CHAPTER 4

RECRUITMENT
AND
SELECTION
INTRODUCTION

Human Resources are the most important assets in an organisation. It is with the people that quality performance really begins and ends. (1) It is through recruitment that many individuals will come to know a firm or an organisation and eventually decide whether they wish to work for it. A well planned and well managed recruiting effort will result in high-quality applicants, whereas a haphazard and piecemeal effort will result in mediocre ones.

Recruitment should inform qualified individuals about employment opportunities, create a positive image of the company, provide enough information about the jobs so that applicants can make comparison with their qualifications and interests, and generate enthusiasm among the best candidates so that they will apply for the available positions. (2)

It is not realistic to assume that all organisations take a systematic approach to recruitment. Recruitment need not be conducted solely by the personnel department inorder to be systematic.

In some organisations recruitment is conducted by individuals departments under the general supervision and policies of the personnel department. (1)

Once the required number and kind of human resources are determined, the management has to find the places where required human resources are/will be available and also find the means of attracting them towards the organisation before selecting suitable candidates for the jobs. In fact, recruitment involves seeking and attracting a pool of people from which qualified candidates for job vacancies can be chosen. (2)

All organisations are basically human organisations. They need people to carry out the organisational mission, goals and activities. Every organisation needs to recruit people. The recruitment policy should, therefore, address itself to the key question: what are the personnel/human resource requirements of the organisations in terms of number, skills, levels, etc. to meet present and future needs of production, technical and other changes planned or


or anticipated in the next few years. The inadequacies of the education system result in the general and growing problem of non-availability of suitably trained work force. With too many people chasing limited number of jobs, there are social and political pressures tempering with and influencing selection decisions. Rapid social and technological changes are making not only forecasting human resource requirements difficult, but rendering a variety of human skills and jobs redundant. The skill shortages are putting a premium on employees. These have implications for evolving newer and effective strategies to replace and/or retain people as the case may be.

**RECRUITMENT IN FOOD CORPORATION OF INDIA:**

A Public Sector Undertaking such as Food Corporation of India is a Quasi-Govt. Organisation and hence its manpower policies should be more like the policies of the Government. The "Hire and sack" policies which could be adopted by Private Sector Organisation can not be adopted. Manpower redundancies can not be easily liquidated if overstaffing takes place owing to reduced work-loads and surplus manpower adds unnecessarily to operating costs.
Personnel are a high cost element in an organisation and must be planned like other functions of the enterprise such as marketing, production, finance, etc. This calls for proper determination of manpower requirement, recruitment, selection, placement and replacement of personnel to match the abilities and potentialities of the personnel with the demands of various jobs. Fig 4.1 illustrate the well planned and systematic Recruitment process.

High rate of employee turnover and absenteeism / lower productivity and morale of the employees constitute a big problem in organisations. The reason for this is that right type of people are not appointed for various jobs in the organisations. Actually, it is not easy to get the right type of people. This calls for a properly planned recruitment policy to minimise disruption of work by constantly changing personnel. The basis for a sound recruitment policy must be a consideration of the manpower requirements of the organisation. Many a time, it happens that there are no employees to man a
particular job because of the retirement, death, resignation or dismissal of the employee. Such a situation is dangerous in any organisation. This will mean loss of production and interruption in work of other employees whose work is related to the vacant jobs. Therefore, there should be proper manpower planning in the organisation so as to avoid such situations and to recruit and select such candidates as are best suited for various jobs.

The requirement of personnel should be determined both in terms of number and kind of personnel required. For determining the number of persons required, not only the present requirements but also the future possibilities of expansion and growth should be taken into account. Type of personnel required should be determined by the requirement of various jobs. But in large organisations, the requirements of individual jobs are very easily recognisable. An analysis of job is a pre-requisite to any recruitment/selection procedure. This will involve the preparation of job description and job specifications for the individual job. The recruitment process will begin only when the number of persons
required for different jobs are known. The recruitment process aims at developing and maintaining adequate manpower resources upon whom the organisation can depend when it needs additional employees. Recruitment is a positive process of searching the prospective employees and stimulating them to apply for jobs in large numbers in the organisation. In this way it increases the selection ratio and enables the management to select suitable employees. There should be proper and well planned monitoring of recruiting fields (e.g. How many applications record) at various points, should be monitored & compared to the goals to ensure that recruiting does not free behind schedule. Fig. 4.2 illustrates the recruiting yield pyramid. Based on this information the organisation like FCI can estimate how much publicity, interest, attention it must generate among candidates for the job.

