

CHAPTER - IV

P R O M O T I O N

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Promotion is an integral part of personnel administration. Recruitment and retention of well-educated ambitious, capable and talented persons in an organization depends to a great extent on the conditions of service, e.g., pay scales and promotion. In fact, adequate inbuilt promotional opportunities help to a great extent in achieving this aspect. Once an employee has been confirmed in his position after entry into the service, he normally thinks about the possibilities for promotion. It keeps the employees contented, disciplined, efficient and helps in retaining men of potential ability in service. A proper promotion system is essential to keep up the morale of the employees. It serves as a source of inspiration for hard work among employees. The prospecting candidates for a job depends to a great extent upon the promotional opportunities available in an organization as no qualified and experienced person would join any service and stick to it if the chances of promotion in the service are bleak. The psychological aspects of the promotion system are not less important than financial incentives. Considering this fact, the Fulton Committee observed that "the right promotion at the right time is an

essential part of the process of developing to the full talent of men and women in the service".¹

So, the need for a sound promotion system is undisputable for an administrative organisation. Emphasising upon a sound promotion system it is observed that "a sound policy of promotion fosters a feeling of belongingness in the personnel, contributes to a measure of continuity in policies and practices and leads to building up of tradition and conventions".² In other words a good promotion system is useful to the employee individually as well as to the administration as a whole. If the promotion is not effected judiciously, there is a danger that would "breed discontent, Diminution of incentive, and general impairment of morale".³ This will ultimately affect the efficiency of the organisation.

Meaning of Promotion :

The concept of 'Promotion' means moving up of an employee from a given position in the hierarchy to a new and

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1. U.K.Fulton Committee, "The Civil Service" Omnd, 3688, (London, HMSO, 1968), P.40.
 2. Avasthi, A. & Maheshwari, S., Public Administration, Ninth Revised & Enlarged Edition, Lakshmi Narain Agarwal, Agra, 1978, P.297.
 - ✓3. Mayers, Lewis, "The Federal Service - A study of the System Personnel Administration of the United States Government", Institute for Government Research Studies in Administration, P.274.

higher position usually involving at least some new duties and responsibilities. In other words, it is a periodic upgradation through the hierarchy and is usually associated with the assignment of an individual to a position of more responsibility or to one that which requires further application of particular education and experience. According to L.D. White promotion "means an appointment from a given position of higher grade, involving a change of duties to a more difficult type of work and greater responsibility, accompanied by change of title and usually an increase in pay". Thus promotion involves five things - (1) change of duties, (2) more difficult work, (3) greater responsibility, (4) change of title, and (5) an increase of pay. In any governmental agency promotions are made according to certain laws, rules and practices. Here, promotion should be distinguished from the terms 'advancement', 'transfer' and 'reassignment'. 'Advancement', sometimes, is referred to as administrative promotion. Which involves only an increase in pay and no other changes. 'Transfer' is a change of assignment from one unit to another within the same organization. It does not involve any other change either in position in class. 'Reassignment' involves change of work in the same agency, but with no increased responsibilities. Hence, promotion is different from all these, because it involves new duties and higher responsibilities.

Essentials of a Promotion System :-

W.F.Willoughby lays down the following conditions which form the backbone of a sound promotion system -

1. The adoption of standard specification.
2. The classification of these positions into distinct services, classes and grades.
3. The inclusion of all positions except having a political character.
4. The adoption of the principle as far as possible, that superior positions will be filled by promotion from lower positions.
5. The adoption of the principle that merit alone shall determine the selection of employees for promotion.
6. The provision of adequate means for determining the relative merits of employees eligible for promotion.⁵

The first and the second conditions ensure adherence to the merit principle. The third and the fourth

5. Willoughby, W.F., Principles of Public Administration, Indian Edition, Allahabad, Central Book Depot, P.274.

would ensure that all employees are eligible for promotion. The fifth emphasises for promotion to be made on the criterion of merit. The last factor stresses the adoption of a scientific method.

