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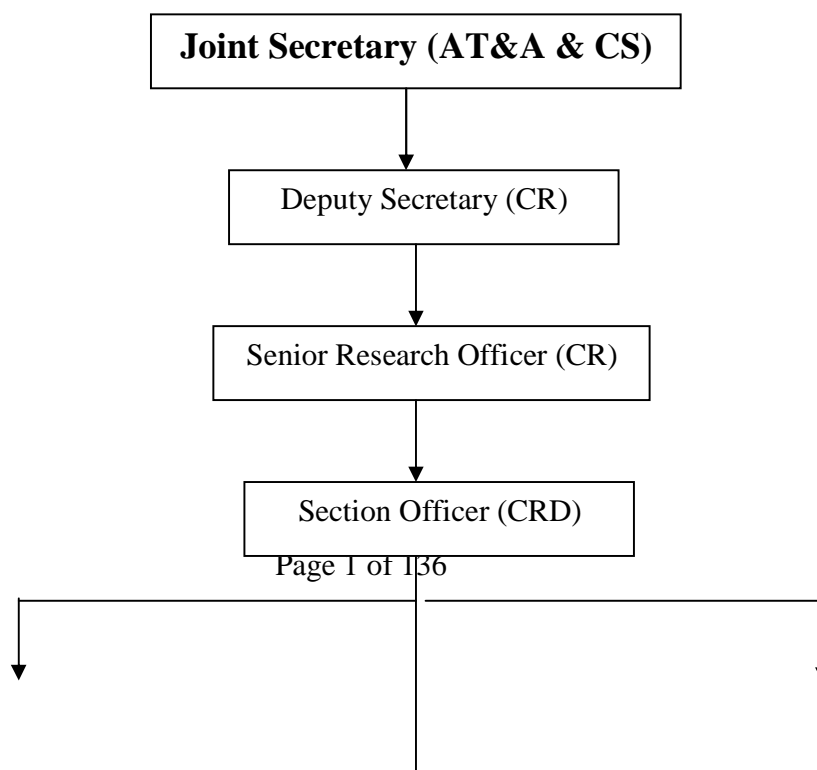
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ORGANISATONAL STRUCTURE OF CADRE REVIEW DIVISION



WORK ALLOCATION

- Policy and Guidelines of cadre review of regularly constituted Central Civil Service / Cadres.
- Monitoring of periodical review of regularly constituted Group 'A' Central Civil Services.
- Secretariat functions of the Cadre Review Committee in respect of Group 'A' Central Civil Services.
- Policy and general orders regarding Non-Functional Selection Grade in Organized Group 'A' Central Civil Services.
- Compilation of Half yearly statistical information about grade wise cadre strength and structural ratio of Group 'A' Central Civil Service and the threshold profile of the members of these Services.
- Analysis based on Statistical Profile and follow up on stagnation / incongruencies with the concerned Cadres/Services.

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Monograph on Cadre Management of Group 'A' Central Services

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CHAPTER I INTRODUCTION

1.1 The concept of 'Cadre Review' is perhaps unique to the Indian Civil Service system. Periodical reviewing of cadre strength of a regularly constituted service is an important cadre management function as it plays a vital role in the smooth functioning of the service and keeping up the morale of its members. In its broad sense, a cadre review encompasses such operational tasks as actual recruitment, training, placement, etc. and attempts to bring about congruence between functional

needs and legitimate aspirations of the members of a Service. The main thrust of cadre review is on manpower projections and recruitment planning on scientific lines aiming at the same time at rationalization of the existing cadre structure of a Service in accordance with certain predefined principles and a given set of objectives like improving the efficiency, morale and effectiveness of the cadre.

1.2 The cadre review exercise is often misconstrued as a process of upgradation/downgradation of cadre posts or otherwise increasing/decreasing the numbers at various levels. These changes are a result but not the aim of a cadre review exercise which involves a complete management plan prepared on a scientific basis. This Monograph attempts to answer the questions 'what', 'why' and 'how' in regard to cadre review, correct the prevalent misconceptions and consolidate at one place various guidelines and instructions issued from time to time by the Department of Personnel & Training on the subject.

The Genesis

1.3 The concept of cadre review owes its origin to the recommendations made by the **Administrative Reforms Commission in its Report on Personnel Administration released in 1969**. Earlier, its Study Team on Personnel Administration. (Personnel Planning etc.) (1967) (1) had pointed out certain deficiencies in the management of cadres under the administrative control of various central Ministries. For instance, the Team observed that no deputation reserves were provided for in a large number of cadres and where they had been provided for, they proved to be chronically inadequate. It further pointed out that the provision made for training and leave reserves was equally unsatisfactory. Since no cadre could be considered viable without an adequate provision for various reserves, the Study Team recommended that reserves of suitable proportions should be built into every service/cadre. The Study Team had also observed that the proportion fixed for promotion

and direct recruitment in the various cadres were not adhered to strictly with the result that interests of the departmental officers in some cadres and direct recruits in some other cadres were affected adversely. In view of the deficiencies in the management of the various cadres highlighted by the Study Team, the Administrative Reforms Commission recommended that "for all service advance projection should be made of the requirements of personnel for 5 years at a time" and that these should be followed by mid-term appraisals where circumstances warrant it with a view to making necessary correctives. (2) The Government of India, while accepting the above recommendations of the ARC, decided that cadre management reviews in respect of each of the Gr. 'A' Services should be undertaken once in 3 years by high level Cadre Management Committees headed by the Cabinet Secretary. Later on changed to once in 5 years.

The Earlier Guidelines

1.4 Although cadre management and cadre reviewing are primarily the concern of individual cadre controlling authorities, the responsibility for laying down standards in the matter and for coordination rests with the Department of Personnel & Training in accordance with its role as the nodal agency for formulation and evaluation of personnel policies in Government of India. The standard setting task was attempted by the Policy Planning Wing of the Department in a methodical and systematic manner. In the first stage, with a view to gaining an idea of the prevailing management practices followed by various departments of Government of India, the then Department of Personnel & A.R. sought information on the methods employed by them to ensure scientific management of the various Services/Cadres under their control. A fair amount of information was received in 1971 in response to this request. On the basis of the information thus received, the Policy Planning Wing formulated certain broad guidelines for objective management of individual cadres (Appendix-I). The guidelines aimed at remedying the deficiencies pointed out by the Administrative Reforms Commission and its

Study Team and ensuring balanced and scientific management of cadres on uniform lines. While forwarding the guidelines to all the departments of Government of India in May, 1972, the latter were requested to constitute Cadre Management Committee for the purpose of reviewing the cadre under their control as envisaged in the Government decision on the relevant ARC recommendation (mentioned earlier). Subsequently, in May, 1973, by way of elaborating and supplementing the earlier guidelines, an '**Approach Note**' on cadre management was prepared and circulated to cadre controlling authorities detailing the various aspects involved in cadre management such as **structural aspects, personnel aspects and procedural aspects (Appendix-II)**.

1.5 Following the 'guidelines' and 'Approach Note' a few reviews of cadre structures of some important services like Foreign Service, Railways, Income-Tax and Water Engineering were taken up. Although the reviews carried out between 1973-1977 were few in number, the experience gained in the course of those reviews was good enough to reveal the defects in cadre management practices of concerned cadre authorities and the weaknesses in the procedures followed for the purpose. A number of statistical and **information gaps** were also identified. The progress made towards introducing scientific cadre management of organised Central Group 'A' Services, had also been inadequate. Thus, while a few cadre authorities had convened the meetings of Cadre Review Committees for the purpose of reviewing the cadres under their control even the proposals placed before the Committees suffered from a number of deficiencies and information gaps. It soon became evident that there was a general lack of understanding of the principles and the methodology of cadre review on the part of cadre authorities.

1.6 There is another aspect of cadre review. **An enlightened cadre management policy should provide for reasonable promotional avenues to cadre officers.** The ARC as also its Study Team on Personnel Administration also underscored the importance of a sound promotion policy so as to maintain and

improve the morale of services. The Third Pay Commission also paid particular attention to this aspect while considering the question of cadre management of Central Group `A' Services and recommended that cadre management of Central Group `A' Services should receive urgent attention of the Government (3), **Indeed, the question of ensuring reasonable promotion prospects has remained one of the main concerns of Government's personnel management policy. While announcing Government decisions on the recommendations of the Pay Commission in respect of Group `A' Officers, the Union Finance Minister, stated *inter alia* in the Lok Sabha on 29th March, 1974.**

"The Cadre Review Committee will be requested to review on priority basis the Cadre strength of the Central Services in order to improve, where necessary, the promotional prospects in various Services."

1.7 Keeping in view **(a)** the unsatisfactory progress made in the matter of scientific cadre management, **(b)** the recommendations of the Third Central Pay Commission, and **(c)** the assurance given by the Finance Minister on the floor of the Lok Sabha, it also became apparent that the Department of Personnel & A.R. (now Department of Personnel & Training) in its capacity as the nodal point for the generality of personnel management policies should itself take greater initiative and play a more active role than before on the question of scientific management of Central Services with particular reference to cadre reviewing, which is, otherwise, the main responsibility (and still remains so) of the concerned cadre controlling authorities. It was thus that the **Policy and Planning Wing (now Cadre Review Division)** of the Department became increasingly involved in the whole process of cadre reviewing so far as Central Services are concerned. The experience gained in the course of the few cadre reviewing exercises carried out until 1977 also highlighted the need for having a fresh set of guidelines which would be more comprehensive, detailed and easily understood besides being operationally more feasible than the earlier guidelines. Such

guidelines would be of real help to cadre authorities in drawing up proposals for reviewing their cadres at regular intervals. A need was also felt for maintaining a data bank which would store statistical and other information on various aspects of different Central Services/ cadres so as to help in examining various issues and references connected with these services/cadres.

Workshop on Cadre Review of Group 'A' Central Services

1.8 With a view to evaluating the effectiveness of the detailed guidelines in the light of the experience gained and to get a feed back from the cadre authorities on their usefulness and adequacy, a Workshop on cadre review of Group 'A' Central Services was organised by Policy and Planning Division in October, 1981 with participation by senior officers of the central Ministries/Departments. The Workshop proved to be a useful forum for a comprehensive understanding of the concepts and methodology of cadre review and throw out valuable suggestions on the subject. Following the recommendations of the Workshop, a few additions were made to the guidelines. The detailed guidelines appended at **Appendix III** incorporate these additions. The recommendations of the Workshop have been appended at **Appendix IV**.

Plan of the Monograph

1.9 In this introductory section (**Section 1**), the genesis of cadre review techniques and development to date have been narrated. Before going on to an understanding of the methodology of cadre review of Group 'A' Services, it is necessary to familiarise oneself with **the concept of a regularly constituted Group 'A' Service and its various attributes**. Thus, for instance, an organised Service to be viable will have to be sufficiently large and satisfy certain other essential conditions. **Section 2** attempts to provide a working definition of the service concept. A complete list of regularly constituted Central Group 'A' Services is attached at the end of the Section. The subject matter of the Monograph is discussed in **Section 3**. The narrative of this Section has been

deliberately kept short and brief as the methodology of cadre review is fully explained in the detailed guidelines (**Appendix III**). The recommendations of the Workshop on cadre review are at **Appendix IV**. The next section (**Section 4**) deals with the concept of the **non-functional selection grade** in group 'A' Services, its distinction from the **functional selection grade**, its rationale, etc. The Monograph concludes in **Section 5** with an account of the work done in the area of Group 'A' cadre review and the experiences gained.

