Chapter 5
PROMOTION – INDIRECT RECRUITMENT IN SOUTH CENTRAL RAILWAY

One of the most important morale boosting factors to maintain efficiency in Indian Railways is providing adequate promotional prospects to its employees. It enables to secure able and experienced persons in the organisation. Thus, the right promotion at the right time is an essential part of the process of developing the full talents of men and women in the service\(^1\). Adequate promotional aspects are of great importance particularly in a public utility undertaking like Indian Railways.

The promotional policy is an important factor in Human Resource Management which provides job satisfaction to the personnel working in any organisation.

It is not enough by having framed and implemented an effective human resource planning and providing an effective training and development programme but it should also be followed by a clear cut promotional policy for the organisation at various levels. Indian Railways being one of the biggest organisation in Public Sector with a personnel strength of 15.78 lakhs has remained as a model employer in framing and implementing the promotional policies required under Human Resource Management.
As stated earlier, in Indian Railways, there are four categories of employees i.e., group A, B, C and D, and of these Group A cadre employees are all direct recruits by UPSC. All substantive promotion of Railway Service Group-A are made by the President and no officer is eligible for promotion to and within the service unless the Government is satisfied that such Officer is suitable for promotion in all respects\(^2\). Under Indian Railways promotional policy Group A Officers are placed as Assistant Officers viz., APO, AEN, AOM, AMO, AAO etc., in the respective functional areas, after having completed foundation and induction training. After completion of four successful years of service, they are eligible to be promoted to senior scale officer who may be in the functional areas viz., DOM, DPO, DEN etc. The Senior Scale Officer after completion of 4 successful years of service will be eligible for Junior Administrative grade viz., Senior DPO, Senior DME, Senior DAO or Deputy COM, Deputy CPO in the headquarter. Similarly, such above cadre people after completion of six successful years of service, they will be eligible for selection grade. It is very clear that the group A officer will reach this grade after 14 years of service, thereafter they will be eligible for SAG, which will be under the purview of the Railway Board. Thus, the channel of promotion in the case of group A officer is crystal clear and time bound. However, the confidential reports do have the weight in the promotional channel.
PROMOTION FROM GROUP ‘B’ TO ‘A’:

Appointments to the posts in junior scale shall be made by selection on merit from amongst Group ‘B’ officers of the department concerned with not less than three years of non-fortuitous service in the grade. In the case of promotion from junior scale to senior scale the appointment to the posts in the senior scale shall be made by promotion in order to seniority, subject to rejection of the unfit, of officers with ordinarily not less than 4 years service in the junior scale.

PROMOTION FROM SENIOR SCALE TO HIGHER GRADE POSTS:

Promotion to the Administrative Grade are depending on occurrence of vacancies and are made wholly by selection; mere seniority does not confer any claim for such promotion. Appointments to the posts in the Junior Administrative Grade shall be made by selection on merit from amongst the officers ordinarily with not less than 8 years’ service. In cases where officers with the minimum length of service are not available and it is necessary to fill up the post, promotion may be made on ad-hoc basis of officers with 6 years service in which case the pay of officers will not be regulated under the normal rules but they shall be paid special pay over their pay in senior scale.
PROMOTION OF J.A. GRADE TO SELECTION GRADE:

No member of service will be eligible for appointment to the selection grade 4500-7000 until he has entered the fourteenth year of service on the 1st July of the year calculated from the year following the year of examination on the basis of which the member was recruited. Appointment to Selection Grade shall be made by Railway Board who would issue promotion orders in this regard. The General Manager will have no powers to promote officers to Selection Grade even in ad-hoc capacity.

Appointments to Senior Administrative Grade shall be made on merit by selection approved by Railway Board and the Minister. The Departmental Promotions Committee for the purposes of promotion from Senior Scale and above to higher grade posts shall consist of Chairman, Railway Board, Financial Commissioner, and three other members of Railway Board.