At present Manpower of Food Corporation of India is divided into the following horizontal divisions.

(a) General Admn. Cadre (b) Godown Cadre (c) Technical Cadre (d) Movement Cadre (e) Planning and Research Cadre (f) Accounts Cadre (g) Data Processing Cadre (h) Legal Cadre (i) Engg. Cadre (i) Civil (ii) Elect. (iii) Mech (iv) Misc.

-170-
Fig 4.2

RECRUITING YIELD PYRAMID

10 NEW HIRES

50 OFFERS MADE

100 SELECTED FOR FUTURE SCREENING

600 APPLICATIONS OF INTEREST

RECRUITING YIELD PYRAMID
In Food Corporation of India mode of recruitment is the main cause of resentment and demotivation among Officer/Staff. At present there are following pattern of employment in Food Corporation of India.

a) Special Posts
b) Category-I Posts
c) Category-II posts
d) Category-III posts
e) Category-IV posts

a) **Special posts**

There are senior management posts which exist only at the Headquarters of the FCI and at the Zonal and Regional Offices. These posts constitute the "conceptual level" of the management.

b) **Cat. I posts**

These posts are at the level of the Head of a district (Deputy Manager) and go to the level of Joint Manager who are employed as departmental heads at Regional and Zonal Offices and as staff officers at the Headquarter of the FCI. These constitute the middle management or the "Directional level" of the management in the hierarchy. A few Joint Managers are employed as officers in charge of special operations.
c) **Cat. II posts**

There is only one level, i.e. Asstt Manager in the category. The bulk of these category provides management at the depot level and a few (Genl. & Admn. cadre) are employed as junior staff officers at District / Regional and Zonal Offices. This level constitutes the "Junior Management level" or " Activity Management Level " Staff Regulations 1971 show the existence of a second level in this group, viz. Senior Asstt. Manager but this has been abolished subsequently.

d) **Cat. III posts**

These provide the staff at all levels and at the level of a depot. Asstt. Grade I are employed as 'Incharge' of individual godowns or even of 'units' consisting of two or three godowns.

e) **Cat. IV posts**

These are the working hands, the bulk being located at depots and few at the various offices.

The mode of recruitment to special posts and cat. I posts as specified in Appendix I to the Staff Regulations,1971, is one amongst several alternatives, viz. promotion, direct recruitment or transfer on
deputation. It is further laid down in some cases that the mode of recruitment will be decided by the Board of Directors on each occasion a vacancy arises. In some of the lower posts the percentages for direct recruitment and promotion have been laid down as under:

It has been revealed during discussion with a cross-section officers of the FCI indicates that the mode of recruitment is perhaps the greatest cause for resentment and demotivation amongst officers / staff who have been serving with the FCI since its inception.

A direct entry into various levels as well as the acceptance of the deputationists could have been valid when the FCI was established and for a few years thereafter. It is felt that it is no longer valid since the FCI, over the years, has created an officer cadre of its own which is capable of providing able and devoted officers from within itself to occupy higher posts. Further, such officers have an intimate knowledge of the working of the FCI and hence can look after its interests and improve its working. The present recruitment policy of the FCI has had the effect of inhibiting the development of a healthy culture and within the organisation.

-174-
The following suggestions are made in this regard

The deputationists are really the 'birds of passage' as far as FCI is concerned. Most of them are not specialists and their basic loyalty will remain towards their parent organisations / and not those of the FCI. Further, such officers who come into the organisation at higher level of management, i.e. Senior Regional Manager, Manager or Zonal Manager or Managing Director / Chairman, deprive FCI officers of promotion to these levels and thus affect their career progression. In the long term interest of developing a healthy and happy atmosphere in FCI, the import of 'generalist' administrators from the IAS or State Civil Service Cadres, the IA&AS and Railways must be progressively reduced and ultimately stopped.