CHAPTER 2 The SERVICE CONCEPT

Classification of Central Government Posts

2.1 The civil service of the Central Government is organised into four groups, viz. Group 'A' (which includes all- India Service) Group 'B', Group 'C' and Group 'D'. Such classification broadly corresponds to the **rank, status and the degree of the level of responsibility** attached to the posts. Group 'A' posts carry higher administrative and executive responsibilities and include senior management positions in the ministries/departments and field organisations. **The middle and junior levels of Group 'A' alongwith Group 'B' constitutes middle management.** Group 'C' posts perform **supervisory as well as operative tasks and render clerical assistances** in ministries and field organisations. Group 'D' posts are meant for carrying out **routine duties**.

2.2 The Central Services (Classification, control and Appeal) Rules, 1965 provide a concrete and specific criterion for classification of posts in terms of pay. (6). Thus, posts carrying pay or scale of pay with a maximum of not less than 13500/- are categorised under Group 'A'. Posts carrying a pay or scale of pay with a maximum of not less than Rs.9000/- but less than 13500/- are known as Group 'B' posts. Civil posts with a maximum pay (or a scale of pay) over Rs.4000/- but less than Rs 9000./- are in Group 'C'. The rest of the posts are in Group 'D'.

The Service Concept

2.3 A more important characteristic of the civil service system at the Centre is, however, its classification based on **the concept of the 'Service'**. Under this concept, civilian posts are grouped into **distinct homogenous cadres under a common 'Service'** named on the basis of specific functions attached to the posts in question. The Study Team on Personnel Administration appointed by the Administrative Reforms Commission (1969) appropriately **defined a 'cadre'** as follows:-

'A cadre comprises persons who have been adjudged suitable and recruited to hold a group of position requiring similar skills-technical, professional and/or administrative. Within a Service there may be more than one grade arranged vertically according to the level of responsibility'(7).

Having laid down the working **definition of a Service or cadre** as above, the Study Team went on to spell out the specific requirements for the constitution of a Service as:-

- i) determining duties and responsibilities of various positions;
- ii) translating these in terms of skill requirements;
- iii) grouping of positions which broadly require similar skills; and
- iv) gradation of position in terms of responsibilities.

According to the Study Team, the concept so developed further presupposes that within a Service positions at same level are analogous and any member of the service qualified to hold that grade or position can be posted. Thus while constituting a Service, positions are not only examined with reference to skill requirement and graded but it is also determined whether those positions are also inter-changeable.(8)

2.4 The Study Team's propositions reproduced above give a fairly good idea of what a Service or an organised cadre is. As this Monograph is concerned with Group `A' Service/Cadres of the Central Government, the concept will be further explained in the following paragraphs with specific reference to Group `A' Services.

2.5 A Central Group `A' Service represents a group of posts belonging to a distinct functional area arranged in a hierarchical order representing different grades or levels of responsibility. All the posts in the Service carry the same functions involving specific skills. They are thus unifunctional. They only differ in rank and status corresponding to given levels of responsibility attached to different grades of posts. The hierarchical arrangement of posts alongwith the pay scales attached to different grades constitutes what may be called a cadre and the arrangement itself is known as a cadre structure.

2.6 Members of a Service are expected to possess an intimate knowledge of the particular area or the function or the skill concerned. For example, the Central Engineering Service (CES) is the name of a service whose members are all civil engineers performing functions in the area of Engineering. To become a members of CES, it is essential that one should possess a basic qualification on the subject matter, i.e. Engineering. At successively higher levels in a functional area, as the managerial content and the responsibility steadily increases the members themselves may belong to different grades corresponding to different levels of responsibility and carrying different scales of pay. So are the Indian Revenue Service performing functions in the area of revenue (income-tax), Indian Information Service catering to the information needs of the Government.

2.7 There are three All-India Services which are all Group `A' Services, namely, the Indian Administrative Service, Indian Police Service and Indian Forest Service. These are common to the Centre and the States. The manpower for performing the

functions of the Central Government is, however, mainly provided by Central Services and cadres. The Central Group 'A' **Services organised into regular cadres** accounts for the bulk of the Group 'A' posts under the Central Government. They are broadly classified into (I) Non-Technical service, (II) Technical Service (which include engineering services), (III) Health Services and (IV) Other Services (which includes some engineering and scientific services). A complete list of Services alongwith their present cadre strength (to extent available) is given at the end of this Section.

2.8 The non-technical services are meant to administer non-technical areas of administration at the Centre like audit, income-tax, posts and railways. The technical services perform similar functions on the technical side of the Central Government in departments like Civil Engineering, Telegraph Engineering, Mechanical Engineering, etc. The Group 'A' category also includes officers engaged in research in the scientific and technological fields besides isolated - so called **General Central Services** - posts in the non-technical fields.

Cadre Structure

2.9 A typical unifunctional Group 'A' Service has a cadre structure which is constituted in the form of a pyramid, the various layers of the pyramid corresponding to different levels of responsibilities with no functional distinction. **The pyramid starts with Junior Time Scale (currently Rs.8000-13500), which is generally a probation-cum-training grade for direct recruits, and passes through Senior Time Scale (Rs.10000-15200), Junior Administrative Grade (Rs.12000-16500) and Senior Administrative Grade (Rs.18400-22400).** In a number of services, a Selection Grade (Rs.14300-18300) also exists as part of Junior Administrative Grade. In some cases, it is functional and in others it is non-functional. A few service cadres have also posts in the higher grades, i.e. above Senior Administrative Grade.

Duty Posts and Reserves

2.10 A well structured Group 'A' cadre consists of two distinct parts: (i) Regular Duty Posts and (ii) Reserves. The regular duty posts which constitute the core of the cadre are meant for performing the functions for which the service has been constituted. It consists of both permanent posts as well as temporary posts which are likely to continue indefinitely. As mentioned above, the duty posts are structured into different levels of hierarchy in the time scale, junior administrative grade, senior administrative grade, etc. corresponding to different levels of responsibility. Incidentally, it is the structure of the regular duty posts which is examined in a cadre review.

2.11 The reserves are of four types, viz. (i) probationers reserves (ii) leave reserves (iii) training reserves and (iv) deputation reserves. Every organised service normally provides for probationers reserves in order to cater to the requirements of probation which has to be undergone by direct recruits to the service. Probationers reserves cannot be considered part of regular duty posts of a service as they are not intended to perform the service functions. Officers undergoing probationary training are shown against probationers reserves; they do not carry out regular duties associated with the service. The strength of reserve depends upon the size of the normal annual intake through direct recruitment and the period of probation required to be put in by direct recruits.

2.12 The other reserves, namely, leave training and deputation reserves are intended to serve as substitute for regular duty posts in the event of service officers holding duty posts being temporarily away from their cadre on leave training, or deputation. Officers holding the posts under such reserves do perform regular functions of the posts against which they are posted as substitutes. In this sense, they are only temporary replacements for regular cadre officers who are currently away for one reason or the other and as such the reserve posts do not represent net additions to the cadre. The various types of reserves

including probations reserves are usually created in the junior time scale.

Feasibility of model pyramid

2.13 The feasibility of evolving a model or ideal pyramid for adoption by cadre authorities for the **cadre structures of the Services** under their control has been examined in depth in the Policy and Planning Division. It must be understood that **functional justifications and not considerations of promotional opportunities play a paramount role in deciding the proportion of posts in different grades in a given cadre.** This desideratum precludes any concept of an ideal pyramid towards which cadre controlling authority could attempt to move. No attempt has been made to build or suggest a model pyramid for the cadre structure of various organised Group `A' Services.

2.14 In fact, comparatively lesser availability of posts above the senior time scale in the case of certain services could be one of the factors why a better arrangement was not possible on functional consideration. In such a situation it would not be correct to suggest a complete parity as between different service cadres even within each group of technical and non-technical services. At the same time, certain broad parameters may be suggested for the guidance of the cadre controlling authorities while working out the cadre review proposals.

These are:

- i) All direct recruits will be promoted to the senior time scale from junior time scale around say 5th or 6th year.
- ii) A large proportion of direct recruits in the senior time scale will be promoted to the JAG (period varying from service to service, often significantly).
- iii) A reasonable proportion of the direct recruits in the JAG will see their way to SAG.

iv) As for the promoted officers, a large proportion of them may retire in Junior Time Scale itself and most of the rest in Senior Time Scale.

v) A small proportion may cross the time scale and superannuate after reaching JAG.

While fixing the promotion quotas from Group `B' feeder cadres and planning recruitment from open market considerations listed above will have to be kept in view.

Career Expectations

2.15 In general, the number of posts at the base level, i.e. at the level of time-scale posts, is much larger than those at the middle (JAG) and the top (SAG & above). Officers joining a particular service have certain expectations from the service in terms of going up the ladder through different stages of the hierarchy within reasonable intervals of time. If the cadre pyramid is steep, obviously the promotional opportunities for individual members of the service would be limited. On the other hand, in a structure which is not so steep, one can expect reasonable promotional opportunities for members of the Service. Thus, the degree of realisation of career expectations by members of a service is essentially a function of the degree of steepness of the service pyramid.

Recruitment

2.16 At the Centre, recruitment is made to a `Service' rather than to a post, at least in so far as organised services are concerned. In general, recruitment to a Group `A' Service takes place at the lowest level, i.e. at the level of Junior Time Scale (Rs.8000-13500) which may be called the entry point. There are generally two sources of recruitment, namely - (a) direct recruitment i.e. recruitment from the open market through an open competitive examination or an interview or a combination of the two and (b)

recruitment through promotion from the Group `B' component called the 'feeders' of a concerned service.

2.17 Direct recruitment to all non-technical Group `A' Services is made through a combined competitive examination (Civil Service Examination) conducted by the Union Public Service Commission on an annual basis. Candidates selected for different services as a result of this examination are trained in the functional fields to which they are subsequently allotted. As regards technical services, there is a different type of combined competitive examination also conducted by the U.P.S.C. in different areas of specialisation, e.g. Civil Engineering, Electronics, etc.

2.18 In the case of departmental promotion (from Group `B' feeders) to Group `A' the promotion quota for the purpose varies from Service to Service. Above the level of Junior Time Scale, posts/vacancies are generally filled through promotion from the next lower levels. There are, however, **a few exceptions** in which lateral entry (i.e. direct recruitment from open market) takes place at levels higher than junior/senior time scale. Such lateral entry is generally through an interview (without a written test). In a few cases promotion of Group `B' Officers is effected directly to the senior scale of the concerned Group `A' Service, the junior scale posts being exclusively confined to direct recruits from the open market.

