) or equivalent E7 Scale (43200-66000)</p>	<p>Time Period: Total 13 Years of service for Gr. A & 5 Yrs for Group B in DGM Grade</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>

		(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 1 st January of the Year. Bench mark All Very Good and no Adverse.
Addl. GM/Addl. CE /Addl. CA(N.F.) or equivalent- E9 Scale (62000-80000)	Under RR provision Time Period: 4 Yrs in Jt.GM Grade Bench Mark: Very Good and no Adverse	Executives who have completed 4 Years of regular service in Jt. General Manager Grade as on 1 st January of the Year. Bench mark All Very Good and no Adverse.

Thus when only new re-designation in place of scale has been introduced, why the benchmark condition has been made more stringent?

(b) As per the proposal under **category 3 in Slide 30**, 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.

There is no point in keeping a JTO with E4 scale in the post of Manager for 2/3 years and again keeping him in the post of Sr Manager for 2/3/5 years (no clarity in the residency period) before giving him non-functional post of Chief Manager. When the CPSU cadre hierarchy is implemented, majority of JTOs will be promoted to Managers and the no. of JTOs will be around 7,000 only whereas no. of Managers/Sr Managers will be around 30,000. It is a strange and abnormal situation. Now it has become imperative to define more or less the same duties and responsibilities for Deputy Manager, Manager, Sr Manager and Chief Manager for smooth sailing.

(c) Similarly there are so many ambiguities in respect of SDEs also. Will the SDE, with 3 years of service as SDE and working in E4 scale, be promoted to Sr Manager immediately or after completion of another 2 years? If the JTOs, who qualified in LDCE, are promoted as SDEs before implementation of CPSE cadre hierarchy, how they be promoted in CPSU structure of promotion?

Therefore, we request your goodself to kindly continue with the existing EPP policy or make the proposed CPSU cadre hierarchy compliant to existing EPP policy. Creation of more post in AGM and DGM are necessity and ensuring post-based promotion to executives entering at JTO equivalent level is a must to satisfy their aspirations and keep the motivational level high. LDCE should exist to allow deserving candidates to reach GM and above level position. Let us note 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 persons, who entered the Company / Judicial system at the entry level, have reached to Apex post and performed nicely. E.g.

- *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*
- *Chief Justice Shri S. H. Kapadia started his career as a class IV employee.*
- *Shri Ratan Tata started on the shop floor of Tata Steel, shovelling limestone and handling the blast furnace before rising to top. Etc.*

Thanking you

With regards


(Rajesh Gupta)
GS-ABLE

Encl: Annex I

Copy to:

1. Director(HR), BSNL Board for information please.
2. GM(SR), BSNL C.O. for information and necessary action please.
3. All Executive Associations of BSNL (By e-mail) for information and further necessary action please.

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, fitment 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.

(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.”

(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:

	New designations Proposed in CPSU cadre hierarchy	The Changes suggested 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

- good leadership skills
- technical skills
- innovative ideas that fetch more revenue for BSNL
- dedication
- 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

- 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)
- 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.

X — X — X