PROMOTION TO GROUP ‘B’ POSTS:

All vacancies in Group ‘B’ are filled by promotion on the basis of selection of eligible Group ‘C’ employees and also on the basis of Limited Departmental Competitive Examination, wherever the scheme is in force. Where the scheme of Limited Departmental Competitive Examination is in force, the selection is held to fill 70% of the vacancies in normal course and LDCE is
held to fill the remaining 30% of the vacancies. Frequency of selection for appointment to Group ‘B’ should be held once in two years. Where due to unforeseen developments, such as creation of new posts, upgradation, the panel already drawn exhausted and the biennial selection is away by more than six months a fresh selection may be held.

Selection Committee shall be constituted under the order of General Manager and Committee should consist of three Heads of Department including Chief Personnel Officer and the Head of Department concerned. The Senior Deputy General Manager or the Ad. Chief Vigilance Officer should be nominated to serve on the Committee. If none of the officers constituting Selection Committee belongs to either Scheduled Caste or the Scheduled Tribe holding rank not lower than the Junior Administrative Grade may be nominated.

**ASSESSMENT OF VACANCIES:**

Assessment of vacancies is made on the basis of vacancies for two years and to the vacancies so assessed an addition of 30% of the cadre including construction reserve should be made and for the total number of vacancies so determined the panel should be drawn. Additional 30% of the cadre should be based only on the cadre of Group ‘B’ and junior scale posts or the average of the number of officers sent on deputation and for training both
from Group ‘B’ and senior scale during a period of two years preceding the selection, whichever is greater.

ELIGIBILITY:

For the selection all Group ‘C’ employees working in the grade the minimum of which is Rs.1400 in the revised scale and in the highest Group ‘C’ grades on a regular basis who have rendered not less than three years of non-fortuitous service in the grade and have reached the stage of Rs.1640 are eligible. In case a junior employee is considered by his having satisfying the relevant minimum service condition all persons senior to him shall be eligible irrespective of the position that they do not fulfill the requisite service.

For the posts of Assistant Personnel Officer only those employees who have put in three years non-fortuitous service in the grade Rs.1600-2600 and above are eligible for selection against 70% of vacancies of APOs. 5

The number of employees to be called for selection will be in accordance with the sliding scale in order of seniority as under:

1. Vacancy - 5 employees,
2. vacancies - 8 employees,
3. vacancies - 10 employees, and
4. vacancies and above – employees equal to 3 times of vacancies.

For the employees from different streams, their integrated seniority for the purpose of selection should be determined on the basis of total length of non-fortuitous service rendered in grade Rs. 2000-3200 (RS.) i.e., date of appointment in that grade.

If adequate number of SCs/STs are not available within the field so determined for consideration against reserved vacancies, the field should be extended to five times the number of vacancies and only those SCs/STs coming in the extended field (not the others) should be considered. In case of selection of Assistant Personnel Officer, all employees who are eligible and who volunteer for the selection should be considered, without any limitation of number.

PROCEDURE:

The selection is based on a written test to adjudge the professional ability, viva-voce and assessment of records by the Selection Committee. The marks allotted and qualifying marks under the different heads are given below:
ALLOCATION OF MARKS FOR PROMOTION PURPOSE

<table>
<thead>
<tr>
<th>HEADS</th>
<th>MAX. MARKS</th>
<th>QUALIFYING MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Professional Ability</td>
<td>50</td>
<td>30</td>
</tr>
<tr>
<td>2. Personality, Address, Leadership &amp; Academic technical qualification</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>3. Record of Service</td>
<td>25</td>
<td>15</td>
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<tr>
<td></td>
<td>100</td>
<td>60</td>
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In respect of Accounts department the marks allotted and qualifying marks are as under.

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<thead>
<tr>
<th>HEADS</th>
<th>MAX. MARKS</th>
<th>QUALIFYING MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Professional ability</td>
<td>25</td>
<td>30</td>
</tr>
<tr>
<td>Written test</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Viva Voce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Record of Service</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>2. Personality, Address, Leadership &amp; Academic qualification</td>
<td>25</td>
<td>15</td>
</tr>
</tbody>
</table>

|                                                | 100        | 60               |


The successful candidates shall be arranged as under:

1. Those securing 80% marks and above as = 'Outstanding'

2. Those securing between 60% marks and
   79% marks as = 'Good'

Employees securing 'Outstanding' will be placed on the top followed by those securing 'Good', inter se seniority within each group being maintained.