Principles of Promotion :

Generally, promotion is made on the basis of following principles :

1. Seniority
2. Merit, and
3. Seniority-cum-fitness (or, seniority subject to fitness).⁶

Traditionally, the principles governing promotion have been seniority at lower levels, seniority-cum-merit at the middle level and merit at the senior level. Of course, no form of promotional system can satisfy all the employees as a large number of employees would always remain dissatisfied because of limited promotional opportunities. Therefore, there is need to evolve definite principles to ensure impartiality and justice. In this regard, Dr.M.P. Sharma's remark is noteworthy - "To be passed over in the

6. Avasthi, A & Maheshwari, S., Public Administration, Ninth Revised & Enlarged Edition, Lakshmi Narain Agarwal, Agra, 1978, P.301.

matter of promotion is bad enough, but if the unsuccessful candidate feels also that he has been arbitrarily excluded, insult is added to injury and it rankles in his breast for the rest of his life service making him in different to his work and lowering his morale. Where the exclusion of an employee from promotion is explainable in terms of some recognised principle, he reconciles himself somehow to his disappointment. Nothing is more destructive of the morale of public services that the impression that promotions are capriciously made".⁷

The Principle of Seniority :

By seniority principle we mean the length of service of an employee. According to this principle, an employee who has put up the maximum service is entitled to promotion. The seniority principle is free from political pressures and favouritism. It is also very simple, clear and objective and is widely preferred by the employees. It avoids frustration and heart-burning as senior people always remain senior. Dr. Finer has supported it in these words, "It is automatic and avoids the need for making invidious distinctions between one person ad another, of placing young

7. Sharma, M.P., & Sadana, B.L., Public Administration in Theory and Practice, Kitab Mahal, Eitheenth Edition, 1988, P.432.

over the old, of measuring the responsibility for the result of promotion".⁸ Mayers, an American author, also support him. He believes that this system leads to stopping internal strife.

One of the major drawbacks of this principle is that, in certain cases, increased length of service of an employee produces in him what is often referred to as "trained incapability to learn".⁹ G. Jeze, a French writer says - "promotion by grade or class by seniority supresses emulation, renders useless zeal and intelligence in the exercise of the function".¹⁰ The difficulties have been pointed out by Brian Champan thus - "the trouble with the seniority system is that it is so objective that it fails to take any account of personal merit. As a system, it is fair to every official except the best ones ; an official has nothing to win or lose provided he does not actually become so inefficient that disciplinary action has to be taken against him".¹¹

The principle of seniority discourages ambition and removes those incentives which develop personality,

8. Finer, H., Theory and Practice of Modern Government, New York, Henry Holt and Co., 1949, P.849.

9. Strauss and Sayles, Personnel The Human Problems of Management, Delhi, Prentice-Hall of India(P) Ltd., 1976, P.392

10. Jeze, G., Revue de Droit Public, P.305.

11. Champan, B., The Profession of Government, 1958, P.164.

courage, self-reliance and progressive outlook, and it fosters self-satisfaction and a dead level of mediocre performance.

The Principle of Merit :

Merit principle is considered to be the best and practically unassailable. Of course, the term 'merit' is a vague one and not easy to define it. However, in this context we may define it as an employee's ability to perform a job. According to this principle, promotions are given to those who have merit irrespective of their length of service. Doubtlessly, the best people should get higher posts to promote efficiency.

The merit principle attracts and retains the best talented people in the organizations. Since only the competent people get the higher posts, it induces the employees to upgrade their skills and exert their best. Since the higher positions are occupied by meritorius people, administration becomes effective. Because of this advantages, the system of promotion by merit is favoured by both administrators and writers on administration.

Methods of Determining Merit :

There are four main methods to ascertain merit. They are -

1. Written Examination :

Written examination can be conducted when there is an open competition or to ensure a minimum pass. The system is liked with the merits and the demerits of the examination system. The merits of the system are that it eliminates chances of corruption, favouritism and arbitrariness. On the other hand, a written examination is not the true test of one's ability and is also not liked by old people as it involves memorization.

2. Personal Judgement of the Head of the Line Agency :

According to this system, only those person are promoted who in the judgement of the Head are fit for promotion. This system has a great advantage, because the Head has full knowledge about the capacities of all who work under him. But this system is open to serious objection. The system is highly subjective. In spite of its shortcomings, this system can be used with some modifications. For example, the Head might be assisted by a promotion board, constituted by him from amongst officials of his own department. This board may review the record of the concerned employee. Moreover, a

system of appeals can also be provided. The actual promotion should be in the hands of the Head of the line agency, but the appeal against wrong promotion should be heard by some outside agency.

3. Efficiency Rating :

The efficiency rating system is the product of Scientific Management movement. This system requires judging the efficiency of the employees mechanically. Efforts are made to judge different traits of employees. On the basis of all this evaluation, the promotion of an employee is made. There are three major systems of efficiency rating -

- (1) Production Record System
- (2) Graphic Rating Scale System and
- (3) Personality Inventory System.

4. Viva Voce :

The written examination, personal judgement and efficiency rating can be combined with viva voce tests which can be open and of limited nature. The viva test gives the advantage of having a total look at the person and his work by a group of seniors competent to judge.