Direct entry into the officer cadre must be restricted to only one point, i.e. at the level of Dy. Manager. Career planning, including training at various stages and varied employment based on a definite policy, will produce a 'rounded and effective FCI officer' when he comes up for selection to the level of Joint Manager. Direct entry at every level has the
effect of reducing the promotion prospects, both time-wise and percentage-wise, of officers who have grown up with the FCI and who have, thus, acquired an intimate knowledge of its working. Further, it is highly unlikely that people of quality and proven merit would be induced into the FCI by this method. If they had been of this calibre, there would have been no need for them to change their employers. "Stretching the oft-used excuse for adoption of such a policy as introduction of 'fresh blood' only 'bad blood', in several senses of expression, is introduced by this means.

Further, this policy is viewed with suspicion by the career employees of the FCI, since by this means, person in whom senior officers of the FCI are interested can be brought into the organisation, whether such suspicions are valid or not. This policy of multi-point recruitment is not a good policy and hence must be given up. Single point entry at the lowest of officer grades with due development and motivation would be far better. If any special expertise in a particular...
area of operation cannot be met either from 'in house' or of the few specialised deputationists, suitable persons can be employed on contract for specified period, such temporary posts should be outside the cadre and created by a decision of the Board of Directors.

On the basis of Lt.Genl.K.Balaram report on personnel Management policy of Food Corporation of India, the recommendations with regard to merger of cadres as well as suggestion made regarding the creation of three grades of Asstt.Managers should be accepted in toto. As per report of the committee, Food Corporation of India should have only three cadres.

i) General Management Cadre.

ii) Engineering Cadre

iii) Legal Cadre.

a) The annual intake into the General Management Cadre should consists of Entrants with different educational backgrounds.

b) Initial training as well as progressive, in service, refresher training should be so organised that entrants into the general management cadre
are made competent to be employed on different types of assignment i.e. Depot Management; Movement, Quality Control, Accounts and so on. The aim should be to create Depot and higher managers who are well versed and experienced in all the disciplines in the organisational structure of the Food Corporation of India except Engineering and Legal aspects.

C) Recruitment for specific employment in the current Miscellaneous cadre may be required, although these jobs will come under the General management Cadre.

The number of sanctioned posts and number of posts filled at various levels A.G.III to Asstt. Manager in the different cadres constitute the General Management Cadre. The surplus or deficiency can be desired on the basis of work load assessment and proper monitoring of the man power planning well in advance in order to meet the short fall of Human Resource. Recruitment into the 'Below Officer' cadre should also be made at one single point i.e. at the level of Asstt. Grade III. Induction of deputationists, transferees and direct entrants at higher level must be stopped as a matter of policy.

-178-
Recruitment with regard to class IV employees is concerned, there should be two areas require rationalisation. These concern firstly, the personnel employed in Depots in foodgrains handling work and secondly, the watch and ward personnel. The numbers authorised per depot would, obviously, depend on the size of the depot and their surplus number/deficiency should be monitored properly to meet with the actual requirement of watch and ward staff inorder to save the Extra financial burden for hiring the security guards from private security agencies.

COMPLEXITY OF THE FUNCTION OF RECRUITMENT IN FOOD CORPORATION OF INDIA

Increasing the selection ratio is not as easy as it seems to be. This is because of the hurdles created by the internal and external factors which influence an organisation. The first activity of recruitment i.e. searching for prospective employees is affected by many factors like:

i) Organisational policy regarding filling up of certain percentage of vacancies by internal candidates.

ii) Local candidates (sons of soil)

iii) Influence of trade unions.
iv) Government regulations regarding reservation of certain number of vacancies to candidates based on community/region/caste/sex/and

v) Influence or recommendations, nepotism etc. As such the management is not free to find out or develop the source of desirable candidates and alternatively it has to divert its energies for developing the source within the limits of those factors though it cannot find suitable candidates for the jobs. As per illustration Fig. 4.3

CHALLENGES TO THE RECRUITMENT FUNCTIONS

The other activity of recruitment is consequently affected by the internal factors such as.

i) Working conditions

ii) Promotional opportunities.

iii) Type and Extent of benefits.

iv) Salary levels

v) Prevailing personnel policies and practices.

vi) Image of the organisation.

vii) and above all the ability and skill of the management to stimulate the candidates.