CHAPTER 3 Central Civil Services–Group `A'–Authorised Strength

AUTHORISED STRENGTH OF CENTRAL CIVIL SERVICES – GROUP `A'

Authorised Strength
(Non-Technical)
(Duty posts as on 01.01.2007)

OFFICE OF THE COMPTROLLER & AUDITOR GENERAL OF
INDIA

1.	Indian Audit & Accounts Service	875
MINISTRY OF COMMERCE & INDUSTRY		
2.	Indian Trade Service	184
MINISTRY OF COMMUNICATIONS & INFORMATION TECHNOLOGY.		
3.	Indian P&T Accounts & Finance Service.	1723 (as on 1.7.05)
4.	Indian Postal Service	574
MINISTRY OF DEFENCE		
5.	Indian Defence Accounts Service	660
6.	Indian Defence Estates Service	134
MINISTRY OF EXTERNAL AFFAIRS		
7.	Indian Foreign Service	706
MINISTRY OF FINANCE		
8.	Indian Civil Accounts Service	208
9.	Indian Custom & Central Excise Service	2310
10.	Indian Revenue Service	4184
MINISTRY OF INFORMATION & BROADCASTING		
11.	Indian Information Service	475
MINISTRY OF RAILWAYS		
12.	Indian Railway Accounts Service	855
13.	Indian Railway Personnel Service	448
14.	Indian Railway Traffic Service	1148
15.	Railway Protection Force	295

Authorised Strength
(Technical)
(Duty posts as on 01.01.2007)

MINISTRY OF COMMERCE & INDUSTRY (SUPPLY DIVISION)		
1.	Indian Inspection Service	94
2.	Indian Supply Service	99
MINISTRY OF COMMUNICATIONS & INFORMATION TECHNOLOGY		
3.	Indian Telecommunication Service	8335 (as on 1.7.03)
4.	P&T Building Works Service (Architectural, Electrical & Civil Wing)	89
MINISTRY OF DEFENCE		
5.	Border Roads Engg. Service (E&M Cadre)	502 (as on 1.7.06)
6.	Indian Naval Armament Service	108
7.	Indian Ordnance Factories Service	1718
8.	Indian Defence Service of Engineers.	1488 (as on 1.7.06)
MINISTRY OF POWER		
9.	Central Power Engineering Service	486
MINISTRY OF INFORMATION & BROADCASTING		
10.	Indian Broadcasting Service (Engg.)	1448 (as on 1.7.06)
MINISTRY OF RAILWAYS		
11.	Indian Railway Service of Elec. Engg.	990
12.	Indian Railway Service of Engineers	2040
13.	Indian Railway Service of Mechanical Engineers	1253
14.	Indian Railway Service of Signal & Telecommunication Engineers	958
15.	Indian Railway Stores Service	656

MINISTRY OF ROAD TRANSPORT & HIGHWAYS		
16.	Central Engg. Service (Roads)	208
MINISTRY OF URBAN DEVELOPMENT & POVERTY ALLEVIATION		
17.	Central Architects Service (CPWD)	173 (as on 1.7.06)
18.	Central Elect. & Mech. Engineering Service (CPWD)	263 (as on 1.7.06)
19.	Central Engg. Service (CPWD)	860 (as on 1.7.06)
MINISTRY OF WATER RESOURCES		
20.	Central Water Engineering Service	775

Authorised Strength
(Health)
(Duty posts as on 01.01.2007)

MINISTRY OF DEFENCE		
1.	Indian Ordnance Factories Health Service (CDMO Cadre)	221
MINISTRY OF HEALTH & FAMILY WELFARE		
2.	Central Health Service	7465
MINISTRY OF HOME AFFAIRS.		
3.	Border Security Force Health Service	415
4.	Central Reserve Police Health Service	297
5.	I.T.B.P. Health Service	272
MINISTRY OF RAILWAYS.		
6.	Indian Railway Medical Service	2538

Authorised Strength

(Others)

(Duty posts as on 01.01.2007)

MINISTRY OF CORPORATE AFFAIRS		
1.	Indian Company Law Service	231
MINISTRY OF DEFENCE		
2.	Defence Aeronautical Quality Assurance Service	262
3.	Defence Quality Assurance Service	528
4.	Defence Research And Development Service	7256
MINISTRY OF FINANCE		
05.	Indian Cost Accounts Service	163
6.	Indian Economic Service	501
MINISTRY OF HOME AFFAIRS		
7.	Border Security Force	3125
8.	Central Industrial Security Force	1076
9.	Central Reserve Police Force	3385
10.	Indo Tibetan Border Police	596
MINISTRY OF INFORMATION & BROADCASTING		
11.	Indian Broadcasting (Programme) Service	1109 (as on 1.1.01)
MINISTRY OF LABOUR		
12.	Central Labour Service	343
MINISTRY OF LAW & JUSTICE		
13.	Indian Legal Service	152
MINISTRY OF COAL & MINES		
14.	Geological Survey Of India	
	(i) Geological Stream	2300
	(ii) Mineralogical stream	40
	(iii) Mechanical stream	29

	(iv) Chemical Stream	328
	(v) Drilling Stream	61
	(vi) Geophysical Stream	325
	(vii) Geophy. (Instt.) Stream	64
	Total	3147
MINISTRY OF SCIENCE & TECHNOLOGY		
15.	Indian Meteorological Service	453 (as on 1.7.06)
16.	Survey of India Group 'A' Service	391
MINISTRY OF STATISTICS & PROGRAMME IMPLEMENTATION		
17.	Indian Statistical Service	800

CHAPTER 4 CONSIDERATION UNDERLYING CADRE REVIEW

Attributes of an Ideal Cadre Structure

3.1 The concept of a regular Group 'A' Service, the way it is constituted and its grade structure have been explained in the previous section. The various **attributes** of an ideal cadre structure of a Central Group 'A' Service are elaborated in the following paragraphs with specific reference to the existing structures, their deficiencies, the need to rectify them through periodical reviews and the methodology of the review exercises.

First

The functional needs of a regularly constituted service ought to be fully met by cadre posts without having to take recourse to ex-cadre posts. Conversely, cadre posts should entirely cater to the functional requirements of the Service

and should not be utilised for performing functions other than those for which the Service is intended;

Second

The **grades** into which the cadre is divided should be clearly distinct in the sense that each carries a distinct level of **responsibility** within the functional area of the concerned service. The posts within a grade should also be inter-changeable;

Third

The cadre structure should facilitate smooth mobility for its members both **horizontally and vertically**. Thus, while the posts in the same grade may be inter-changeable, any member of a grade should be capable of moving up and discharging the duties of a post in a higher grade;

Fourth

An ideal cadre structure should be capable of fulfilling the **legitimate career expectations** of the member of the Service. In other words, the **functional needs of a Service will have to be in harmony with the legitimate career expectations of its members**; and

Fifth

Every cadre structure should have separate provision for various types of **reserves** like probation, training, leave and deputation.

Deficiencies of Cadre Structure and Cadre Management.

3.2 It is, common knowledge that a number of organised Group 'A' Central Services have defective cadre structures

which do not accord with one or more of the various requirements of an ideal cadre structure. Quite a few cadres have been structured in a haphazard manner or on ad-hoc basis without paying adequate attention to the requirement of viability from the functional, structural and personnel aspects. In some cadres, distortions have crept in as a result of inadequate cadre management and faulty recruitment planning. Some of the deficiencies noticed in the cadre structures of organised services are detailed below.

For smooth and proper cadre management, advance projections of manpower requirements should be undertaken at least **once in a period of 3 years**. In the absence of recruitment planning based on such projections, the cadre authorities tend to resort to such unscientific practices as under-recruitment, over recruitment or other ad-hoc measures. Promotion blocks occur due to large scale recruitment carried out after a spell of prolonged under recruitment. This causes frustration among service officers resulting in less of morale and motivation. Unplanned or haphazard recruitment also leads to avoidable strain on organisational facilities during the years of bulk recruitment and under-utilisation of facilities during years of under recruitment.

In some cadres, the functional needs and requirements of the service are skipped and members are assigned functions which are strictly not in the operational area of the concerned service. This distorts the original objectives of the Service, erodes its functional role and renders the Service ineffective.

In some cases, a large number of functional posts are found outside a functional Service, e.g. Indian Economic Service. Members of the Service are often deputed to ex-cadre posts in the same functional area. This is an anomaly. It is desirable

that all ex-cadre posts be merged into appropriate Service as far as possible.

An important requirement of a well constituted cadre is that while it caters to the functional needs and fulfills the functional objectives of the Service it should also be capable of providing a **satisfying career to its members not only in terms of work environment but also in the matter of fulfilling their legitimate career aspiration.** The latter, however, depends so much on how the cadre has been structured at the time of the constitution of the Service and the manner in which it has been restructured subsequently from time to time. Obviously, in a structure which is too wide at the bottom or even at the middle level tapering off to a **very narrow top, promotional avenues for its members are severely restricted causing frustration among them and reducing the effectiveness of the Service. Cadre review provides an excellent opportunity to remedy the situation.**

Another serious lacuna of some organised cadres is the lack of provision for one or other types of **reserves** giving rise to cadre management bottlenecks.

Finally, there are some services which do not have **proper recruitment rules.**

Objectives of a Cadre Review

3.3 The main purpose of a cadre review is to restructure a cadre in such a way as to remove the deficiencies which might be existing at the time of the **constitution of a service** or have crept in subsequently and ensure that the cadre structure satisfies the **functional, structural and personnel considerations.** Cadre review provides an opportunity to **overcome various bottlenecks, remove existing distortions and bring about rationalisation of cadre structure so as to**

improve the efficiency and morale of the cadre officers and thereby enhance the effectiveness of the Service in the fulfillment of the objectives for which it has been established.

3.4 The major part of the cadre review exercise concerns advance projection of manpower requirements over the review period and the planning of recruitment for this period. Rationalisation of the cadre from the functional, structural and personnel angles is the other major objective of a cadre review. Specifically, the main objectives of cadre review are to:

- i) estimate future manpower requirements on a scientific basis for a period of 5 years at a time,
- ii) plan recruitment in such a way as to avoid future promotional blocks and at the same time prevent gaps building up,
- iii) so restructure the cadre as to harmonise the functional needs with the legitimate career expectations of its members and thus
- iv) to enhance the effectiveness of the service.

3.5 The methodology of the cadre review is fully explained in the Detailed Guidelines (1978) appended to this Monograph (Appendix III). Salient features of the methodology are highlighted in the following paragraphs.

Manpower requirements and Recruitment Planning

3.6 By far, the major exercise involved in a cadre review consists of projection of future manpower requirements. This would indicate the total size of vacancies likely to arise in the cadre over the review period and its distribution into different levels of different grades of the service. The total additional manpower requirement over the review period is the sum total **(i) maintenance needs (ii) growth needs and (iii) a portion of the gap proposed to be made up during the period.** The manner in which each of these components has to be worked out is fully explained in the Guidelines.

3.7 Maintenance needs (which arise out of **wastages due to retirements, resignations, etc.**), can be fairly accurately worked out. In fact, normal wastage due to retirements can perfectly be calculated from date of birth data. **Even abnormal, wastage due to resignations, etc. can be estimated with a small margin of error on the basis of past experience.** It is, however, not always possible to accurately project growth needs, as this involves an element of forecasting. Nonetheless it is essential for balanced cadre management that growth needs should also be as accurately assessed as possible. It must be emphasised in this connection that some amount of increase in work has to be treated as normal and should not lead to any increase in the manpower requirements. Only perceptible and significant increases in activity should be translated into additional personnel requirements.