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In a decided case, it was held that promotion shall be regulated on the following conditions -

- (i) Length of service ;
- (ii) Proved efficiency and special merit ;
- (iii) Regularity of attendance ;
- (iv) Integrity and good behaviour ;
- (v) Seniority shall be a predisposing factor for promotion and not predetermining factor. As against this positive conditions, slackness of work and disorderly behaviour shall operate as discounting or retarding factors for the promotion of an employee.

Principle of Seniority - cum - fitness :

This principle of promotion may be treated as a part of the seniority principle. In this principle, the seniority is counted along with the fitness of the candidate to be promoted to next higher rank. Indeed, this principle is rational on the plea that the undesirable and unfit persons can be checked where the promotion is to be made on the seniority basis.

Whatever may be the fact, in broader sense, there are two basic principles of promotion, i.e. seniority and

merit, which are generally followed by every organization, be it public or private. Although the principle of seniority-cum-fitness is shown separately, yet this is nothing more than a part of the seniority principle. With this conceptual framework, let us discuss the promotion system of OIL.

OIL's Promotion System in the Executive Level :

OIL has a well-defined promotion policy through which the executives have been promoted to next higher rank. The promotion policy of the Company was approved by the Board in their 148th meeting held on May 2, 1974. Certain amendments have been later incorporated in the policy because of the revisions in the Executive Trainee Scheme from time to time, revision of the pay scales for executives upto Grade C in 1978 and rationalisation of payscales in November 1983, and certain organisational changes in 1981 and thereafter.

Executive Grade and Designations :

The designations of different grades in the executive cadre of the Company are as given below :

<u>Grades</u>	<u>Standard Designations</u>
A	Assistant Officer/ Assistant Engineer/ Conf. Secretary.
B	Officer/Engineer/Pvt. Secretary.
C	Senior Officer/Senior Engineer.
D	Assistant Manager/Suptdg. Officer/Suptdg.Engineer.
E	Deputy Manager/Deputy Chief Engineer/Addl. Chief Engineer.
F	Manager/Chief Engineer.
G	Deputy General Manager.
H	General Manager.

Who should be considered for Promotion ?

Individual-wise, the people to be considered from the eligible streams would comprise the following category :

- (a) Candidates from the operative grade immediately below, who in the opinion of the next higher authority (Head of the Department or Manager as applicable) have the most likely potential to fill the post.
- (b) Should the above not be the seniormost amongst the employees in the next lower grade available, those

of the more senior individuals who have acceptable service records, should also be taken into account.

- (c) Should the higher Management feel that someone with better annual report have been left out of (a) and (b) such individuals should also come up under purview of the selection.

In addition the following important provisions in the Recruitment and Promotion Policy have been approved by the OIL Board of Directors on 12 December, 1990 :

- (i) Executives having prescribed academic qualification will be eligible for consideration for promotion to next higher grade against regular vacancy after they have put in 3 years service in the present grade including probationary period.
- (ii) Executives on promotion will be getting the scale of pay of promoted post/grade w.e.f. the date they take over the charge. Their pay will be fitted in the promoted grade as per the rules of the Company from the date they are promoted.
- (iii) The period of probation will be one year from the date they take over the charge of the post.

At the consideration stage it is not necessary to be very restrictive and, if necessary, more than one can be chosen from each category for consideration.

Eligibility Criteria :

Qualification and Experience Required for Eligibility to Higher Grade (Ref : PEM/01/01-937 of 2/5/83) : As per Company's promotion policy, such successively higher level in the organizational hierarchy calls for a progressive increase in specific professional and managerial skills, so that individual will be equally good in the next grade also. Recently, the promoting authority has carried out an analysis of the requirements of the various jobs in the Company. For consideration of individual for promotion to next higher grade, one must have minimum years of relevant experience in commensurate with his qualification. The required number of years in any one grade and the total years of relevant experience have been rationalised and are given below.

Candidates with qualification of BE/MBA/MSW/Post Graduate in Physics, Chemistry or Geoscience or recognised equivalent qualification etc : The appointment of those candidates with above qualification without any experience will be as Executive Trainees. Trainees will be appointed in executive grade B on successful completion of their training

period of one year. On completion of a total two years service in the executive grade B, they will be eligible for promotion to grade C. Those appointed directly in grade B will be eligible for promotion to grade C after one year service (probation followed by confirmation) in OIL provided they have relevant experience of a total a minimum three years.