It is also affected by the External factors like i) Personnel policies and practice of the
Fig 4.3

SEARCHING FOR PROSPECTIVE EMPLOYEES

GOVT. REGULATIONS RESERVATIONS

POLICY REGARDING INTERNAL CANDIDATES

RECOMMENDATIONS

POLICY REGARDING SONS OF SOIL

INFLUENCE OF TRADE UNIONS

STIMULATING AND PROSPECTIVE EMPLOYEES TO APPLY FOR JOB

WORKING CONDITIONS

ABILITY & SKILL TO STIMULATE

PROMOTIONAL OPPORTUNITIES

SALARY & BENEFITS

PERSONNEL POLICIES & PRACTICES IN COMPLETING ORGANISATION

IMAGE OF THE ORGANISATION

CAREER OPPORTUNITIES IN HUMAN RESOURCES MARKET

GOVT. REGULATIONS

SOURCES OF SUITABLE CONDITIONS
organisation regarding working condition, salary, benefits, promotional opportunities, employee relations etc. ii) Career opportunities in other organisations. viii) Government regulations.

The degree of complexity of recruitment can be minimised by formulating sound policies. The recruitment policy should comment itself to the organisation's personnel policy like enriching the human resources, motivating the employees through internal promotions, improving the employee loyalty to the organisation by absorbing the dependents of present/former employees.

SELECTION :

Organisations have always been interested in selecting the "right" person for a particular job, during the last two decades the selection process has been subjected to ever greater scrutiny. This increased interest is due in part to equal employment legislation and in part to the increased awareness of the employers of the utility and cost effectiveness of a well-planned and systematic selection process. Hence both society at large and employers have focused considerable attention

-182-
on the way employment decisions are made. Fig 4.4 illustrates the well planned and systematic selection process.

The purpose of any selection process is to discriminate (albeit fairly) among applicants. An organisation must be able to differentiate applicants who will perform well as employees from applicants who will not. Various means may be used to predict the likely job performance of applicants i.e. (Applications blanks, interviews, psychological tests) to determine the extent to which an applicant possesses the qualifications necessary to perform well on the job. Applicants particularly external applicants are to a great extent unknown quantities. Before a decision can be made as to their potential performance, more must be known about these job-related abilities, skills, knowledge, psychological and physical attributes. Although it is every bit as important to have complete information on internal applicants as it is an external applicants, organisation typically do not need to gather as much information on them because their history card with the organisation provides the considerable information. Whatever information is gathered by the employer is
THE SELECTION PROCESS
then used to differentiate applicants from one another. The employer will know which of the applicants has the highest measured or reported level of education, experience, intelligence, mechanical aptitude, or other job related attribute. Using that information, some estimate of likely job performance for each applicant can be made. Selection decisions are then based on these predictions. Although the figure indicates that the Internal and External applicant pools are combined for selection decision, some employers will continue to treat the two pools separately. This is usually done when an employer wishes to select internal applicants (if qualified) over External applicants.

Hence, the employer will not turn to the external applicant pool until all qualified internal applicants have been placed. No personnel function has attracted the outside attention of society and the courts more than the employee selection. Society's interest is in ensuring the fairness of the process. Organisational attention has focused on compliance with appropriate state and federal laws and the degree to which their selection decisions provide competent employees.

In short, the selection devices provide managers with the information that will help them to predict whether an applicant will prove to be a
successful job performer. The application blank is effective for acquiring hard biographical data; the weighted application can provide relevant information for predicting job success.

Traditional tests that assess intelligence, abilities, and personality traits can predict job proficiency but many suffer from being non-job related.