The recommendation of Selection Committee should be sent up to the General Manager for approval. If he does not approve he will record his reasons in
writing and order for fresh selection. Once the panel is approved, no amendment or alteration in the panel should be made except with the prior approval of Railway Board. The Currency of panel shall be current for the period of two years from the date of approval of competent authority or till fresh panel is made, whichever is earlier.

In cases where the employees are eligible to selection are abroad on deputation/secondment and are not likely to return in a few months time, the selection held in their absence should be finalised without waiting for their return. On their return they should be called for the first selection held thereafter and on the basis of their performance in the selection they should be considered for proforma inclusion in the panel framed during their absence abroad. Such employees shall not be entitled for the payment of any arrears of pay in Group 'B' and the entitlement would be from the date of his actual officiating. Enlargement of such panel requires approval of Railway Board.

Employees selected for promotion to Group 'B' either on regular or on ad hoc basis should obtain medical fitness certificate to the particular category of the posts to which the promotion is made. Relaxation in medical standard who have exceptional qualification and whose services in Group ‘B’ cadre will be beneficial to Railway Administration will require the approval of Railway Board only.
SUPPLEMENTARY SELECTION:

No more than one supplementary selection should be held to cater the absentees. While holding the supplementary selection all care and caution should be exercised to ensure that the employees who did not avail of the main selection are provided the opportunity at the Supplementary Selection.

In the event of an empanelled officer not being available due to the absence of a penal, ad hoc promotion of an eligible Group 'C' employee may be subject to his suitability being assessed by a screening committee of HOD concerned, the CPO and an officer of appropriate rank belonging to SC/ST from the department.

LIMITED DEPARTMENTAL COMPETITIVE EXAMINATION:

Competitive Examination to fill up 25% [increased to 30% w.e.f. 3.11.1992] of vacancies in all departments except Medical and Security departments, will be held in the same year in which normal selection of 75% (reduced to 70% w.e.f., 3.11.1992) of vacancies is made.

The employee holding posts in grade the minimum of which is Rs.1400 or in higher Group 'C' grades, with five years non-fortuitous service in the grades will be eligible. For Accounts Department the employees should have qualified Appendix III. An examination and hold the post of SO/TIA/ISA in scale
Rs. 1640-2900 or sub-head in scale Rs.1400-2600 on regular basis for a period of five years.

All eligible candidates will be allowed to appear for any number of chances and the rules of reservation of vacancies for SC/ST will apply.

The subjects for the written examination and the marks to be allotted for the written examination, viva voce and record of service are given below:

**ALLOCATION OF MARKS IN WRITTEN TEST**

<table>
<thead>
<tr>
<th>PRESCRIBED PAPERS FOR WRITTEN TEST</th>
<th>MARKS</th>
<th>QUALIFYING MARKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Paper I (Professional subjects and General Knowledge)</td>
<td>150</td>
<td>90</td>
</tr>
<tr>
<td>Professional Paper II (Professional subjects and Establishment &amp; Financial Rules)</td>
<td>150</td>
<td>90</td>
</tr>
</tbody>
</table>

**Notes:**
1. Out of 150 marks the questions relating to professional subject will carry at least 100 marks in each paper.
2. In case of Accounts Department paper one will cover General Knowledge and English and Subjects of Paper II(A) circulated under Board Orders dated 3.8.1977 and Paper II will cover the subjects of papers II (B) and III of letter dated 3.8.1977 and 9.9.1978.
The subject-wise distribution of marks will be as under:

**Paper I** –

Part I  General Knowledge and English Language  50
Part II General Principles of Accounting and  
Audit with reference to Railways  50
Part III Books and Budget including Traffic Book  50

**Paper II** –

Part I  Traffic Accounts and, Statistics  50
Part II Establishment  50

OR

Part I  General Expenditure  
Part II Workshop and Stores  
Part III Financial justification for Expenditure  
Traffic Costing and Management Accounting  50

In case of Production Units, Part I and II of Paper II will be as under:

Part I  General Expenditure Accounts  
Part II Establishment  

OR

Part I  Workshop Accounts  
Part II Stores Accounts
1. Viva Voce  25  \}  30 marks including atleast 15 marks
2. Record of Service  25  \}  in record of service.