3.8 Having estimated the essential additional needs, the levels or grades at which such needs arise should be clearly identified. It should also be clearly assessed whether the additional requirements would have to be in the nature of **creation of new posts or upgradation of some of the existing posts.**

3.9 Increase in work-load could be quantitative or qualitative or both. A quantitative increase in work-load indicates creation of additional posts at required levels. Where the nature of work at certain levels is expected to undergo change, proposals for upgradation could be justified. The identification of each additional post required (either by way of fresh addition to the cadre or through upgradation of an existing post) in terms of specific duties, at least at the level of Junior Administrative Grade and above, would be of considerable value in a cadre review proposal. As far as possible, work norms in terms of duties and responsibilities should be unambiguously set out so as to justify the proposed additions. A functional map clearly showing duties and responsibilities at different levels of hierarchy will be of immense help in this connection. An organisational chart will be of added value.

3.10. Filling up of gaps regularly is an important aspect of cadre management. As far as possible, gaps should be avoided, and in any case, gaps should not allowed to accumulate over long periods which could induce the cadre authority to resort to ad-hoc measures or other easy solutions to deal with the situation. It should, however, be ensured that gaps in the cadre are made good in a phased manner rather than attempt to wipe out the entire gap in one single sweep. For, any excessive recruitment any particular year result in dilution of the quality of recruits in short run and lead to promotion blocks at a later stage.

Reserves

3.11 If the cadre structure already has provision for various types of reserves like probation, leave, training and deputation it should be examined as to (a) how such reserves have been utilised in the past and (b) what would be the future pattern of utilisation. The review should

provide an opportunity to identify posts which are usually being manned by reserves due to inadequate provision of duty posts for existing activities or because of expansion of regular activities or both. There should be an endeavour to convert such posts into regular duty posts wherever they are expected to last at least for the review period. The provisions for reserves will then have to be suitably adjusted. This would reduce distortions and make for smooth and scientific cadre management.

3.12 If no provision exists for reserves in the initial constitution of the Service, it should be examined as to the extent that different types of reserves will now have to be provided for in the revised structures in the light of past experience and anticipated requirements over the review period.

Recruitment Rules

3.13 Recruitment rules are a sine-qua-non for creation and continuance of any posts, for an organised service. **There have been instances where Service cadre has been constituted even before framing proper recruitment rules.** In some cases such situation (existence of a Service without proper recruitment rules) continues for quite some time giving rise to distortions in cadre management. The Department of Personnel & Training has been issuing guidelines and instructions from time to time in regard to framing of recruitment rules. **The Department of Personnel and Training (Establishment Division) have issued a Hand Book in 1984 where in the various guidelines together with the model recruitment rules have been published for the use of Min. /Deptt. of the Govt. of India.** The Hand Book enables the cadre authorities to frame recruitment rules in respect of posts included in the cadre under their control in a rational manner. It should also be checked and ensured that the

recruitment rules already framed are in line with the guidelines.

Career Prospects

3.14 Two type of analyses are of interest in assessing the promotion prospects available to members of a given Service. These are: **(a) Analysis of structural ratios and (b) Threshold analysis.** These terms will be explained in the following paragraphs.

(a) Structural ratios

In a cadre structure, different grades have different sizes (in terms of number of posts). The ratios between various levels of grades in the Services that are between the sizes of any two grades or combinations of different grades (including the total cadre strength) may be termed as **structural ratios**. To illustrate, the following are some of the structural ratios which have been found useful in analysing the cadre proposals.

- i) The ratio of Junior Administrative Grade posts to time-scale posts (junior and senior time scale combined);
- ii) The ratio of all posts in the JAG and above to time-scale posts;
- iii) The ratio of JAG posts to total cadre strength;
- iv) The ratio of Senior Administrative Grade (SAG) posts (and above) to JAG; and
- v) The ratio of SAG posts (and above) to total cadre strength.

These ratios reveal the type of cadre pyramid that a given service has and indicate the extent of promotional opportunities available to its members. Thus, the higher the ratio between Senior Administrative Grade posts and total cadre strength, the better are the promotional opportunities for members of a given Service especially at the level of JAG. On the other hand, the lower the ratio of JAG posts to time-scale posts, the slower would be the promotion prospects of a new entrant to a Service. However, good structural ratios by themselves cannot ensure smooth promotion of the members of the cadre. In practice it is observed that **even with very good structural ratios members of some cadres are stagnating in various grades due to over recruitments in the past.** On the other hand, in some cadres with not so good structural ratios, vacancies in the higher grades have remained unfilled due to non-availability of eligible officers. The latter situation is due to past under-recruitments. Over or under recruitments and their bad consequences can be avoided by ensuring regular annual direct recruitment at an optimum fixed rate. In a cadre review, there is little scope for remedying the damages caused to the cadre due to unplanned recruitments in the past.

The internal structure of a service depends on the initial structure and the pattern of subsequent recruitment. It is neither necessary nor desirable to prescribe standard ratios between different levels of the cadre structure of a Service that would **satisfy functional requirements and ensure adequate promotional opportunities.** Every individual cadre controlling authority will have to carefully consider the cadre structure of the Service under its control on its own merits so as to broadly determine the **desirable structure in terms of both functional needs and career opportunities for members of the Service.** The basic approach in a cadre review is to

balance these two aspects so as to maintain a high level of morale and efficiency consistent with economy.

(b) Threshold analysis

This is an analysis of the time taken by an entrant of a given Service (normally at Junior Time Scale level) to reach different levels of the hierarchy i.e. JAG, SAG etc. The thresholds in a given cadre structure can be derived on the basis of past experience. As regards the future, i.e. the threshold likely to be realised at the end of the review period in a structure under revision, the same will have to be estimated on the basis of the proposed strength of different grades and the latest seniority list of the officers of the Service. Threshold analysis is quite useful in correctly assessing the situation regarding promotion prospects. No norms, however, have been or could be laid down in this regard too. **One has to base one's perception on the situation prevailing in a number of other services/cadres particularly those which are functionally or otherwise akin to the cadre under review.**

3.15 Creation of new posts or upgradation of existing posts solely for the purpose of improving promotional opportunities without adequate functional justification would severely erode the original role of the Service and impair its efficiency. It is necessary to emphasise that the cadre review is not a vehicle for the fulfilment of career expectations of the Service Officers howsoever legitimate they may be. Adequate functional justification is an essential consideration in the rationalisation of a cadre structure.

3.16 The assumption that every cadre will necessarily grow and that therefore, such a growth has to be provided for cannot be an all time valid assumption.

Stagnation is a relevant ground but cannot be the only ground for creation of posts at higher levels. The problem of stagnation cannot be solved by creating large number of posts at the top which will only mean that as we go along, everybody will be doing work one below his level.

In regard to the stagnation problem, promotion to higher posts must necessarily be based on a rigorous assessment of the record and performance of the officers. Higher levels of productivity should be expected from the employees.

CHAPTER 5 NON-FUNCTIONAL SELECTION GRADE

NON-FUNCTIONAL SELECTION GRADE

(SELECTION GRADE)

4.1 In organised Central Group 'A' Services, there is a non-functional selection grade in the pay scale of Rs.14300-18300. This is inter-mediary scale between the pay scales corresponding to Junior Administrative Grade (Rs.12000-16500) and Senior Administrative Grade (Rs.18400-22400). In the Non-Functional Selection Grade, the duties and responsibilities attached to the posts are the same as those of the next lower grade, i.e. JAG. Such selection grade is given to a specified number of officers in the JAG under certain conditions and does not involve a change of command. As per decisions taken by Government in the light of the Fourth Central Pay Commission's recommendations, the revised orders regarding non-functional selection grade (Rs.14300-18300) will apply to the organised Group 'A' Civil Cadres and the orders will apply to such cadres uniformly. **Secondly, there will be no functional selection grade in such cadres.**

4.2 The expression "organised Group `A' Civil Cadre" means a cadre which has all the following attributes, namely:- (i) the highest cadre post is not below the level of Rs.18400-22400 (ii) it has all the **standard grades**, namely, Rs.8000-13500, Rs.10000-15200, Rs.12000-16500, Rs.14300-18300 and **Rs.22400-24500** (iii) at least 50% of the vacancies in the Junior Time Scale (Rs.8000-13500) are required to be filled by direct recruitment and (iv) all vacancies above the Junior Time Scale and upto the Senior Administrative Grade (Rs.22400-24500) are filled by promotion from the next lower grade.

4.3 Introduction of a Non-Functional Selection Grade had been specifically recommended for the first time by the Third Central Pay Commission in respect of various organised Engineering Services (besides Indian Economic Service, Indian Statistical Service and Indian Forest Service). The Commission felt that the number of posts in the higher grades of these services was relatively small in the terms of their total cadre strength and member of the Services holding JAG posts are liable to stagnate for this reason. While accepting this recommendation of the pay commission, Government decided that (i) such Selection Grade may also be introduced in various Central Group `A' Services and (ii) the strength of the Selection Grade in each Service should be determined after a detailed review of cadre structure, promotion prospects, etc. in that Service.

4.4 The Pay Commission stipulated that the officers to be placed in the Selection Grade should have reached the maximum of the Junior Administrative Grade and remained there for 2 years. This stipulation constituted the main criterion for (a) the introduction of Selection Grade in a Service, (b) the determination of the size of such Grade and (c) the eligibility of officers to be placed in Selection Grade. In

essence, therefore, the non-functional selection grade is intended to mitigate the rigours of stagnation which the officers in the JAG may be exposed to for want of adequate number of posts in the higher grades. In this sense it is not a distinct functional grade carrying a higher level of responsibilities than those associated with JAG but part of JAG itself, the scale of pay being an extension of JAG pay scale. In other words, it is tantamount to an extended pay scale for holders of JAG posts, the pay scale of Rs.12000-16500 being extended to Rs.18300 under certain conditions.

4.5 In general, appointment of officers to a functional grade is **by Selection** as it involves promotion to a higher level of responsibility. On the other hand, appointment to the Non-Functional Selection Grade is **by seniority subject of fitness**. This is so because the purpose of introducing a non-functional Selection Grade is to mitigate the hardships caused to officers due to stagnation and no change of command is involved.

4.6 In terms of Government decisions, Selection Grade was to be introduced in a Central Group `A' Service only after a review of its cadre structure. **It was also stipulated that the Selection Grade posts were to be carved out of JAG posts.**

4.7 Once the proposal to introduce Selection Grade in a cadre structure (under review) has been approved and its strength determined (on the basis of stagnation and other criteria) by Cadre Review Committee and the required number of posts created, the question arises as to the actual procedure to be adopted for placing the eligible officers in the Selection Grade. **The procedure has been laid down in detail in separate guidelines prepared for the purpose by the Department of Personnel & Training.**

4.8 The main features of the Selection Grade Guidelines are summarised below:-

(i) Central Service Group `A' where the scale of Rs.14300-18300/- exists as part of the cadre structure on functional basis will not be eligible to have non-functional Selection Grade unless the Cadre Controlling Authorities decide to do away with the functional Selection Grade.

(ii) The non-functional Selection Grade posts should be carved out of the Junior Administrative Grade; they thus do not represent net additions.

(iii) The strength of the Selection Grade should be equal to 30% of the **senior duty post**. The Selection Grade should strictly remain non-functional and in no case be converted into functional. They are thus personal to the officers concerned. An Officers to be eligible to be placed in Selection Grade must have entered the 14th year of service on the 1st January of the year calculated from the year following the year of the examination on the basis of which he was recruited.