Performance simulation tests require the applicant to engage in specific behaviours that have been demonstrated to be job related. Work sampling and the assessment centre, which are performance stimulation, receive high marks for their predictive capability.

Interviews consistently achieve low marks for reliability and validity.

Realistic job preview reduce turnover by giving the applicant both favourable and unfavourable information about the job.

Background investigations are valuable when they verify hard data from the application; they offer little practical values as a predictive selection device. Physical examinations are valid when certain physical characteristics are required to be able to perform a job effectively.
In the hierarchical structure of the Food Corporation of India, the following grade of appointments are filled by a process of selection.

(a) Asstt. Managers (75% by selection and promotion from Asstt. Gr. I or equivalent).

b) Senior Assistant Manager (50% by selection and promotion from Assistant Managers). This grade currently stands abolished but would be re-introduced if the recommendations of Lt. Genl. K. Balram report on personnel policies is accepted by the management/Board of directors.

c) Deputy Manager (66.67% by Selection and promotion from Sr. Assistant Manager) as per staff Regulations 1971. Presently the promotion is made from Assistant Manager.

d) Senior Deputy Manager (100% by Selection and promotion from Deputy Manager). This grade will be introduced with the acceptance of recommendations of Lt. Genl. K. Balram report on personnel policies.

e) Joint Manager (66.67% by selection and promotion)
f) Manager and Equivalent (By Selection and promotion from joint manager).

g) Executive Director and Equivalent (By selection and promotion from manager).

The detail of current policy of Selection Board/Senior Selection Board, Promotion Board/Senior Promotion Board is appended below:

"HUNDRED AND FORTY SECOND MEETING - BOARD OF DIRECTORS - NEW DELHI
17 TH MARCH - 1982"

ITEM NO. 29 :

Constitution of Senior Promotion Board/Promotion Board and Senior Selection Board/Selection Board for filling up the vacancies of category I posts. Under Sec.14(4) of Food Corporation of India Act, 1964, the Board of Directors may constitute such other committees, whether consisting wholly of Director or wholly of other persons or partly of Directors and partly of other persons as it thinks fit, for such purpose as it may decide.

2) The present constitution of Senior Promotion Board/Promotion Board and Senior Selection Board/Selection Board for Cat.I posts as approved by the Board of Directors is as follows.
(A)

---

I. SENIOR PROMOTION BOARD := Cat.I post minimum of which starts at Rs.1300 or above. (Pre-revised)

1. Chairman of Corporation: Chairman of Board
2. F.A. and Jt.Secy (Food) Member
3. Managing Director - do-
4. Chief Commercial Manager - do-
5. Financial Adviser - do-
6. Personnel Manager Member Secretary

II. PROMOTION BOARD - CAT.I POSTS:

Min. of the scale of pay of which is less than Rs.1300=00 (Pre-revised)

1. Managing Director Chairman
2. Commercial Manager Member
3. Financial Adviser "
4. Senior Most Zonal Manager "
5. Personnel Manager Member Secretary

B

---

I. SENIOR SELECTION BOARD : CAT I special Posts Min of pay of Rs.1800/- or above. (Pre-revised)

1. Chairman of Corporation Chairman of Board
2. Addl. Secretary Member
3. Managing Director "

-189-
4. M.D.CWC

5. Personnel Manager Member Secretary.

II SELECTION BOARD CAT.I POSTS. Min of scale of pay of which is less than Rs. 1800/- (Pre-revised)

1. Managing Director Chairman of the Board

2. M.D.C.W.C Member

3. Chief Commercial Manager

4. Financial Adviser

5. One Zonal Manager

6. Personnel Manager Member Secy.

3. From the above it may be observed that the Financial Adviser of the corporation is not included in the Senior Selection Board for category I posts and posts with minimum of Rs.1800/- or above. In other words, posts at the level of Manager, Personnel Manager, Addl. FA are falling within the purview of the Senior Selection board.