NOTE: The Viva voce test in case of 70% and 30% examination will be
Subject to their passing Medical examination prescribed for each
Category.  

In order to qualify, a candidate must obtain a minimum of 60%
marks in each of the subject of written examination, in record of service and in
viva voce separately. For SC/ST candidates in non-safety categories in non-
professional subject will be 3/5th of the prescribed qualifying marks and where
safety aspect is involved the qualifying marks for candidates belonging to SC/ST
would be as under:

(i) 60% marks in professional ability as in case of others.
(ii) 60% marks in 'aggregate (excluding seniority)' as against 60%
marks in aggregate (including seniority) for others', i.e., the SC and
ST would be required to get at least 51 marks, i.e., 60% of 85
marks (Total 100-15 marks of seniority) to be eligible for
empanelment. 

POWERS OF GENERAL MANAGERS IN MAKING OFFICIATING
PROMOTIONS:

The General Manager has powers to make officiating promotions as given
below:
(a) Group 'C' Railway servant to officiate in Group 'B' cadre.

(b) Group 'B' officer to officiate in Group 'A' on ad hoc basis for a continuous period not exceeding one year on each occasion when circumstances warrant such course except to the posts of Security Officer, Law Officer, Hindi Officer, Public Relations Officer and Superintendent of Printing and Stationary.

(c) An Officer in Junior Scale Group 'A' to officiate in Senior Scale, provided that such officer who has not passed the efficiency bar may be so appointed only, if –

(i) an officer who has passed the efficiency bar is not available; or

(ii) the vacancy is not expected to exceed three months.

(d) A Senior Scale Officer to officiate in Jr. Administrative posts –

Provided that such appointments are made on ad hoc basis up to two vacancies of 46 days each or one vacancy not exceeding 90 days; and

Provided that if the officer is promoted to this grade for the first time it shall require the approval of the Ministry of Railways.

(e) Except for the first time, a Group 'A' Officer to officiate as DRM or ADRM or AHOD.
PROMOTION OF GROUP ‘C’ STAFF:

For the purpose of promotion and placement the Group ‘C’ posts are classified into Non-Selection and Selection. Non-Selection Posts are those posts which have not been declared as ‘Selection Posts’.

‘Selection Posts’ are posts, grades or classes which have been declared as such by Railway Board and to which promotions are made on the basis of a positive act of selection as per procedure in force for filling up the selection posts.

The posts are declared as ‘selection’ or ‘non-selection’ for the purpose of promotion by the Railway Board depending upon the requirement of service. A Railway Servant may be promoted to fill any post whether a selection post or non-selection post only if he is considered fit to perform the duties attached to post.

NON-SELECTION POSTS:

Such posts will be filled by the promotion of the senior-most suitable Railway servant. Suitability whether an individual or a group of Railway servants being determined by the authority competent to fill the posts on the basis of the record of service and/or departmental test if necessary.
For promotion to non-selection posts, the following principles should be adopted:

(a) Staff in the immediate lower grade with a minimum of two years service in that grade will only be eligible for promotion. The service for this purposes includes service, if any rendered on ad hoc posts followed by regular service without any break. The condition of two years service should fulfilled at the time of actual promotion and not necessarily at the stage of consideration.

(b) The number of eligible staff called for consideration should be equal to the number of vacancies plus those anticipated during the next one year due to normal wastage, i.e., retirement etc., likely acceptance of request for voluntary retirement, staff approved to go on deputation to other units, staff already empanelled for ex-cadre posts, creation of additional posts already sanctioned by competent authority and staff likely to go out on transfer to other Railways.