For promotion to grade D, E and G the total experience required will be 7, 13, 14 and 15 years respectively out of which one year including probationary period followed by confirmation must be in their existing grade. In the case of Executive Trainees, the training period will be counted as relevant experience.

For promotion to grade H the total experience required will be 16 years out of which one year including probationary period followed by confirmation must be in their existing grade.

Candidatees with qualification CA/ICWA/Medical Post Graduates/Doctorate in other disciplines or recognised equivalent : The candidates with CA/ICWA/Post Graduate degree in Medical Science and Doctorate in relevant discipline without experience will be appointed directly to grade C. On completion of 4 years service including probationary period

they will be eligible for promotion to grade D of which one year followed by confirmation must be in the Company.

For promotion to grade E, F, G and H, the cumulative experience required for candidates with above qualification will be 10, 11, 12 and 13 years respectively out of which atleast one year including probationary period followed by confirmation must be in the existing grade.

Promotion of Candidates with MBBS qualification :
Candidates with above qualification will be appointed directly in grade B. After two years service of which one year including probationary period followed by confirmation in OII, will be eligible for promotion to grade C.

For promotion to grade D, E, F, G and H the total experience required will be 6, 12, 13, 14 and 15 years respectively out of which one year including probationary period followed by confirmation must be in their existing grade.

Promotion from Workmen Category :

Workmen with requisite qualification and experience will initially be promoted to executive grade A on probation

for a period of six months. On satisfactory completion of their probationary period they will be confirmed in executive grade A. The qualification and the corresponding experience required for promotion from workmen category to executive cadre is tabulated below :

<u>Qualification</u>	<u>Total Experience Workmen Category</u>	<u>Experience in Seniormost grade</u>
Diploma in any Engg. discipline, Post Graduates.	10 Years	5 Years
B.Sc./B.Com./B.A.	12 years	5 years
Appt.Cert./ITI/Licentiate/Cert.(recognised)	15 Years	8 Years
Matriculates	20 Years	8 Years

Executives promoted from Workmen cadre:Minimum Eligibility :

On completion of three years service in Grade A including probationary period, they will be eligible for promotion to grade B. On completion of two years service in grade B including probationary period they will be eligible for promotion to grade C or after total five years service in grade A/B of which minimum one year grade B, they will be eligible for promotion to grade C.

Those who attain a high level of professional proficiency with acceptable Annual Performance Reports can be considered for promotion even beyond grade C/D on specific approval from the appointing authority. In such cases, for promotion to grade D and E the cumulative experience required (in executive cadre after promotion) will be 9 and 15 years respectively.

When to Select :

(i) Selection should be made on provisional basis long ahead of the actual substantive vacancy. This would enable the individual so selected to be kept under observation and given increasing responsibility (including acting opportunity) long before he is called upon to bear the full burden of the post. Should the founder during this formative stage, this would also enable alternative selections to be made by the time the post really falls vacant.

(ii) Ideally, a provisional selection for a No.2 would thus be made at the same time as the final selection is being made for No.1 (i.e. for the man to be immediately promoted). Unless this is done, the freedom of choice may get restricted through fortuitous acting opportunities.

(iii) There are many posts in the Company where leave vacancies are filled by the next man immediately

available as stop gap for organizational convenience. This system would continue, but as at present, such acting appointments would confer no prior claim to the individual for the post.

Department to Initiate Action :

For promotions within the Departmental levels, the Head of the Department concerned, and above this the Group Manager, will initiate action. He will report the promotional vacancy to the Personnel Manager and follow this up with -

- (i) a fully vetted and specific analysis of the basic professional fields to be covered, the degree of competence required in each field, and the managerial attributes needed for the job.
- (ii) a list of individual, if any, who in his view are most likely to satisfactorily fill the position, and
- (iii) list of individuals, in his department/group who are more senior than those in the above.

Personnel Department to Scrutinise and Collate :

Personnel Manager will scrutinise the list and add to it such others as may need to be considered. For posts in

Grade A, he will also circulate the job requirements to other departments employing individuals with similar professional background and qualifications. If any individual is eliminated from consideration at this stage, the reasons for doing so. (e.g. unacceptable service records) must be clearly recorded in writing. After assembly and scrutiny, he will pass the finalised list of individuals to be considered together with the analysis of job requirements and any other special comments, he may have, to the selection committee.

Preparation of Job Analysis :

In view of the above, the first requirement in considering job suitability is to prepare a careful analysis of the requirements of the job itself. This will have to be in terms of knowledge, skills and attributes required (rather than of detailed descriptions of the job in view, and also of the degree of movability i.e. capacity to accept transfer from one job to another) desired. The preparation of the analysis will be initiated by the head of the section/department/Management Group concerned. It will be finalised after scrutiny and approval by his superiors. Normally this should not be related to any specific promotion in view, but should be done as and when each job requirement changes.

