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भारत संचार निगम लिमिटेड  
(भारत सरकार का उपक्रम)  
**BHARAT SANCHAR NIGAM LIMITED**  
(A Govt. of India Enterprise)

No. 4-5/2011-Restg. Vol.II

Dated 14<sup>th</sup> March, 2014.

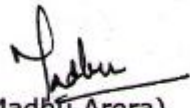
To

The General Secretary,  
AIBSNLEA/SNEA/AIGETOA

**Sub:- Committee meeting regarding introduction of CPSU Cadre Hierarchy  
in BSNL.**

On the subject referred above, a draft revised Promotion Policy has been prepared for consideration of the committee set up to examine the issue. The draft policy is enclosed.

2. You are requested to examine and give your comments / feed back on the draft policy at an early date so that meeting of the committee can be scheduled for detailed discussions.

  
(Madhu Arora)  
GM (Restg./WS&I)

Copy to:-

1. CGM, NCNGN
2. GM (SR & Trg.) / GM ( Pers. ) / GM (Estt.) / GM (TP&RA), BSNLCO.

Copy for kind information to:-

1. CMD, BSNL
2. Director (HR), BSNL

DRAFT FOR DISCUSSION

REVISED EXECUTIVE PROMOTION POLICY FOR EXECUTIVES IN BSNL

Background:

At present, promotion of executives in BSNL is as per provisions of the Executive Promotion Policy (EPP) which includes Time bound financial up-gradation and Post based functional promotions. There has been demand from Executive Association in BSNL for implementation of CPSU cadre hierarchy in BSNL. The promotion policies of big CPSUs like BHEL and NTPC have been examined in detail. Salient features of the promotion policies in these CPSUs are as follows:

- **There is significant focus on performance, merit, experience and suitability of an executive for the purpose of promotion;**
- **There are droppings at each level of promotion based on designate criteria. This enhances the credibility of promotion and motivates for performance.**
- **Promotion Policy, Cadre hierarchy as also the designations at different levels are unique to each CPSU specific to their organizational requirements.**

A revised Executive promotion Policy has been drafted for consideration of the Committee constituted to examine implementation of CPSU cadre hierarchy in BSNL. The draft policy aims to meet the twin objectives of fostering performance oriented work culture in the company while meeting career aspirations of the Executives. While the basic frame work and structure of Promotion Policies of other CPSUs has been considered, the contextual realities of BSNL's evolution from a Govt. Organization (DTS/DTO) to a PSU and at the same time, a company which has to meet stiff competition from very strong private players, have been kept in mind. The draft revised Employee Promotion Policy is as enclosed.



# DRAFT

## REVISED EXECUTIVE PROMOTION POLICY FOR EXECUTIVES IN BSNL

### 1. SCOPE AND COVERAGE

- 1.1 These Rules shall be called "Promotion Policy and Rules for BSNL Executives" in the following executive grades and shall be applicable to BSNL Executives on the regular rolls of the Company, including those on deputation to some other Organization.

Grade Code	Sales of Pay (IDA)
E-1A*	16400-3%-40500
E-2A*	20600-3%-46500
E-3	24900-3%-50500
E-4	29100-3%-54500
E-5	32900-3%-58000

\*Scales not yet approved / notified.

- 1.2 It will replace the current Executive Promotion Policy (both time bound Financial up-gradation and post based functional promotions) upto E-5 grade. Promotions above E-5 will be governed by MSRR (suitable modifications in RRs shall be undertaken to align the provisions in various RRs with the revised Promotion Policy).
- 1.3 E-3 pay scale shall be functional and shall be designated as Manager in Corporate Office and as Jt.DE / Jt.CAO / Jt.EE(Elect/Civil) or equivalent in field units.
- 1.4 These rules shall not be applicable to executives who are appointed in a grade for a limited tenure, such as appointments on contract basis for a particular period / specific assignments etc., superannuated persons re-appointed in the Company's service or serving Company on extension of service after training the age of superannuation and to other executives appointed on a purely casual or temporary basis, viz appointments on ad hoc, limited period etc.
- 1.5 Executives who are on deputation to BSNL or who retain lien on the service of the parent organization will not be covered by this Policy.
- 1.6 This promotion policy will be effective from -----.