(c) Where non-selection posts are filled from different categories of staff, no hard and fast limits need be prescribed as to the number of candidates to be admitted from each eligible category. In cases where posts are to be filled on the quota basis it should be ensured that each category is adequately represented within the overall number of candidates called up. Employees passing the suitability test should only be placed on select list. Staff not qualifying in the test should not be taken merely to make up the quota fixed.
(d) An employee who has passed a suitability test once need not be called for the test again and should be eligible for promotion as and when vacancy arises.

(e) A suitability test should be held at the interval which should not be less than six months. All the eligible candidates as per their seniority including those who failed at the last test should be called for. The period of six months is reckoned from the date of announcement of the result.

(f) If an employee fails in a suitability test but is called up again, a suitability test after a time lag of six months and he passes the same, he should be given preference over his junior who had passed the suitability test earlier than him but is still waiting to be promoted for want of vacancy.

(g) If a Railway servant belonging to SC/ST is promoted to an immediate higher post/grade against a reserved vacancy earlier than his senior General/OBC Railway servant will regain his seniority over such earlier promoted Railway servant belonging to SC/ST in the immediate higher post/grade. This will, however, be subject to the condition that in respect of Selection post the over-riding in an earlier panel will rank senior to a Railway servant borne to a later panel will be observed\textsuperscript{12}.\textsuperscript{212}
SELECTION POSTS:

Selection posts shall be filled by a positive act of selection made with the help of Selection Boards from amongst the staff eligible for selection. The positive act of selection may consist of written test and/or viva-voce test; in every case viva voce being a must.

ELIGIBILITY:

The staff in the immediate lower grade with a minimum of two years service in that grade will only be eligible for promotion. The service for this purpose will include service, if any, rendered on ad hoc basis followed by regular service without break. The condition of two years service should stand fulfilled at the time of actual promotion and not necessarily at the stage of consideration.

In respect of categories of posts e.g., Inter Apprentices, Law Assistants, Welfare Inspectors, Vigilance Inspectors, etc. for which the mean of filling up the vacancies has been laid down by the Railway Board, permitting staff with prescribed qualifications and length of service requirement even from grades below the immediate lower grade the said instructions may continue to be followed notwithstanding the instructions regarding two years rule in the immediate lower grade.

In respect of general selection posts i.e., those outside the normal channel of promotion and which are filled from staff of different
departments/categories, all eligible volunteering employees irrespective of departments in which they may be working should be called for consideration for selection without restricting the number.

The selection for promotion to a selection post shall be made on the basis primarily of merits\(^{13}\).

Eligible staff up to three times the number of staff to be empanelled will be called for written or viva voce test. If it is desirable to hold written test as a part of selection in respect of all initial selection grade posts in the different channel of promotion, but in every case a viva voce test shall be held. The staff employed against fortuitous short time or stop gap promotion to the immediate lower grade in the manner otherwise than in accordance with the regular approved method of promotion will not be eligible for consideration\(^{14}\).

**CALENDER OF SELECTION**:

Board have noticed that inspite of various instructions, the selections are not held at regular intervals. To avoid delay and irregularities in selection, Board desire that a calendar of selection should be drawn up and maintained by Zonal Headquarters, Divisions and extra-Divisional offices like Workshops, for conducting selections for various grades, to ensure better compliance of the various instructions issued\(^{15}\).
ASSESSMENT OF VACANCIES:

The assessment of vacancies for selection posts within a cadre will include the existing vacancies and those anticipated during the course of the next 15 months. All the vacancies, if any, existing and reported upon by a Construction Organisation including Railway Electrification and other projects should also be taken into account.

For promotion to non-selection posts through suitability test, the vacancies are to be calculated on the basis of existing vacancies plus anticipated during the next six months and for Trade Test status-quo shall be maintained.

SELECTION BOARDS:

Selection Boards shall be constituted for the purpose of making recommendations to the competent authority in respect of Railway employees considered by it as suitable for filling a selection post and it may be constituted under the orders of General Manager or Head of Department or other competent authority, not lower than Divisional Railway Manager.