Why should be promoted ?

The answer is that the individual best suited for the job. Not all the executives found fit by the selection committee be promoted as the promotion system that exists in the Company is vacancy based.

Merit Vs. Seniority :

Seniority as such has very little importance in efficient execution of duties especially at higher levels, beyond grade C. It can not, therefore, be a selection criterion. Its importance will ordinarily be extinguished through ensuring that the seniormost amongst those eligible is given a fair opportunity in the selection making process. Only where the sum total of all other factors related to suitability is nearly equal, will seniority be used as a basis for preference.

What is Seniority ?

Many views have been expressed on the criteria that should be adopted for the evaluation of seniority. With two paralld but different payscale, the salary drawn is obviously not an adequate yardstick. Neither can the years of service alone fulfil this purpose. Otherwise, the oldest

employee could be senior to the Resident Chief Executive of the Company. In consideration of seniority, the 3 year sticks which stand out better than the others are -

- a) Higher grade,
- b) Date of confirmation/seniority in the grade,
- c) Basic salary.

Even here, some adjustments are necessary. Not all streams within the Company have identical promotion opportunities, and the higher grade of an individual may at times be related merely to an earlier opportunity in his own stream. Taking all these factors into consideration, the following criteria have been used in evaluating seniority.

- a) Within the same stream, the higher grade will be considered as more senior.
- b) Where more than one person are in the same grade, the length of service in the grade would determine the seniority. To determine seniority in grade, the date of confirmation in the grade will be reckoned as the effective date on which the concerned executive was promoted to the grade.

- c) Where the grade and the length of service are both similar, the date of seniority/confirmation in the earlier grade (s) would determine the seniority.

Promotions of unionised employees to executive cadre will be purely merit based. (Ref.PERS/01/08-60 dated 08/01/86)

For Promotions upto the level of Grade C :

The Selection Committee will use written tests and interviews to supplement Service Records, Performance Reports and any first hand knowledge of its members in assessing the proficiency/deficiency of the shortlisted individuals.

(a) The written test/interview for selection should be so devised as to bring out :

(i) the individual's depth of knowledge in the professional fields with which the job is concerned.

(ii) his familiarity with peripheral fields.

(iii) his capacity to absorb new information, and where the job so requires.

(iv) his capacity to express himself well in English.

For Promotion to Grade D and above : Grade D and above constitute key supervisory and control positions. An

open display of selection tests and interviews in this category may undermine the standing of those who are not selected. This in turn may affect discipline. On the other hand, the individuals to be considered would all be employees of long standing. Their performance, strength and weaknesses should all be fairly known to their seniors. What is required is a group assessment so that the effect of any individual bias may be minimised. In these categories, therefore, Service Records, Performance Reports and first hand knowledge of the members should constitute the primary assessment material.

Selection of GM/DGM :

To the posts of GM/DGM or equivalent positions a personnalised discussion of all eligible, candidates would be included, as an additional input to the selection criteria. (Ref.PERS/01/08-183 Dated 5/2/87).

Selection/Promotion machinery :

In order that full consideration may be given to all aspects, there should be a 3-tier machinery for effecting promotions, consisting of :

- a) A Selection Committee
- b) An Approving Authority, and
- c) A Promoting Authority.

Who would constitute the various authorities ?

It has been decided that the selection committees for promotion up to Grade E will comprise of members who are two grades higher than the grade for which the incumbents are being considered. The convenor only may be one grade higher than the grade for which the incumbents are being considered. The Selection Committee will normally comprise of three members who would represent the department concerned, the Personnel Manager and an allied department.

Selection Committees constituted for the promotion of workmen to the executive cadre will have a member representative from the Industrial Relations Department. (Ref.PEM/01/08-1994 dated 20/9/81).

For promotion to Grade F, the Selection Committee will comprise of executives in Grade H only including the convenor.

For promotion to Grade H, the Committee will comprise of the Director (Operations), Financial Directors, Director (Personnel) and Director (Expl. & Dev.). (Ref:PERS/01/08-277 Dated 13/02/86).

For promotion to the post of General Manager in Grade 'H' and Deputy General Manager in Grade 'G' or equivalent, a

senior outside member will be associated with the selection committee so as to get a more objective view.

The Approving and Promoting Authority for promotions to different grades will be as follows : (Ref : PEM/01/08-2332 dated 6/9/83).