## 2. DEFINITION

- 2.1 **"Board"** shall mean the Board of Directors of the Company and includes in relation to the exercise of power by any committee of the Board/ Management or any officer of the company to whom the Board delegates any of its power.
- 2.2 **"CMD"** shall mean the Chairman and Managing Director of the Company.
- 2.3 **"Competent Authority"** shall mean the Chairman and Managing Director for promotions to the posts of Dy. General Manager (E5)/Equivalent and above and Director (HR) for posts up to the level of Divisional Engineer/Equivalent(E-4) and CGM for JTO/JAO/Equivalent(E-1A/E1).
- 2.4 **"Company"** shall mean Bharat Sanchar Nigam Limited (BSNL, a Government of India Enterprise) having its registered office at New Delhi.
- 2.5 **"Disciplinary Authority"** shall mean an authority specified under BSNL "Conduct, Discipline and Appeal Rules 2006".
- 2.6 **"Executive"** shall mean all regular employees of the Company working in the pay scale of Rs. 16400-40500 and above on substantive basis.
- 2.7 **"Corporate Promotion Committee (CPC)"** shall mean a duly formed committee to assess the suitability of the candidate for selection by merit, in an objective and impartial manner.
- 2.8 **"Service Grade"** shall mean service rendered in the grade in the substantive capacity.

## 3. BASIC PRINCIPLES AND OBJECTIVES

- 3.1 The promotion policy is aimed at providing prospects for career growth to the executives at regular intervals and to attract, retain & develop talent besides balancing the needs of the Company with strengths & interests of individual executives.
- 3.2 Notwithstanding anything stated above, the Company will take recourse to induction from outside to the extent considered necessary to meet challenges in the ever-changing technical and competitive environment .



#### 4. PROMOTION RULES

- 4.1 Promotion shall mean movement of an executive from a post in a lower grade to a post in the next higher grade along the line of promotion as defined herein.
- 4.2 Promotion of Executives to positions in the next higher grades will be on the basis of merit, efficiency, number of years of service in a grade and suitability for the higher posts. Merit, efficiency and suitability would be determined on the basis of assessment of performance and potential over a reasonable period. There shall be minimum period of service in grade to be called "Eligibility Period" and only those executives who complete the minimum period so prescribed will be eligible for consideration for promotion to the higher grade.
- 4.3 Number of posts for the purpose of promotion will be worked out on the basis of combined strength of cadres (JTO & SDE, SDE & Jt. DE, Jt. DE & DE and DE & DGM). Details are available at Annexure-I.
- 4.4 Eligibility period, as fixed, shall be to determine the eligibility of executives for consideration for promotion to the next higher grade / post and hence mere fulfillment of eligibility criteria will not confer any right on promotion to the executive or even right for consideration for promotion.
- 4.5 The standards date and other matters relating to eligibility date etc. shall be regulated as under:-  
Meeting of the Corporate Promotion Committee for promotion of executives will be held once in a year. The eligibility of executive up to & including grade of E5 will be determined as on -----, i.e., those who complete the eligibility period as on ----- will come under the zone of consideration.
- 4.6 All the promotions to the next grade will be on the basis of recommendation of the CPC.
- 4.7 Executives of BSNL going on deputation to some other PSUs/Autonomous Body/Central Government shall be entitled for proforma promotion in BSNL. The promotion will be effective only after the executive reverts back to the Company.
- 4.8 Promotions shall be considered once a year.

## 5 MINIMUM ELIGIBILITY PERIOD

5.1 The Eligibility Period for promotion shall be as under:

Salary Grade		Eligibility Period(Service Grade)
From	To	
E-1A*	E-2A*	5
E-2A	E-3	5
E-3	E-4	5
E-4	E-5	5

Note: This is the minimum Eligibility Period which an executive shall have to serve in an executive grade .  
\*Scales not yet approved/notified.

5.2 The following shall be excluded from eligibility period for further promotion:-

Period of an employee under transfer who does not join his new place of posting after relieving within the stipulated period for any reason, whatsoever.