(vi) Appointment to the grade should be **by seniority (i.e. seniority subject to rejection of `unfit')**.

(vii) The inter-se-seniority among officers appointed to non-functional Selection Grade and those in the **ordinary grade of JAG** shall not be changed as a result of appointment of the former to the Selection Grade.

Scientific Services.

4.9 In terms of the Third Pay Commission recommendations and Government's decision thereon, Selection Grade is relevant to all Central Group `A' Service, both technical and non-technical. In certain Scientific Services, however e.g.

Defence Science, Meteorological Service etc. there is a system of **flexible complementing** designed to retain and encourage meritorious scientists engaged in research work. Under this system, while the total numbers of posts in two or more successive grades is fixed, the number in different grades are varied so as to enable officers with a stipulated period of services to be placed in next higher grade on the basis of periodical assessment of performance irrespective of number of vacancies existing at any given time. In view of this, introduction of Selection Grade in Junior Administrative Grade is not considered necessary in such Services.

Engineering Services.

4.10 The 5th Central Pay Commission had recommended NFSG for Organised Group 'A' Central Engineering Services. The NFSG scale applicable is Rs. 12000-16500 i.e at level between STS and JAG. For detailed information refer O.M. No. 22/1/2000-CRD dated 6.6.2000 as clarified by O.M. No. 22/1/2000-CRD dated 20.12.2000 (**Appendix IX and Appendix X**).

CHAPTER 6 CADRES REVIEWED – STATUS REPORT

Status Report in respect of Cadre Review proposals as on October, 2007

Sl. No.	Status	Remarks
1	Cadre Review completed during the last five years	Details in Annexure I
2	Cadre Review proposals not carried out/not received	Details in Annexure II
3.	Cadre Review proposals not received from CCAs	Details in Annexure III

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Annexure I

CADRE REVIEW COMPLETED DURING THE LAST FIVE YEARS Status as on October, 2007

Sl. No.	Name of the Service	Year of last cadre review
1.	Indian Railway Personnel Service	2007 (4 th)
2.	Indian Postal Service	2006 (5 th)
3.	Indian Information Service	2006 (3 rd)
4.	Indian Civil Accounts Service	2005 (4 th)
5.	Indian Railway Accounts Service	2005 (4 th)
6.	Indian Railway Traffic Service	2005 (4 th)
7.	Indian Railway Service of Engg.	2005 (4 th)
8.	Indian Railway Medical Service	2005 (4 th)
9.	Indian Economic Service	2005 (3 rd)
10.	Indian Statistical Service	2005 (2 nd)
11.	Indian Foreign Service	2004 (4 th)
12.	Indian Railway of Signal & Tel. Engg.	2004 (4 th)
13.	Indian Railway Stores Service	2004 (4 th)
14.	Central Health Service	2004 (3 rd)
15.	Defence Quality Assurance Service	2004 (3 rd)
16.	Indian Cost Accounts Service	2004 (2 nd)
17.	Indian Railway Service of Elec. Engg.	2003 (4 th)
18.	Indian Railway Service of Mech. Engg.	2003 (4 th)
19.	Central Labour Service	2003 (1 st)
20.	Indian Defence Account Service	2002 (4 th)
21.	Indian Custom & Central Excise Service	2002 (3 rd)
22.	Railway Protection Force	2002 (3 rd)

Annexure II

CADRE REVIEW HAS NOT BEEN CARRIED/PROPOSAL NOT RECEIVED. Status as on October, 2007

Sl. No.	Name of the Service	Year of last cadre review
1.	Indian P&T Bldg. Works Service	1989
2.	Indian Telecommunication Service	1988
3.	Indian Broadcasting (Programme) Service	1984

4.	Indian Broadcasting (Engg.) Service	1981
5.	Indian P&T Accounts & Finance Service	No proposal received.
6.	Defence Research & Development Service	No proposal received.

Annexure III

CADRE REVIEW PROPOSALS NOT RECEIVED FROM CADRE CONTROLLING AUTHORITIES

Status as on October, 2007

Sl. No.	Name of the Service	Year of last cadre review
1.	Indian Revenue Service (IT)	2001
2.	Indo-Tibetan Border Police	2001
3.	Indian Trade Service	1998
4.	Defence Aeronautical Quality Assurance Service	1996
5.	Indian Defence Estates Service	1995
6.	Indian Ordnance Factory Health Service (COMO Cadre)	1995
7.	Indian Company Law Service	1995
8.	Central Reserve Police Health Service	1994
9.	ITBP Health Service	1994
10.	Central Water Engg. Service	1991
11.	Central Reserve Police Force	1991
12.	Indian Ordnance Factory Service	1990
13.	Central Power Engg. Service	1990
14.	Central Engg. Service (Roads)	1990
15.	Central Industrial Security Force	1990
16.	Indian Audit & Accounts Service	1989
17.	Border Security Force	1989
18.	Geological Survey of India	1989
19.	Indian Naval Armament Service	1987
20.	Indian Legal Service	1987
21.	Indian Meteorological Service	1987
22.	Survey of India Group 'A' Service	1985
23.	Border Security Force Health Service	1984

CHAPTER 7 APPENDICES

Sr. No.	Appendix No.	Subject	Year
1	I	Guidelines for proper Cadre Management, 1972	O.M. N0.5/1/71-PP(Vol.VI) 1972 Dated the 6th May, 1972
2	II	Approach Note for Cadre Management	O.M. (F.No.5(22)/73-PP) dt. 12.03.1973.
3	III	Cadre Review of Central Group 'A' Services - Detailed Guidelines, 1973	1978
4	IV	Implemented recommendations of the Workshop on Cadre Review of Group 'A' Central Services, 1978	October 31, 1981
5	V	Guidelines for Cadre Review of Central Group 'A' Services.	O.M. No.2/42/88-PP (CRD) Dated 5 th April, 95.
6	VI	Lifting of Temporary ban on Cadre Review/Cadre Restructuring	O.M. No. 5(3)/E-III/97 Dated 7.1.1999
7	VII	Grant of Non-Functional Selection Grade to the organised Group 'A' Central Services – increase in percentage ceiling	O.M. No. 22/1/2000-CRD June 6, 2000
8	VIII	Selection Grade in Group 'A' Service – Guidelines to be followed by the Selection Committee – Instructions on	O.M. No. 28038/1/88-Estt. (D) Dated the 9 th October, 1989

9	IX	Recommendations of the Fifth Central Pay Commission on scales of pay of posts of Superintending Engineers and Executive Engineers and equivalent in the Organized Group 'A' Engineering Services.	O.M. No. 22/1/2000-CRD June 6, 2000
10	X	Appendix X : Revised scales of pay for Executive Engineer/Superintending Engineer and equivalent in the organised Group 'A' Engineering Services – clarifications/modifications regarding	O.M. No. 22/1/2000-CRD December 20, 2000
11	XI	Guidelines to be followed while processing Cadre Review proposals	O.M. No. 1/8/96-CRD Dated the March 2, 2000.

Appendix I : Guidelines for proper Cadre Management (1972)

APPENDIX : I

N0.5/1/71-PP(Vol.VI)

DEPARTMENT OF PERSONNEL

(P.P. WING)

(Now Cadre Review Division)

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Dated the 6th May, 1972

OFFICE MEMORANDUM

SUBJECT:- Guidelines for proper Grade Management Setting up of Cadre Management Committees - Implementation of Administrative Reforms Commission's Recommendation No. 10.

The Administrative Reforms Commission, which examined the existing machinery for the management of different All India and Central Service Cadres, had in their Report on Personnel Administration made the following recommendations :-

Recommendation No. 10

(1) For all Services advance projections should be made of the requirements of personnel for five years at a time. Mid-term appraisal also should be made if circumstances warrant it and necessary correctives made on the basis of the appraisal.

(2) Such projections should be made by cadre management committee which should be constituted in the manner described in para 5.

2. The Commission had further suggested that the cadre management committee may include, in addition to the cadre controlling authority, representatives of the Central Personnel Agency and of the user interests, if any. (User interests, in this context mean the organisations other than the controlling authority which are likely to make a

substantial use of the Services of the concerned personnel on deputation). The Government of India have accepted this recommendation of the A.R.C. with the modification that the review should be made, instead of every five years as recommended by the Administrative Reforms Commission after every three years and it would not be necessary to associate the user interests with the review Committee but their requirements should be taken into consideration while making the review. The composition of the committee should as follows :-

Chairman	i) Cabinet Secretary	–
Member	ii) Secretary of the Ministry Controlling the cadre	–
Member	iii) Secretary, Department	–
Member	iv) Secretary, Ministry of Finance, Department of Expenditure	–

The Ministries/Departments are accordingly requested to take immediate action on the lines indicated above to constitute cadre management committees for review of the cadre under their administrative control, under intimation to this Department.

3. In this connection, a reference is invited to this Department's O.M. No.5/1/71-PP(VI), dated the 1st February,1971 regarding evolution of principles for

proper cadre management. It was mentioned therein that both the Study Teams of the ARC on Personnel Administration as also the Administrative Reforms Commission itself pointed out a number of deficiencies in the management of the various cadres. The Ministries/Departments were also requested in the above O.M. to send details of the various measures taken by them to ensure scientific management of the various Service-cadres under their control. In the light of the information received, this Department has formulated certain broad guidelines (copy enclosed) for objective cadre management. It is expected that those general guidelines, if followed systematically, would remedy to a considerable extent, the deficiencies pointed out by the ARC and ensure a balanced and scientific management of cadres, apart from helping in establishing uniformity in the principles/procedures employed in the management of the Service Cadres.

4. All the Ministries/Departments are requested to review immediately the cadres controlled by them in the light of the enclosed guidelines and prepare a detailed personnel plan for each cadre, taking 1972 as the base year.

5. As this Department is required to furnish the implementation report of the ARC's recommendation to the Parliament it is requested that as soon as the implementation of the Government decision in this regard is completed, a report may kindly be sent to this Department.

sd/-

Deputy Secretary to the Govt. of India

DEPARTMENT OF PERSONNEL

GUIDELINES FOR CADRE MANAGEMENT

GENERAL

(1) The basic purpose of cadre management is to ensure that, consistent with the maintenance of morale, the cadre is recruited, trained and utilised in a manner calculated to fulfil the objectives for which the cadre was constituted.

THE STRUCTURAL ASPECTS OF A CADRE

(2) The fixation of strength of a cadre should be related primarily to the current and anticipated requirements of personnel for discharging the functions for which a cadre has been created.

(3) In fixing the strength of the cadre due regard should be paid to the duties and responsibilities of the posts to be included in the cadre. Every cadre should, therefore, have a schedule of duty posts identified, on the basis of detailed job evaluation, either individually or in groups, which constitute the core of the cadre.

(4) The strength of each cadre should essentially reflect the permanent requirement for cadre personnel.

(5) The following three reserves should be built into the structure of every cadre:

i) Deputation Reserves: Since the deputation reserve is a mechanism for sending Cadre officers to hold ex-cadre posts, this reserve should be fixed by assessing the needs of the outside (or ex-cadre) agencies for the services of officers of particular Cadres, having regard to the experiences and expertise developed in such Cadres. Such deputation reserve should also bear a reasonable proportion to the duty posts in the cadre in order to ensure that cadre personnel are primarily available for filling up cadre posts.

ii) Training Reserve: This reserve should be rationally fixed with due regard to the particular needs of the cadre for the development of suitable professional expertise and generation of adequate specialisms through the training (both post-entry and in-service) of cadre personnel.

iii) Leave Reserve: This reserve should be related to its actual utilisation.