Selection Boards shall consist of not less than three officers, one of whom should be Personnel Officer and one of member should be from Department other than that for which selection is held. The presence of a
Personnel Officer in the Selection Boards along with two officers from the Department for which Selection is held would meet the requirement of an officer being from a Department other than that for which selection is held. For selection post in the scale of Rs.1600-2660/5000-8000 (RSRP) and above, the Selection Boards will consist of officer of Junior administrative rank, for others not lower than senior scale.

In partial modification of the instruction contained in letter of 29.8.1988, Railway Boards have considered than in future in the case of selection to the posts in grade Rs.1600-2660 and above in the Personnel Department, one of the member of the Selection Board should be a JA Grade Officer of the Personnel Department. Where there is no JA Grade Officer in the Personnel Department of a Division and the post is divisionally controlled, in addition to the senior scale Personnel Officer of that Division, a JA Grade Officer of Personnel Department of the adjoining Division or of the Headquarters, may be included in Selection Board18.

Every effort should be made to include a SC/ST officer on the Selection Boards whether of same department, if available or from the other department19.

The above decision will equally apply to recruitments to Group ‘C’ and ‘D’ posts to be done by the Zonal Railways/Production Units20.
Selection should be made primarily on the basis of overall merit, but for the guidance of Selection Board, the Railway Board have prescribed the following factors to be taken into account while conducting selections.

**FACTORS CONSIDERED FOR SELECTION**

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<tr>
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</tr>
</thead>
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<tr>
<td>2. Personality, Address, Leadership and academic/technical qualification</td>
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<td></td>
</tr>
<tr>
<td>3. A record of service</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>4. Seniority</td>
<td>15</td>
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**Notes**

(i) The assessment under item personality etc, shall be made on the basis Of entries in the confidential Report.

(ii) The item record of service should also take into consideration the performances of the employees in essential Training Schools/Institutes apart from the examining Confidential Reports and other relevant records.

Candidates must obtain a minimum of 30 marks in professional ability and 60% marks of the aggregate for being placed on the panel. Where both written and oral tests are held for adjudging the professional ability, the written test should not be less than 35 marks and the candidates must secure 60% marks in written test for the purpose of being called in viva voce test.

The assessment for promotion to selection posts under the heading Personality, Address, Leadership and Academic/Technical qualifications should
be based on the assessment already available in the Confidential Reports of the concerned employee, wherever maintained\textsuperscript{21}.

The names of selected candidates should be arranged in order to seniority but those securing a total of more than 80% marks will be classified as ‘Outstanding’ and placed in the panel appropriately in order of their seniority allowing them to supersede not more than 50% of the total field of eligibility.

**CURRENCY OF PANEL:**

Panel drawn by Selection Board and approved by the competent authority shall be current for the period of two years from the date of approval by the competent authority or till these are exhausted, whichever is earlier.

**ERRONEOUS PROMOTIONS:**

Sometimes due to administrative error, staff are over-looked for promotion to higher grades. This could be either on account of wrong assignment of relative seniority of the eligible staff or full facts not being placed before the Selection Board which could be of two types:

(a) where a person has not been promoted at all because of administrative error; and
(b) where a person has been promoted but not on the date from which he would have been promoted but for the administrative effort.

Each such case should be dealt with on merits. Staff who have not been promoted on administrative error, should, on promotion, be assigned correct seniority vis-à-vis their juniors already working, irrespective of the date of promotion.

REFUSAL OF PROMOTION (For Selection and non-selection posts).

The employee refusing promotion expressly or otherwise (i.e., that he does not give in writing his refusal but also does not join the post for which selected) is debarred for the period of one year for promotion but he is allowed to be retained at the same station in the same post. Promotion after one year will be, subject to continued validity of the panel in which he is borne otherwise he shall have to appear again in the selection.

At the end of one year if the employee again refuses promotion at the out-station, his name may be deleted from the panel (deletion being automatic) and no approval from any authority is necessary. In such cases administration may transfer him outstation in the same grade.
PROMOTIONAL COURSES:

Railway may prescribe requisite promotional courses passing of which should be pre-condition for further promotion to a grade in a cadre. The employees may be relieved immediately when they are booked for such courses, as no exemption should be given from passing a prescribed promotional course. For such courses the employee is allowed to avail three chances to pass the course at the cost of administration and more chances if allowed, would be at the cost of the employee\textsuperscript{22}.