## 6 APPRAISAL SYSTEM/ ANNUAL PERFORMANCE APPRAISAL REPORT(APAR)

6.1 Performance appraisal System in operation for executives of the Company as modified from time to time, will generally provide the basis for determination of merit, efficiency and suitability of an executive for position of higher responsibility in the appropriate higher grade / post.

6.2 The appraisal year will be the Financial Year beginning from the first of April, up to the 31<sup>st</sup> of March for all Executives.

6.3 Annual Performance Appraisal Report for any period less than 3 months in an appraisal year shall not be taken into consideration for the purpose of promotion. Where two or more reports are written in any appraisal year by reason of any executive having been posted under different officers, weighted average of the two or more reports under consideration will be taken into account.



- 6.4 The CPC shall consider Appraisal Reports for a period of five years immediately preceding the year of assessment including the last appraisal reports which becomes due before the date of such CPC.
- 6.5 The CPC in case of wide variance in the appraisal ratings of Reporting Officer/Reviewing Officer/Accepting Officer, which is not supported by reasons, may moderate the appraisal rating keeping in view the performance reflected in the earlier Appraisal Reports.
- 6.6 The Corporate Promotion Committee shall be constituted once a year effective from 1<sup>st</sup> April.

## 7. **CONSTITUTION AND ROLE OF CORPORATE PROMOTION COMMITTEE (CPC)**

- 7.1 CMD shall have the powers to constitute the Corporate Promotion Committee (CPC) as considered appropriate by him, from time to time.
- 7.2 The CPC shall consider the suitability or otherwise of the eligible employees/executives for promotion to the appropriate next higher grade/post, on the basis of their length of service in the grade and performance as reflected in the Appraisal reports, and other documents, relevant records in the personal files and any other information/reports having a bearing on the suitability for assuming positions in the next higher grade/post.
- 7.3 The CPC shall take into consideration the Performance Appraisal Reports for the last five years immediately preceding the cut-off date of consideration for promotion. CPC shall consider APAR for years previous to five years only for such cases of missing APAR, where concerned administration branch certifies to CPC after due approval of competent authority that the established process for reporting and review has been followed by such executive, and non-availability of APAR is not attributable to such executive.
- 7.4 The marks secured by each eligible executive from APAR and grade service shall be aggregated. Promotion panel will be drawn up in order of merit based on aggregate marks. Where aggregate of marks is same, they will be ranked in the order of seniority.
- 7.5 Subject to fulfillment of the principles, minimum criteria and other conditions as laid down herein the subject to other relevant rules and orders in force in the Company, the CPC shall recommend for the approval of the Chairman and Managing Director or any competent



authority, a panel of names of eligible employees/executives, who are considered suitable for promotion to positions in the next higher grades / posts. Where the CMD himself is the Chairman of the CPC, the said panel shall be deemed to have been approved. The panel so approved shall constitute the basis and authority for promotion of employees / executives to the appropriate higher grade/ post.

8. **PROMOTION FROM (E-1A) TO (E-2A) TO (E-3) TO (E-4) TO E5**  
Promotion to these grades shall be on the basis of the factors as mentioned hereunder:-

Sl. No.	Factors	Weightage
i)	Performance	70%
ii)	Service Grade (Length of service in a particular grade)	30%

**8.1 ANNUAL PERFORMANCE APPRAISAL REPORTS (APAR) - 70 MARKS**

8.1.1 The annual performance appraisal system in operation for the executive of the Company, as modified from time to time, will generally provide the basis for determination of merit, efficiency, potential and suitability of the executives for positions of higher responsibility in the appropriate higher grade, as relevant.

8.1.2 It shall consist of sum total of **actual numerical APAR** score of last five years in the duly filled APAR Forms of the executives as mentioned at Paras 6.3 & 6.4 above. As far as minimum qualifying marks (shown in Table below) are concerned, they are calculated on the following basis:

Numerical Score in APAR	Grade	APAR Scores allotted for calculation of minimum qualifying marks
8 to 10	Outstanding	08
6 to 8	Very Good	06
4 to 6	Good	04
<4		00

8.1.3 Adverse entries in the APAR shall also be taken into consideration by the CPC. While considering suitability of an executive for the next higher grade/ post, CPC shall take the following factors into consideration.