(6) Where recruitment rules provide for multiple points of entry into the service, the promotion quotas should be so determined as to ensure adequate opportunities for promotion between the various grades in the cadre schedule.

THE PERSONNEL ASPECTS OF A CADRE

(7) A rational recruitment policy should be framed so as to take into account:

- Maintenance needs of the cadre.
- Growth needs of the cadre.
- quality of recruits.
- Promotional prospects of recruits.

(8) The rate of annual recruitment should be worked out that gaps in the cadre are adequately taken care of in a phased manner and there is no excessive recruitment in particular years leading to dilution in the quality of recruits or block in promotion at a later stage.

(9) Except to the extent provided for in particular recruitment rules for any cadre, cadre posts should be held by cadre officers.

(10) A scientific plan for the development and deployment of officers in a cadre should be devised. This plan should spell out in detail the requirement in terms of skills/specialties, desirable experience etc. for different positions, and the various training programmes required for the attainment of this objective.

(11) The placement of officers, in and outside the cadre, should be in line with the skills/experience acquired by them. It should, therefore, be done after a careful screening of eligible personnel in relation to the type of posts to be filled up.

(12) Deputation of ex-cadre posts should be for a fixed tenure, and unless there are exceptional grounds, an officer sent on deputation should return to this parent cadre on the expiry of his tenure.

MACHINERY AND PROCEDURES FOR BETTER CADRE MANAGEMENT

(13) There should be a high-level comprehensive review, at regular intervals of three years, of the management of each cadre in the light of these guidelines.

(14) The specific object of the triennial review should be to:

- Determine the rate of growth of the cadre, after analysing past trends and anticipating additional needs;
- assess the trend of growth of the ex-cadre posts requiring the services of cadre officers and adopt measures to cut imbalances arising between deputation reserves and the number of officers in ex-cadre posts;
- fix and rationalise the strength of the cadre;
- draw up a personnel plan, for three years indicating for each year;
- the size of the cadre;
- fresh intake of personnel;
- utilisation of deputation and other reserves;
- overall needs and gaps.

(15) A Review Committee should conduct the triennial reviews in respect of all cadres. The composition and functioning of the Review Committee will be as indicated in the forwarding O.M. No. 5/1/71-PP(Vol.VI) dated 6th May, 1972.

(16) A departmental committee consisting of the head of the department and a few senior officers should undertake a mid-term appraisal of the structural and personnel aspects of the cadre once every year in order to check and apply suitable correctives as may be necessary due to changes in projected needs and gaps.

(17) The departmental committee referred to in (16) above will also perform the following functions in relation to the cadre management:

a) Screening of officers for their suitability for promotion for categories of posts for which departmental promotion committees are not regularly constituted.

b) Nomination and recommendation of officers for various courses of training in India and abroad.

c) Nomination and recommendation of officers for foreign assignments.

d) Such other personnel matters which the Department may like these Committees to consider.

(Enclosure to O.M. No. F-5/1/71-PP(Vol.VI), dt. 6.5.1972)

Appendix II : Approach Note for Cadre Management (1973)

APPENDIX : II

DEPARTMENT OF PERSONNEL & ADMINISTRATIVE

REFORMS

(P.P. WING)

(Now Cadre Review Division)

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APPROACH NOTE FOR CADRE MANAGEMENT

In an exercise for cadre management, the following aspects may be borne in mind and highlighted:

- the structural aspects;
- the personnel aspects;
- the procedural aspects.

The object of cadre management is to ensure that with reference to its original purpose, the cadre is organised

recruited, trained and utilised in the most effective and rational manner.

Structural aspects:

i) A brief historical background of the cadre should be attempted which would trace origin, the objective, the structure, the composition, in short the organisation of the cadre, right from the beginning.

ii) The strength of the cadre should be indicated for every block of five years, beginning from the Second Five Year Plan. The cadre strength has to be related to the current and anticipated requirements of personnel for discharging the functions expected of the cadre.

iii) If there are any distortions which affect the attainment of the general purpose of the cadre, they should be indicated.

iv) Since the strength of the cadre reflects essentially the permanent requirements for cadre personnel, the schedule of duty posts constituting the 'core' of the cadre ,should be emphasised.

v) Apart from these duty posts, the various reserves such as deputation reserve , leave reserve, and training reserve should also be brought out.

vi) It needs also to be examined as to whether there is any constructive relationship between the basic duty posts of the cadre and the different reserves; in particular, the balance or lack of it, between the cadre and the parallel ex-cadre has to be investigated, the main idea being to recruit cadre officers for the cadre posts and not to tap the ex-cadre posts as promotion avenues for cadre officers.

vii) The various grades in the cadre together with the number of posts in each grade should be mentioned and evaluated for their adequacy or otherwise.

viii) An exercise has also to be attempted on the likely development of the cadre during the next 5 to 10 years - which should bring out the projective picture of the cadre keeping in view the maintenance needs and the estimated growth requirements.

Personnel Aspects

i) It should be brought as to how the various grades in the cadre are manned. The actual strength in relation to the authorised strength, the gaps and shortfalls etc. should similarly be indicated.

ii) The mode of recruitment to the various grades should also be stated.

iii) The percentage of direct recruitment vis-à-vis promotion in the various grades should be seen in order to assess the attractiveness of the cadre.

iv) It has to be seen whether the recruitment programme is rationally structured, having regard to the following aspects:

-maintenance needs of the cadre;

(wastages replenishment factors)

growth needs of the cadre ;

quality of recruits

promotion prospects of recruits.

v) It has also to be seen whether recruitment in the cadre has been haphazard or has followed the consistency in annual rate or number from year to year; if there has been an over-large recruitment in an year and no or little recruitment in the following years reasons therefore would have to be critically examined.

vi) Has there been any necessity for undertaking any special, or emergency recruitment?

vii) It has to be seen also whether the cadre controlling authorities have a well ordered projection plan of the personnel requirements according to which recruitment has to be phased out.

viii) It is necessary to bring out also whether lateral entry is the accepted pattern of recruitment in the cadre, if so, in which grades.

ix) It has to be brought out also whether there is any systematic plan for the development and deployment of officers in the cadre, in particular, how specialisation and professionalism are to be developed in the cadre.

x) Training needs of the personnel have also to be highlighted. There should be painstaking exercise to carefully choose the persons to be send on training before hand and their post training utilization programme also should be dovetailed with the training plan itself

xi) It has to be specifically brought out whether there is any stagnation in the cadre; if so, the reasons therefore. What are the specific proposals for easing out this stagnation?

xii) Is there any mechanism for scientific career management in the cadre?

xiii) Deputation ex-cadre should strictly follow the rules on the subject and any deviation from the standard norms should be specifically brought out.

Procedural Aspects:

i) Is there any built-in mechanism for evaluating the performance of the cadre from structural personnel and procedural angles?

ii) What kind of reviews are conducted and followed in the cadre-triennial or longer-term appraisal?

iii) Is there any provision for mid-term appraisal?

iv) Is the appraisal-exercise purely internal or any outside agency is associated?

v) Has the cadre been subjected to any outside investigation or scrutiny? If so, what were the specific deficiencies pointed out and recommendations made to improve upon them?

vi) What is the nature and status of management information system in the cadre? Is there continuous reporting and feed-back mechanism?

2. Cadre Controlling Authorities, in conclusion, may give their suggestions and programmes for better management of the cadre in all aspects discussed above.

(F.No.5(22)/73-PP)

dt. 12.03.1973.

Appendix III : Cadre Review of Central Group 'A' Services - Detailed Guidelines (1978)

APPENDIX : III

CADRE REVIEW OF CENTRAL SERVICES

GROUP 'A' - DETAILED GUIDELINES

INTRODUCTION

The Administrative Reforms Commission which examined the existing machinery for the management of different All-India and Central Services Cadres, had in their Report on Personnel Administration made the following recommendations:-

a) For all Services advance projections should be made of the requirements of personnel for five years at a time. Mid-term appraisal also should be made if circumstances warrant it and necessary correctives made on the basis of the appraisal.

b) Such projections should be made by cadre management committees which should be constituted in the manner described.....

2. The Government of India accepted the above recommendations with modifications that cadre review should be made every three years instead of every five years and that while the user interests need not be associated with the review committees, their requirements may be taken into consideration while making the reviews. It was also laid down that the composition of the Cadre Review Committee would be as follows:-

- i) Cabinet Secretary - Chairman
- ii) Secretary, Ministry of - Member
Finance, Deptt. of
Expenditure
- iii) Secretary, Deptt. of - Member
Personnel & Training
- iv) Secretary of the - Member
Ministry controlling
the cadre

At later stages, the Defence Secretary and the senior most member of the cadre under review were also included as members in the Cadre Review Committee.

3. The Department of Personnel & A.R., after studying details of various measures taken by the cadre authorities towards scientific management of their cadres, formulated certain broad guidelines for objective cadre management and circulated the same to all concerned Departments, vide **O.M.No.5/1/71-PP(Vol.VI) dated the 6th May, 1972**, with the request that they set up Cadre Review Committees in the manner prescribed and arrange to have the cadre structures reviewed on a priority basis. This was followed up in March, 1973 by an 'Approach-Note' on cadre review delineating the various aspects to be considered while preparing proposals for cadre strength reviews.

4. The Third Pay Commission recommended the creation of a standing 'Body on Pay and Cadre Management' to be headed by a serving or retired Judge of the Supreme Court or a High Court and having four non-functional members with experience of problems connected with Pay determination job-evaluation, personnel management and other allied matters. While this specific recommendation was not accepted by the Government, it was nonetheless decided that:-

a) A unit may be set up, if necessary, in due course in the Ministry of Finance for dealing with cases of limited pay revisions. In the meanwhile, cases which may arise relating to job evaluation or revision of pay scale of any particular category (Including creation of a new pay scale where necessary) may be dealt with in that Ministry according to normal procedure; and

b) The Department of Personnel & A.R., who are dealing at present with matters relating to cadre management of the all-India and Central Class-I services may also set up a unit, if necessary, in due course for advising the Ministries/Departments of cadre management of various services in Class-II and III as well.

Role of the Department of Personnel & A.R.

5. The Department of Personnel & A.R. is closely associated with work relating to cadre review of various Services. The Department issues guidelines regarding policy and methodology of cadre reviews, examines the proposals prepared by the concerned cadre controlling authority and prepares an analytical brief containing the views of the Department of Personnel & A.R. for the use of members of the Review Committee. The Department maintains liaison with the cadre authorities and provides

guidance and expertise in the formulation of proposals for periodic reviews of cadre strength. Recently, it has been decided that the department should take more initiative in regard to the cadre reviews instead of leaving it with the concerned Ministries.

Need for re-orientation of the review process.