<u>Sl.No.</u>	<u>Grade</u>	<u>Approving Authority</u>	<u>Promoting Authority</u>
1.	A to D	CPEM	D (O)
2.	E & F	D (O)	CMD/ED
3.	G & H	CMD/D (P)	Board.

Function of Selection Committee :

The functions of the Selection Committee would be to make a group assessment of the relative suitability of various eligible candidates in the context of the agreed analysis of job requirements.

The Selection Committee will, to start with, scrutinise and satisfy itself that the analysis of job requirements truly reflects all that is needed. It will then scrutinise/shortlist/evaluate the list of possibles as necessary and report on their findings with a succinct sentence or two in each case to bring out the most important factors

that have stayed their judgement. If there are any divergences of views, these should be brought out. The report should be sent to the Approving Authority.

Selection Committee Reports :

The report should contain a complete list of candidates and brief mention of reasons for certain candidates not being considered eligible for review by the Selection Committee. Very often the recommendations are not clear. The recommendations for promotion should be specific and should contain, wherever possible, a list of candidates empanelled for promotion/acting against immediate future vacancies. All members of the Selection Committee should sign the report.

It is advised that the following format be adopted in all future Selection Committee Reports :

1. Preamble (to include a note on the vacancy stating whether it is owing to promotion/retirement/release of posts, etc.).
2. Composition of the Selection Committee.
3. Job requirement.
4. Job know-how.
5. List of candidates considered/not considered for review.

6. Merits and demerits of each of the eligible candidates.

7. Recommendations - (a) for promotion ;
(b) for empanellment.

There should be an Appendix giving a list of all the eligible and non-eligible candidates, with the following details :

(a) Name (b) Date of joining OIL (c) Total job experience (d) Date of birth/age (e) Date of confirmation in the present grade.

Appendix II should give the Bio-data of each of the candidates, extracting commenting given in the Annual Performance Reports for the last 3 years. (Ref:DIR(OPS):9/1/3 (i)-146 dated 24-6-85).

Role of Approving Authority :

The Appriving Authority would be responsible for ensuring that the promotion procedure has been correctly followed :

(i) that all the persons who should be considered have indeed been given fair consideration.

- (ii) that analysis of job requirements was sufficiently comprehensive and sound.
- (iii) that the assessment itself has been carried out in such a way as to bring out the relative merit/demerits clearly, and
- (iv) that the best amongst the candidates considered is indeed sufficiently suitable for the post in view.

In putting up his approval and recommendations to the Promoting Authority, the Approving Authority will give a brief digest of -

- a) the essential requirements of the job to be filled,
- b) the specific merits of the candidate being recommended, and
- c) the list of any other candidates who might rationally have expected to have been in the run, together with the reason why they have not been recommended.

In case he feels, certain aspects have been overlooked, he would have the right to refer the matter back to the Selection Committee for review. If the Selection

Committee is widely divided on any issue, he would have the right to send the case back to an enlarged Selection Committee and/or refer the matter to the Promoting Authority for decision.

Responsibility of Promoting Authority :

On Promoting Authority would lie the ultimate responsibility of authorising the promotion. Where there is fair unanimity within the Selection Committee and between the latter and Approving Authority, his task would be relatively simple. Where, however, there are divergences of views and/or he is unable to agree with the recommendations, he would be able to take any of the following steps most appropriate to the case :

- (a) Refer the matter to an enlarged Selection Committee.
- (b) Refer the matter for examination and review by a new Approving Authority for a level higher in the Company's hierarchy than the previous one.
- (c) Throw open the post for recruitment from outside.
- (d) Refer the problem to the next higher level (above him) for advice and decision.

Effective date of promotion :

The promotion would be deemed to have taken place with effect from the date of approval of the promoting authority unless otherwise specifically stated in the promotion order issued to the employee concerned.

Validity of Selection Committee Recommendations :

Candidates who have been found fit for promotion by the Selection Committee but can not be promoted for want of vacancies would be empanelled for any future vacancies. The validity period of such Selection Committee's recommendations is normally one year from the date of approval of the Promoting Authority.

It is further clarified that the above is adopted for administrative convenience for normal cases. It should be remembered that the principle by which the Company is guided in the matter of promotion is that the best suited person is promoted to fill up vacancy in the higher post. Notwithstanding the above, administrative procedure, there could be deviations. However, in all cases of deviations, recommendations fully justifying the need for such deviations, will be made by the Head of Department for consideration by the appropriate Selection Committee (Ref:9(1)/3(i)-150 dated 3-11-78).

What is to be done with individuals who are outstanding in their current jobs but do qualify for the next higher position?