PROMOTION TO GROUP ‘D’ POSTS:

Group ‘D’ staff should be promoted to certain categories of Group ‘C’ on the basis of selection, having written test and viva-voce. The staff having three years of Railway service would be eligible to appear in the examination provided they fulfil other conditions. Group ‘D’ staff who have rendered service as a project labour before absorbing in Group ‘D’, service rendered as project labour is counted in reckoning three years.

The three years service required for earning eligibility to appear in departmental examination of Group ‘D’ employees to Group ‘C’ shall be computed on 31\textsuperscript{st} December of the previous year, for any selection held during the following calendar year\textsuperscript{23}. 

\textsuperscript{22}
AD HOC PROMOTION:

Ad hoc promotion should be avoided as far as possible both in selection and non-selection posts, and where they found inescapable and have to be made in the exigency of service, they should be resorted to only sparingly and only for short duration of 3 to 4 months. The ad hoc promotion should be ordered only from amongst senior most suitable staff. As a rule junior should not be promoted ignoring the senior.

In the case of SC/ST candidates, who secure a minimum 20% of total marks in the written test, viva-voce and record of service etc., should be considered for ad hoc promotion, for in-service training on the basis of "best amongst failed candidates"\(^{24}\).

IN SITU PROMOTION SCHEME – (CAREER ADVANCEMENT OF GROUP ‘C’ & ‘D’): \(^{25}\)

1. As a result of the recommendations of the Fourth Pay Commission, Selection Grades in the Group ‘C’ and ‘D’ have been abolished and a Scheme to ensure atleast one promotion in the service career to each Group ‘C’ and ‘D’ employees was introduced and is known as “In situ Promotion Scheme.”

The Scheme is applicable to the employees:

(i) Who are directly recruited to a Group ‘C’ or a Group ‘D’ post.
(ii) Whose pay on appointment to such a post is fixed at the minimum of the scale, and

(iii) Who have not been promoted on regular basis even after one year on reaching the maximum of the scale of such post.

The Scheme carries the following basic features:

(a) Group 'C' and 'D' employees who fulfil the conditions mentioned at (i), (ii) and (iii) above will be considered for promotion in situ to the next higher scale;

(b) Promotion in situ will be allowed after following due process of promotion with reference to seniority-cum-suitability;

(c) The employees will get promotion in situ to the next higher scale available to them in the normal line/hierarchy of promotion.

(d) Employees given promotion in situ will continue to be borne on the seniority list of the lower cadre/post and will be considered for functional promotion against available vacancies as per provision of the Recruitment and Promotion Rules.

CONCLUSION:

Promotion policy is one of the most important and essential part of Human Resource Management of Indian Railways. After having served a requisite period in the organisation, every employee wishes to improve upward in the ladder of hierarchy. In Indian Railways as well as in South Central Railway,
the promotion policies are followed as per the directions and instructions of Railway Board. The present study reveals that the Railway Board is equally bestowing attention and taking necessary steps to effect promotions to all those who are qualified. It has been adopting a calendar of schedule to conduct necessary tests for promotions for various categories of employees working in Indian Railways. Wide range of circulars and adequate Board resolutions are made to instinct and guide the recruiting authorities to follow scrupulously in undertaking promotions. All categories of employees both on merit and humanitarianism are considered for promotion. This kind of promotion policy adopted in Indian Railways as well as South Central Railway yield good results and boosted morale in the organisation.
REFERENCES

2) Railway Establishment Rules, 1999, p.91.
9) Railway Board's Resolution No. 90 E(SCT)1/25/3, dated 3.9.1990 and
11) Railway Board's Resolution No. E(NG)1-76-PM/21, dt. 2.2.1983,
    Railway Board's Resolution No. E(NG)88/PM/7/16/JCM/DC, dt. 17.7.1989.
18) Railway Board's Resolution No. E(NG)1-87/PMI/6, dt. 15.11.1989.
22) Railway Board's Resolution No. E(NG) 1/76/PM 1/219, dt.31.5.1977.

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