4. As the Financial Adviser is included in the Senior Promotion Board / Promotion Board /Selection Board, we may include him in the Senior Selection Board, would help the committee in assessing the candidates at the time of selection from the angle of their suitability for posts connected with financial management.
5. The Board of Directors are, therefore, requested to approve the following:

"RESOLVED THAT" the proposal in para (4) of the Agenda for inclusion of the Financial Adviser of the Corporation on the Senior Selection Board be and is hereby approved." Sd/- (R.S. KHANNA) Chief Commercial Manager

The way of defining the charter may lead to anomalies as well as the need to re-issue this letter every time pay scales are revised. It is more anomalous to note that the Chairman of the FCI is the Chairman of a lower Board (Senior Promotion Board) whereas the Managing Director heads a higher level Board (Selection Board). This obviously needs correction. It would be appropriate to enunciate the charter in terms of specific appointments rather than start point of pay scales. Also the Boards could all be called "Selection Boards" with figure prefixes as under:

i) No. 1 Selection Board - Senior Assistant Manager to Deputy Manager

ii) No. 2 Selection Board - Senior Dy. Manager to Joint Manager (assuming regarding time scale promotions from Dy. Manager to Sr. Dy. Manager is accepted)

-191-
iii) No. 3 Selection Board - Joint Manager to Manager.
iv) No. 4 Selection Board - Manager to E.D., Chief, Senior or equivalent Manager.

The Chairman of the FCI should obviously head No. 3 and No. 4 Selection Boards. No. 4 Selection Board should consist entirely of the members of the Board of Directors.

It would also be necessary to issue a policy letter regarding Promotion Board No.1 and No. 2 which would be for 'selection of Asstt. Grade I or equivalent for the appointment of Assistant Manager and for the selection of Assistant Manager for the appointment of Senior Assistant Manager.

The Financial Adviser and the Chief of the Project Implementation Division must be member of No. 1, 2, 3 and 4 Selection Board when officers of the Accounts cadre and Engineering cadre respectively are being considered by these Boards. Their contribution to the inter-se technical competence of the candidates being considered would be valuable inputs to the selection process. This idea should be extended to Promotion Boards No. 1 and 2 held at Zonal Offices.
Next aspect that merits attention is the rule position regarding the field of choice of candidates and the size and validity of 'select panels' in respect of promotions. These are enunciated in circular No. 3-6/71.EP of 23 Sept. 1971 and No. 3-2/75-EP of 22nd March, 1976. The circular of 1971 lays down the field of choice as 5 times the number of vacancies anticipated in a year irrespective of the number of vacancies whereas the circular of 1976, the field of choice is made variable dependent on the number of vacancies. The amendment made in this regard in 1976 to the original policy of 1971 is definitely a retrograde and unfair step. Whatever the correctness or otherwise of the method of laying down the field of choice. In accordance with the revised policy of 1976, in effect, Selection is easier during the years when a large number of vacancies is anticipated than during the years when smaller number of vacancies is expected. This obviously is patently unfair and is not likely to withstand the scrutiny of law. Every employee must get the same chance of being selected. The method of specifying the field of choice in terms of so many times the number of likely vacancies itself is very questionable since the annual intakes have not been in vogue. Instead of this system
where the vagueness of chance operates to greater degree for or against an employee a different system is suggested for considerations by the Board of Directors.

**THE FUNDAMENTALS OF THE SYSTEM ARE AS UNDER**

a) All the employees of the seniority of a particular calendar year will constitute a 'Batch'.

b) Every person will be considered for promotion three times, i.e. an initial look, a first review and second review. The first review will be carried out one year after the initial look and the second review one year after the first review. Each review must have an extra appraisal report. The second review will be the last consideration a person gets for selection.

c) Selection Board and Promotion Boards will be held once a year, irrespective of the occurrence of vacancies. In each year, three batches, i.e. first look, first review and second review cases will be considered together to evolve select panels. Thus, qualitative differences between the batches will not affect the selection of a person. Further, the age specification for eligibility as defined in the Staff Regulations must be removed. This condition associated
with the existing method of making out the field of choice may prevent a person from being considered for promotion at all.