- a) Adverse remarks communicated to the individual, if any.



- b) Integrity and / or case of moral turpitude; and
- c) Potential evaluation as reflected in APARs.

## 8.2 WEIGHTAGE FOR SERVICE GRADE - 30 MARKS

The CPC shall award a total of 30 marks for seniority in the grade. 3 marks shall be awarded per year of service in the grade subject to the maximum of 30 marks.

TABLE-I

	Total Qualifying Marks(Suggestive)		Parameters	Min. Marks for performance appraisal/ Service Grade (Suggestive)		Remarks with regard to APAR Ratings	
	Min. Marks for General Candidate	Min. Marks for SC/ST Candidate		General	SC/ST	General	SC/ST
For promotions from E1A to E2A	39	37	Performance appraisal ratings for last 5 yrs	24	22	at least 2 V. Good + 3 Good	at least 1 V. Good + 4 Good
			Weightage for Service Grade *	15	15		
For promotions from E2A to E3	41	39	Performance appraisal ratings for last 5 yrs	26	24	at least 3 V. Good + 2 Good	at least 2 V. Good + 3 Good
			Weightage for Service Grade *	15	15		
For promotions from E3 to E4	43	41	Performance appraisal ratings for last 5 yrs	28	26	at least 4 V. Good + 1 Good	at least 3 V. Good + 2 Good
			Weightage for Service Grade *	15	15		
For promotions from E4 to E5	45	43	Performance appraisal ratings for last 5 yrs	30	28	All V. Good	at least 4 V. Good + 1 Good
			Weightage for Service Grade *	15	15		

\* 3 marks shall be awarded per year of service in the grade subject to the maximum of 30 marks.

## 8.3 SENIORITY ON PROMOTION

On promotion, the inter-se seniority of an executive in the lower grade/post shall remain unchanged.

**9. TRANSFER ON PROMOTION**

- 9.1 If any executive is promoted and transferred to another circle / unit/ office, his promotion shall become effective from the notified date only after assumption of charge at the new station of posting .
- 9.2 In case any executive who is promoted and transferred to another circle / unit / office refuses to accept the orders or fails to join within the stipulated period, he shall forfeit his promotion.
- 9.3 A period of 40 days, including normal joining time shall be given to an executive to join his new place of positing on transfer. In case an executive cannot assume charge because of personal reasons or due to exigency of Company's work, this period can be relaxed by one more month with the approval of Director[HR]/CMD, as the case may be.

**10. RESERVATION OF POSTS**

The directives of Central Government regarding reservation of posts for Schedule Castes, Scheduled Tribes and other categories, if any issued from time to time shall be followed.

**11. RESERVATION OF POSTS**

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**12. AMENDMENTS**

BSNL Board may, at any time, depending upon the requirement of the Company modify / amend and or alter any of the rules / procedures of the promotion policy in the overall interest of the Company.



ANNEXURE

Designation	Sanctioned Strength*	Combined cadres	Combine d cadre strength of adjacent cadres	Proposed % up to which higher level posts can be filled of the combined cadre strength**	No of posts in each cadre upto which promotions can be made
DGM (E5)	A	DGM + DE	A+B	X%	(A+B) * X%
AGM/DE (E4)	B	DE + Jt DE	B+C	Y%	(B+C) * Y %
Jt. DE (E3)	C	Jt. DE + SDE	C+D	Z%	(C+D) * Z%
SDE (E2A)	D	SDE + JTO	D+E	S%	(D+E) *S%
JTO (E1A)	E				

**Note :** \*BSNL has engaged services of a consultant recently to prepare revival plan & HR Plan for BSNL. The sanctioned strength shall be as per decision of the competent authority on consultant's recommendations.

\*\* These percentages can be considered at higher level than those arrived at as per sanctioned posts. The figures will be worked out keeping in mind organizational hierarchy requirements. Further, SDE and JTO can be considered as equivalent cadres in terms of skill set and thus interchangeable. Both JTO/SDE may report to next higher level depending upon availability of officers.