6. The overall approach to cadre strength review has recently been re-examined in the Department of Personnel & A.R. in the light of experience gained so far. It has been observed that despite circulation of broad guidelines and the Approach Note (referred to in the earlier paragraphs), the cadre review proposals prepared by the Departments continue to suffer from a number of deficiencies. In particular, the following considerations which are pertinent in determining cadre strength of various Services do not seem to have received adequate attention of cadre authorities:-

- a) projection of manpower requirements on scientific lines;
- b) utilisation of cadre posts and deployment of cadre officers;
- c) objective assessment of future promotion prospects;
- d) rationalisation of cadre structure;
- e) the level(s) at which various reserves are to be created, their quantum and utilisation and
- f) formulation of a realistic recruitment plan.

Keeping in view the above mentioned factors and the comments of various departments, a revised

comprehensive set of guidelines has now been drawn up on the subject. The new guidelines which are elaborated in the ensuing sections should facilitate framing of proposals for triennial reviews of cadres with a full understanding of the principles involved. A set of format which may be used in this regard is appended (Appendix).

DETAILED GUIDELINES FOR THE FORMULATION OF CADRE STRUCTURE REVIEW PROPOSALS.

Objectives

7. The basic objectives of periodical review of a cadre are as follow:-

- a) To make advance projections of requirements of personnel for the next three years and to plan recruitment programme on a scientific basis; and
- b) To bring about rationalisation of cadre structure with a view to improving the efficiency and morale and enhancing the effectiveness of the Service.

Need for advance planning of personnel requirements:

8. The need for advance planning of the requirements of personnel is to be stressed for following reasons:-

- a) Timely recruitment of personnel in adequate numbers is essential to prepare them for future deployment.
- b) The process of getting the new posts sanctioned is time consuming.

c) In the absence of advance planning of manpower requirements, there may be violent fluctuations from time to time in the rate or recruitment with obvious adverse effects on the quality of recruits and cadre management.

Rationalising cadre structure

9. The cadre structure of a Service should satisfy the following criteria:-

a) Different grades of the Service should reflect distinctly different levels of duties and responsibilities;

b) Structure of the cadre should be such as to facilitate smooth movement of personnel, both vertical as well as horizontal; and

c) It should promote maximum efficiency commensurate with economy expenditure.

Cadre Strength

10. Basic constituents of a Central Group 'A' Service(cadre) should normally be:-

a) Regular duty posts;

b) Probationers reserves; and

c) Other reserves, viz.

i) Leave Reserve

ii) Training Reserve; and

iii) Deputation Reserve.

The sum total of (a) to (c) would represent what may be called the authorised strength of the cadre of Service. These terms are explained in the following paragraphs:-

Regular Duty Posts:

11. Regular duty posts are those posts in the cadre which carry the functions that fulfil the objectives for which the Service was constituted.

Probationers Reserve

12. Direct recruits are normally given initial training for periods ranging from one year to three years while on probation. The posts against which they are shown during the training period, which includes post-entry institutional as well as on-job training should not be included in the strength of regular duty posts, but should be shown separately as probationers' reserve. In case such reserve already forms part of junior duty posts or other reserves, necessary adjustment will have to be made to show it as a separate reserve. If the period of training of a probationer is one year, the size of probationers reserve should be equal to the size of one batch of direct recruits; if the period of training is 2 years, the reserve has to be double the size of a batch; and so on. Where the size of recruitment varies from year to year, the maximum recruitment in one year during the period of review may be taken as the basis for determination of size of reserve.

Other Reserve

13. 'Other' reserves comprise leave, training and deputation reserves. There is an important difference between the probationers reserve and 'other' reserves. The former is set apart for a definite category of service

personnel viz. fresh recruits directly appointed to the lowest rung of the Service. The latter serve a more general purpose of providing substitutes against vacancies caused due to Service officers proceeding on long leave, training or deputation. For every officer shown against other reserves, there should thus be one officer on leave, training or deputation. Those reserves are needed in order to ensure that the regular duty posts are continuously manned by competent officers and are ordinarily created in the entry grade of the Service. Broad guidelines for arriving at the appropriate size of various reserves are given below:-

Leave Reserve

14. Actual utilisation of leave by officers (for at least 45 days at a time) and the utilisation of the existing leave reserve (if any) by the Department during the preceding 3 to 5 years should normally determine the size of leave reserve. In addition, the practicability of filling up of leave vacancies, especially where the duty posts are widely scattered over field formations, may also be examined while determining desired size of the leave reserve.

Training

15. The imperative need for imparting on the job refresher/ professional training periodically to the personnel at various levels of the Service in order to equip them to meet the growing challenges of developmental administration can hardly be over-emphasised. For this purpose, a training reserve of an appropriate size will have to be provided for the cadre structure. The size is to be worked out on the basis of past experience (of, say, the last 5 years) and a well drawn-out programme for training of officers over the next 3 years.

Deputation Reserve

16. Officers of organised Service are in constant demand for manning posts on deputations in the Secretariat and other Headquarter Organisations, Public Sector undertakings etc. Spells of deputation to such ex-cadre posts afford the officers an opportunity to apply and test their knowledge, skills and talents in new fields and situations. Deputation also helps in imparting fresh outlook to their work on return to their organisation. However, while sending officers on deputation, it should be ensured that the essential needs of the service are not sacrificed, nor does it give rise to distortions in the recruitment programme or to other cadre management problems. As regards the size of the deputation reserve, it may be fixed in the light of past experience and the estimated minimum number of officers likely to be away on deputation during the next three years. Once the size of deputation reserve is fixed, a conscious effort should be made to see that there is neither over-utilisation nor under-utilisation so as to avoid problems in the smooth management of the cadre.

Encadrement of ex-cadre posts

17. Often departments create for various reasons, a number of posts having more or less similar functional duties and responsibilities as the cadre posts. Such posts are manned by both cadre officers and those outside the cadre (s). It should be the constant endeavour of cadre authorities to periodically review the position regarding such posts with a view to encadre them keeping in view:-

(a) the nature of functions and responsibilities attached to them;

(b) the likelihood of their continuing; and

(c) the desirability of deploying cadre officers to such posts.

Recruitment Planning

18. Rate of recruitment to a cadre is essentially a function of the maintenance and growth needs of the Service. A third important factor that determines recruitment size is the quantum of 'gaps', i.e. the number of vacancies remaining unfilled for a period of one year or more. It would be convenient to discuss recruitment plan under the three main heads representing the three basic components, viz. (i) maintenance needs (ii) growth needs and (iii) gaps. While drawing up the recruitment plan, promotion prospects will also have to be kept in view.

Estimation of maintenance needs

19. Maintenance needs arise out of wastage-both normal (due to retirements on superannuation) and abnormal (due to resignations) deaths, dismissals, etc.), Data on the future wastage pattern for say 5 years should be compiled both in respect of direct recruits and promotee officers. In particular some Group 'B' officers likely to be promoted to the Service during the next three years may be retiring within the period of review. To smooth out violent annual fluctuations, if any, an average of the next 5 years should be taken to represent the maintenance requirements of the Service/cadre on account of normal retirement. As regards abnormal wastage to resignation, dismissals, deaths, etc., this may be estimated on the basis of actual experience during the past five years.

Estimation of growth needs

20. Each cadre controlling authority should have a reasonable estimate of the future growth rate of personnel say, over the next 5 years. The actual retirements for the next three years (i.e. the period of the triennial review) will have to be worked out as possible. In general, the growth needs of a service will have to be assessed under the following components:-

(a) Normal growth of work in the current functional fields;

(b) New functions/schemes likely to be undertaken

(c) Policy-induced changes relating to:-

i) Organisation/Structure;

ii) Personnel Policy; and

iii) Administrative/procedural reforms.

21. Rate of increase in work load within the existing functions of the service may be studied with reference to past trends and projected progress of on-going schemes/programmes during the next three to five years. Normal growth in work should not generally lead to any significant increase in number of posts unless it can be demonstrated on the basis of quantitative norms that increase in work has a direct bearing on staff strength.

22. Along with progress of on-going schemes, some of which may taper off during the next few years and thereby reduce the requirement of staff on them, a careful study should be made of new programmes/ projects and activities likely to be taken up during the next years. Necessary correlation between financial and physical targets and staff requirements should be established.

23. Policy changes in the personnel field also have an impact on future growth of personnel. Some policy decisions may have been taken or likely to be taken which will have an important bearing on the functions, organisation and structure of the Department/Service. Likely impact of all such changes on the cadre strength should be carefully assessed.

24. A note of caution may be sounded here. The projection of future requirements is not necessarily an extrapolation of past trends for the simple reason that the past conditions might not hold good in the future. Policy changes recently introduced or likely to be introduced often influence the future behaviour pattern of the trend which may not be amenable to quantification. Nevertheless, backed by enlightened judgement and past experience, the cadre authority should still be in a position to assess the growth rate within a reasonable narrow margin or error.

Under Recruitment resulting `gap`

25. A `gap` may be defined as the size of regular vacancies in the cadre persisting continuously for more than a recruitment year, even though such vacancies might have been filled by ad-hoc appointments. Regular vacancies are long-term vacancies which are required to be filled on a regular basis in accordance with the Recruitment Rules. The main causes of the gaps which usually accumulate in the lowest rung of the service are:-

- a) Non-availability of suitable candidates;
- b) Deliberate under-recruitment so as to avoid promotion blocks at a later stage or for other reasons; and

c) Defects in recruitment planning, such as failure to make proper allowance for abnormal wastage, delays etc.

A careful examination of the causes should be made so as to arrive at a reasonable figure by which the gap should be reduced and recruitment increased over the next three years.

Adverse effects of over or under recruitment.

26. Under recruitment and ad-hoc appointments should be avoided as far as possible, as these will create distortions in the cadre. In any case, it should be ensured that ad-hoc appointments do not persist for more than a year at the most. Where ad-hoc appointments are sizeable and have been continuing for long periods creating problems for the Cadre Authority and adversely affecting the morale of officers concerned, bold measures may have to be thought of, say in the directions of a radical restructuring of the cadre, a reassessment of promotion quotas and review of recruitment rules.

Over recruitment is as harmful, if not more, as under recruitment. The former leads to future blockades in promotions. The scope of undoing the damages done by past over-recruitment is very limited. The first objective of recruitment planning should, therefore, be to ensure that recruitment is made regularly every year and the rate of annual intake by direct recruitment and promotion from Group 'B' is kept within a fixed optimum rate. A study carried out by the Cadre Review Division has indicated that the optimum rate of annual intake should be 3% of the authorised cadre strength.

If a cadre is suffering from gross under recruitments in the past, the aforesaid optimum rate may fall short of the

number required to fill the big gap in the cadre. A special method should be adopted on a one-time basis to ensure that gap is filled without creating future blockades in promotion. An appropriate method would be to hold a limited departmental competitive examination of the eligible Group 'B' officers for filling the gap by promotion.

Promotion Trends

27. Promotion prospects are a vital factor affecting the morale and efficiency of the service personnel and hence the effectiveness of the cadre in discharging the role assigned to it. This aspect will, therefore, have to be kept in view while formulating proposals for restructuring a cadre. The Cadre Authority will do well, therefore, to keep under constant observation the trends of promotion/stagnation in the cadre. Constant updating of grade-wise seniority lists helps in correctly assessing promotion trends and prospects. Such updating may be carried out at least once in year i.e. as on first of each calendar year. An assessment may be made of the anticipated promotion prospects (as a result of cadre review) vis-à-vis existing (past) promotion trends. A realistic estimate of likely vacancies in each grade for the next three years, drawing up a programme of DPC meetings at regular intervals and strict adherence to planned recruitment programme will reduce the chances of occurrence of artificial bottlenecks and infuse in the minds of the Service personnel a sense of confidence in their future.