The current policy envisages "selection by Merit and Promotion by Seniority" and that three different merit lists are made of those considered fit for promotion viz. 'outstanding, 'Very Good' "Good" but not altering the inter-se seniority of those placed in each group or merit list. This is a good method but whether it is worthwhile making out three lists of selectees, besides those rejected, deserves consideration. It may be better to make only two lists - "Fit for Out of Turn Promotion" and "Fit for in turn promotion" and Fit for inturn promotion Lists, besides those considered unfit. Interse-seniorities may be retained in each list.

It would be good policy to restrict the number of selectees to about the number of vacancies plus 10% to cater for casual (other than retirement) wastages. Thus, the select panels would last only from one annual selection Board to the next must exist. Those that were not promoted during the year must be considered afresh along with the batches that are considered as review cases and if selected and

-195-
promoted would lose one year of seniority when coming up for the next promotion. Further to ensure that "High Flier" are not denied opportunity, a first review selectee must lose seniority by one year and a second review selectee by two years.

At present only two criteria are being used in the selection process, viz the eligibility criterion as defined in the staff Regulations i.e. age and minimum service in the appointment, and assessment of potential and demonstrated performance in the annual appraisal reports. The eligibility criterion is such that a person does not even come up for consideration unless he meets these. Therefore, it could be said that the selection process is entirely dependent on the quality of Confidential Reports. With the best of intentions and instructions on the subject, confidential reports are likely to be fairly subjective. Therefore, it is necessary to include certain safeguards.

Tenure in appointments must be specified. A tenure should be less than two years and not more than three years. This would ensure that two or more superior officers report on a person.

b) At each level in the hierarchy except the highest, key appointments must be identified and it
must be ensured that every person gets assigned to one of them for at least one tenure and his performance assessed. These reports could have 33% to 50% extra weightage at selection boards.

c) Basic educational qualifications, qualifications acquired in service, courses done and performance on these, tours or special assignments within the country and abroad must all be given adequate weightage during the selection process.

d) Violation of conduct and disciplinary rules must be taken cognisance of the properly weighted negative marks must be given dependent on the gravity of the offences. Moral turpitude must be a bar to further promotions. The period of time that must elapse from the time a censure is administered to be considered for promotion must also be specified.

e) Certain weightage must be given to the comments by the Reviewing officers and countersigning officers. If this has to be meaningful, the parts of the Appraisal Report forms to be filled up by them have to be made slightly more elaborate. The present Performance Appraisal Report does not cover all contingencies and hence three types of reports viz. normal Annual Performance Appraisal Report to cover the specified period of review, say 1st Jan to 31st Dec of any year.
i) **Annual Report**

The period of review should be one year and specified clearly. It would be a good policy to lay down the period of review in a staggered manner i.e. for certain level of posts 1st Jan to 31st Dec. for certain others, 1st April to 31st March, for others 1st July to 30th June or 1st Oct to 30th Sept. This would avoid overloading reporting and reviewing officers with PAR at certain periods in the year.

ii) **Interim Reports.**

If an assessee is posted out after six months or more during the assessment period, the reporting officer should initiate an interim report on him. Also when a reporting officer is posted away, he should initiate interim reports on all personnel who have completed six months or more of the assessment period under him.

iii) **Special reports**

These should cover three contingencies:

i) Reporting to adverse performance. This must be preceded by a warning period of three months to give an employee a chance to improve.
initiation, the assessee must be moved under a fresh reporting officer and kept under observation for a period of six months. At the end of this period a second special Report must be initiated. If this is satisfactory, he will be retained in service and cleared of the adverse report. If this report is also unsatisfactory, his services should be terminated under the provision of Rule 19, Staff Regulations, 1971.

iv) Reporting of exceptionally good performance. These, though rare in occurrence, should contain specific recommendation for out of turn, immediate advancement, extra increment in the pay scale or other form of reward to work as an incentive.

v) Special Reports: When called for by the Zonal Manager or the Chairman, Food Corporation of India. Their will be required when the information to be placed before a selection or promotion Board is inadequate, particularly in regard to review cases.

-199-