From time to time there arise cases where an individual is outstanding in his current job but may not be eligible for promotion to the next higher position because either -

- (a) his promotion route is blocked, or
- (b) his basic academic background and/or other reasons make it impracticable for him to acquire the additional knowledge and attributes required to qualify for the higher position.

The best way of rewarding these categories would be to give them individual upgrading in their existing posts by one level above the rating of the post. Such upgrading will not entitle the individual to any additional consideration for the next higher post. Such personal upgradation has to be one the recommendations of a duly constituted selection committee.

Promotion on Probation :

Employees selected for promotion in accordance with the promotion policy of the Company are normally placed on probation for six months prior to confirmation on satisfactory performance but this period may be extended or reduced at the

discretion of the Management. The Company reserve the right to revert an employee on probation in a higher post to the substantive post, in the event of his performance not being found satisfactory by the Company.

The absence from duty during - Probationary period of the extended probationary period on account of privilege leave/sick leave on LWOP would be adjusted as follows :

- a) Authorised absence up to 15 days will be condoned.
- b) Absence in excess of 15 days during probationary period will result in extension of probation by that many days. (Ref. GM(P)/01/08-2800 Dated Sept.24, 1984).

Promotion of non-executive to executive cadre :

Non-executive promoted to the executives grades shall be entitled to all the benefits applicable to executives only on confirmation.

Medical Fitness :

Promotions are subject to the candidates being declare medically fit by the Management based on the reports of the Chief Medical Officer of the Company :

- (a) Promotion from work person category to executive cadre.
- (b) Promotions from lower grade to higher executive grade where Management finds it necessary due to past medical history of the executive concerned.

Acting Salary :

An 'Acting Appointment' is given to an executive who is assigned a charge of a post in grade higher than his substantive post against a permanent or temporary vacancy. (Ref.No. PEM/01/07-1455 of July 20 1981).

All 'Acting Appointments' require prior approval of the Management. It is accorded to an executive who is duly selected and is empanelled for the next higher grade. However, upto posts in Grade C and where selection and empanellment thereof has not been done, prior specific approval is required from the Management for granting acting appointment against leave vacancies. In such cases, opportunity to act is normally given to a person next in line by seniority in the Department. Wherever it is considered that the available seniormost executive is not fit to hold charge in the next higher grade, prior specific reasons to that effect are to be given in the application for sanction of acting appointment. Such acting

appointments would not confer any prior claim to the individuals for the posts and are purely a stop gap arrangement for organisational convenience.

Those who have tendered resignation will not be considered for - acting appointment (Ref : PEM/01/07-1084 dated 9.6.81).

For all acting appointments, whether empanelled or not, applications in duplicate are to be forwarded to the Personnel Manager through proper channel well in time for approval. Acting Allowance on Promotion is provided as per the Company rule.

As executive who is being recommended for acting allowance has to be an on duty on the day of commencement of the acting period. In case the executive is on leave on the date of his/her promotion, the date of commencement for acting allowance will be the date of which he/she resumes duty on return from leave. Further acting allowance is not payable during privilege leave period falling within the effective probation period. The above may please be kept in view while filling up the form for grant of acting allowance on promotion. (Ref: GM(P)/01/07-3063 dated 29-10-84).

Maximum Acting Period :

The payment of acting salary is normally limited to the period of 6 months but in individual cases due to exigencies the period may be extended beyond 6 months with the concurrence of the Executive Directors with a report to the Board at the end of the year.

Minimum Acting Period :

To qualify for Acting Salary, individual must perform duties to the higher grade for a minimum period of 15 days.

Pay fixation on Confirmation :

Upon confirmation on promotion, the basic salary will be brought to the minimum of the higher grade.

If salary immediately prior to promotion is higher than the minimum of the higher grade, the executives will be fitted in the correct/nearest step of the higher grade and then given one increment in the higher grade.

Promotion if disciplinary or Vigilance case is pending :

The procedure as outlined in the OM No.22011/3/77-Estt(A) dated 14-7-77 is followed in respect of executives

whose conduct is under investigation, when the competent authority, on consideration of the results of investigation, either by the CBI or by any other Agency, has formed the opinion that Charge-sheet may be issued to them on specific imputations where departmental action is contemplated or that sanction for prosecution may be accorded where prosecution is proposed. Exceptions to this however are to be made in those cases where the disciplinary/court proceedings have not concluded even after the expiry of two years from the date of the DPC which first considered the executive for promotion and whose findings were kept in the sealed cover. In such cases, provided the executive concerned is not under suspension, the appointing authority would review his case and in case it comes to the conclusion that it would not be against the public interest to allow ad-hoc promotion to the executive, his case is required be placed before the next DPC held in the normal course after the expiry of the twoyear period to decide whether the executive is suitable for promotion on ad-hoc basis. If the executive is recommended by the DPC, as a result of such consideration, for ad-hoc promotion, his actual promotion would be subject to the decision of the appointing authority. (Ref : GOI? MOP Letter No.23-10/85 Vig 15-8-85 and the enclosure BPE Letter No. 15/20/85-GM dated 23-7-85).

It is important to note that there is no laid down policy for promotion of workmen level. The sole authority in

making any decision in the matter of promotion lies with the management. Selection of a workman from a lower grade to fill vacancy occurring in a higher grade is a function of the Management. Notwithstanding this, the Company accepts the principle that other things being equal, the senior-most workmen in the lower grade is promoted. Due consideration is, however, given to efficiency and ability.

It is, however, a fact that, the non-availability of a concrete promotion policy has been creating a sensation in the workmen level. The different trade unions have been demanding from time to time to initiate a concrete promotion policy. But, no initiative has been taken by the Management uptill now. so, it is becoming a sensational issue among the workmen of OIL. Their sharp reaction, in this regard, can be realised in the following version -

"Promotion of the workmen in different levels has become very sensational issue before us. We have been reminding you several times since long years to disclose a proper time bound promotion policy and thereby to restore the true meaning of employment. But, you have very shrewdly ignored our frustration and sentiment in this regard. All your assurance and commitment in this regard have appeared to be some in sincere grief. You have been communicating us since

four years that a promotion policy is being formulated. But, in practical you have measurably failed to visualise the same till date. We, as the sole bargaining agent of our employees, can not wait for an indefinite time and hereby demand of you to declare a time bound promotion policy within December, 1989. The new promotion policy should effect from 1st January, 1990. Precedence must be given to the diploma engineers and other qualified employees who are initially put in to grades i.e. in grade - VIII & grade IX and become stagnant for long years in the same grade. Stagnancy of the diploma holders is just abnormal and they are the victims of your unfair labour practice. The promotion policy thus formulated should not be finalised unless approved by the unions". (Ultimatum submitted by IOMU on 16th December 1989).

But, unfortunately, this genuine demand of the workmen has been still not fulfilled. The Company has been trying to subside the formulation of a promotion policy for workmen by providing stagnation relief. The promotion stagnation relief is as under -

- (i) Employees in grade I to grade VIII M.P. and in grades I & II C.P. who are eligible for stagnation relief will be given personal upgradation to the

next higher grade in line with promotion fitment i.e. one increment will be given.

- (ii) Personal upgradation will, however, not change the number of posts in that higher grade in the department.
- (iii) Whenever an employee holding a post in the higher grade in personal capacity retires, the resultant vacancy would be filled in the lower substantive grade.
- (iv) Higher grade will not entitle the individual to be considered for the next promotion in preference to the others and all those meeting the job requirement for the next higher grade will be given equal opportunity for promotion to the next grade.
- (v) If a permanent vacancy arises in the same grade which has been granted as personal grade to an individual, the same employee, if selected for promotion, will be regularised in that grade.
- (vi) Employees who are in the senior-most grade of IX-MP and III-CP will be given one increment in their existing grade. This increment will be a one-time measure. This increment will be granted as personal

pay and will be shown as such in the pay slip. The employees who are on the top the scale will be granted personal pay equivalent to the last increment drawn. In the event of promotion to the next grade, the personal pay would form a part of the basic pay and will be taken into account while fixing pay on promotion to the executive cadre and will be merged with the basic pay at that time. Until then it will be shown separately. Personal pay would qualify for Provident Fund, Gratuity and Pension.

Mention may be made that the above scheme is applicable to those workmen who have not been promoted during the last 19 years. The stagnation relief is provided to only those employees who have a clean record of service, specially during the last three years, that is, no disciplinary action of any nature has been taken against them during the last three years. Where action has been taken during the last three years of disciplinary action is contemplated, stagnation relief is not provided. However, in the latter category if an employee is exonerated of the charges for which disciplinary action was initiated then relief can be provided.

OIL's promotion policy is characterised by bossism which is the out come of a centralised bureaucratic system of administration. The promotion system of OIL is also not free from corruption, nepotism and favouritism. Although the policy of Company is based on merit, the tendency is towards seniority basis. The basic reason is that it has become increasingly difficult to assess and record the difference in the merit of the candidates considered for promotion.

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