Recruitment Plan

28. The sum total of maintenance needs and growth needs (including increase in reserve needs) will indicate that total recruitment size for the next three years. To this

should be added a part of the gap which is proposed to be made good during the period of review. If one third of the total thus arrived at exceeds 3% of the authorised cadre strength, annual intake should be restricted to 3% only.

'Creation of posts not envisaged by the Cadre Review Committee'.

29. Normally additions to a cadre by way of increasing the number of posts at different levels should be considered only in the course of a triennial cadre review. Mid-review changes should be avoided as far as possible. Regular cadre reviews carried out at triennial intervals must envisage such eventualities while making advance projections for the three year period of additional manpower requirements. Accordingly the need for creating post not envisaged by the Cadre Review Committee before the next cadre is due, can be expected to be rare. In the event, however, of such an eventuality it may be ensured that the additional posts so created conform to the cadre structure most recently approved by Cadre Review Committee. There can, however be no rigidity in this regard. In any case the cadre authority should consult P.P. Division* of the D.P. & A.R. in this regard.

Review By S.I.U.

30. As per the current practice followed by Ministries/Departments no cadre review is initiated in respect of any Service/Cadre which is likely to be effected by the recommendations of a current SIU study of an organisation under a Ministry/Department. The review proposals are required to be drawn up only after the SIU report has been acted upon by the Department concerned. In case, however, SIU happens to undertake a

review of an organisation under a Ministry/Department soon after a cadre or cadres controlled by it have been restructured on the recommendations of the Cadre Review Committee, the Department may ensure that SIU finalises its report in consultation with C.R. Division of Department of Personnel & Training in so far as its recommendations may affect the cadre structure/strength of the concerned service(s).

Reference to Ministry of Finance

31. In so far as the cadre review proposals involve only structural changes in the cadre there is no need for prior clearance by the Ministry of Finance. Where, however, cadre review proposals involve introduction of new pay scales and/or changes/adjustment in the pay scales by way of say merger, bifurcation etc., it is desirable to obtain the clearance of the Department of Expenditure before incorporating such changes/adjustments in the cadre review proposals being formulated by the concerned cadre authority.

Presentation of Cadre Review Proposals

32. While considerable latitude will be available to the cadre authorities in preparing and presenting cadre review proposals, it must be ensured that the necessary statistical data are compiled and updated on a continuing basis in the Format given in Appendix. It is also necessary while presenting review proposals to give a sketch of the historical background of the Service, its objectives and the functional and organisational structure of the Cadre/Service, special features peculiar to the Service and difficulties and problems faced during the process of cadre management. Present as well as the proposed organisational structure of the Department and the

service showing posts at different levels with their designations, pay scales and the functional inter-relationship among them along with organisational chart should be enclosed with the cadre review proposals. The posts to be upgraded should be identified and the justifications for upgradation should be mentioned. Recruitment Rules, as amended till to date, both respect of Service posts as well as its feeder posts, grade-wise seniority lists updated as on first of the `Current Year'(i.e. Year in which the proposals are being framed) should invariably be attached with the proposal papers. Financial implications of the cadre review proposals should also be indicated. In the Format the reference year may be taken as beginning from first January of the current year. For convenience, however, in the Format attached to these Guidelines, `current year' has been taken as 1992. The other years (preceding/succeeding 1992) mentioned in different forms will correspondingly change according to the `current year'.

Appendix IV: Implemented recommendations of the Workshop on Cadre Review of Group 'A' Central Services (October 31, 1981)

APPENDIX: IV

THE RECOMMENDATIONS OF THE WORKSHOP ON CADRE REVIEW OF GROUP `A' CENTRAL SERVICES (OCTOBER, 31, 1981)*

TEXT OF RECOMMENDATION

GROUP I: ESTIMATION OF MANPOWER REQUIREMENT

i) Provision for reserves like leave reserve, deputation reserves, etc. should be at appropriate levels and not necessarily at the lowest levels. It will not be possible to stipulate any uniform percentage for creation of these reserves in all the services, as this depends on the requirements of each service based on past experience which differs from service to service. While preparing Select Lists of officers, there should be provision for anticipated vacancies on account of officers going on leave, deputation etc., or on account of creation of additional posts.

ii) Regarding the role of the Staff Inspection Unit, the Group feels that once the cadre review proposals have been approved by the cadre review committee, there should not be any need for further scrutiny of the same by the SIU.

iii) The proposals for cadre review need not be submitted to the Department of Expenditure for preliminary scrutiny before it is sent to the DP&AR even if it involves creation of additional posts in the existing cadres.

iv) Proposals for cadre review could be finalised in consultation with the integrated Finance before they are submitted to the Secretary of the Department concerned but there is no need to get them approved by the Minister concerned before sending them to the Department of Personnel and A.R.

v) Whenever additions to the cadre are considered, care should be taken that as far as possible the new posts to be created at different levels form a package so that they conform to the cadre structure and do not create imbalances.

vi) During the interval between two cadre reviews, whenever need arises for additional posts, such post may be created as ex-cadre posts which could be included in the cadre subsequently after due review.

GROUP: II STRUCTURING OF SERVICES

i) The Junior Time Scale (JTS should continue to be Rs.700-1300/-) as at present in the various services;

ii) Above the J.T.S. there should be only one running time scale which should encompass the existing Senior Time Scale (STS),. Junior Administrative Grade (JAG) and the non-functional selection grade (SG). Promotions to this running scale should normally be made after five years of service. In other words, the Senior Time Scale should be a running pay scale of Rs.1 100-2250/-).

iii) All the existing posts in the STS, JAG and the non-functional selection grade in the different services will be encadred in the scale of Rs.1 100-2250/-. Since these posts have distinct levels of responsibility, it is necessary to have a selection process within this scale itself. Therefore, efficiency bar should be introduced in this scale around the stage of Rs.1500/- and the crossing of the E.B. should be dependent upon a selection process. The cadre should however, be so structured that the pay of Rs.1500/- becomes available after 10 years of Service.

iv) Above the proposed STS, there should continue to be posts in the existing senior administrative grade (SAG) of Rs.2250-2500/- (Level.II) and Rs.2500-2750/-(Level-I) which should be filled only after following the normal promotion procedure. The number of posts in SAG should also continue to be linked to the functional requirements. There should however, be some flexibility in the

distribution of posts between Level-I and Level-II. Further, from the point of view of career proposals, it is necessary that persons with 18 years of service should be enabled to reach level-II of SAG. The Cadre Review Committee should keep this factor in view while determining the number of senior administrative grade posts for the various services.

GROUP: III ROLE OF DP&AR IN THE FORMULATION OF CADRE REVIEW PROPOSALS.

I. While it is the main concern of the respective Departments to carry out cadre review in respect of Group 'A' Service under their control, the Department of Personnel & A.R. should continue their present efforts in getting the cadre review done by concerned Departments. In particular,

a) There should be contacts at the level of the Secretaries through periodic inter-ministerial meetings; and

b) The DP&AR can usefully draw up a schedule for cadre reviews by indicating the month and year for which a particular cadre review of a service is due in each year.

II. It is not clear as to what role the Department of Expenditure is to play in the process of formulation of cadre review proposals after the DP&AR analyses the proposals received by it from the concerned cadre controlling authority and formulates its own views. Once the P.P. Wing of the DP&AR, which is a specialised authority on cadre management has examined the proposals in respect of cadre review of a Group 'A' service

as formulated by the concerned cadre authority and made its own recommendations in regard to changes to be made in the cadre structure of the concerned service, the role of the Department of Expenditure in the Ministry of Finance should be limited to the availability of funds and not extended to an examination of the proposals from the managements angle so as to further review or modify or set aside the conclusions arrived at by P.P. Wing. As Secretary (Expenditure) is a permanent Member of the Cadre Review Committee sufficient consultation with the Department of Expenditure is implied even in the earlier procedures and there is no need to send P.P. Divisions views to the Department of Expenditure in advance for the latter's views or comments. In any case, there is need to clearly specify the role of the Department of Expenditure in respect of cadre review proposals.

III. It would be redundant and dilatory to get the proposals involving sizable addition in the cadre or relatively minor changes in the pay scales processed in consultation with the Department of Expenditure before finalising the proposals for submission to the DP&AR in view of the fact that the proposals are required to be framed by cadre controlling authorities in accordance with the guidelines issued by the DP&AR.

IV. A suitable time-schedule for various stages of processing of the proposals by the P.P. Division and in the Ministries concerned should be prescribed.

V. The cadre structure ratios between different levels in one service should not differ too widely from the ratios for the corresponding levels in the sister services. The DP&AR in its monitoring role should endeavour to bring out uniformity as far as possible consistent with the functional needs.

VI. While attention should be given to the organised Group 'A' central services, isolated cadre/posts in Group 'A' in the different Ministries should not be neglected and should also be reviewed.

*Note: In matters of grades, scales of pay, nomenclature of Department/Division, etc., the above recommendations reflect the position as on 31.10.1981.

Appendix V: Guidelines for Cadre Review of Central Group 'A' Services.

APPENDIX V

No.2/42/88-PP (CRD)
Government of India
Ministry of Personnel, Public Grievances & Pensions
Department of Personnel & Training
(Cadre Review Division)

New Delhi, Dated 5th April, 95.

OFFICE MEMORANDUM

Subject: Guidelines for Cadre Review of Central Group 'A' Services.

Attention is invited to this Department's O.M. No. 5/1/71-PP (Vol. VI) dated 6.5.1972 with which detailed guidelines for cadre management of Group 'A' Central Services were issued. It was, inter-alia, provided in the above guidelines that cadre review of Group 'A' Central Services would be held every three years.

2. The question of revising the scheme of Cadre Review with a view to making it based on long-term approach to the cadre has been under consideration of this Department. After careful consideration of all relevant factors, it has now been decided that the cadre review of Group 'A' Central Services shall be hold ordinarily at the interval of every five years.

3. All the Ministries/Departments are requested to bring the above instructions to the notice of Cadre Controlling Authorities under their administrative control, for information and guidance.

(V.K.
DIRECTOR

SINGH

KUSHWAH)

Copy to:

All Ministries/Departments of the Government of India.

Appendix VI : Lifting of Temporary ban on Cadre Review/Cadre Restructuring

APPENDIX-VI

No. 5(3)/E-III/97
Government of India
Ministry of Finance
Department of Expenditure
E-III Desk

New Delhi, dated 7.1.1999

OFFICE MEMORANDUM

Subject: Lifting of temporary ban on cadre review / cadre restructuring.

The undersigned is directed to refer to this Department's O.M. of even number dated 7.2.1997 wherein instructions were issued that pending decisions of the Government on the Fifth Pay Commission's recommendations, this Department would not entertain any proposals pertaining to revision of pay scales, allowances, creation/upgradation of posts, cadre review/cadre restructuring, etc. other than those relating to newly-created establishments/organisations. In view of the fact that orders on the revised pay structure, allowances etc. have already been issued based on the Pay Commission's recommendations, the matter has been re-considered in consultation with the Department of Personnel & Training and it has been decided to lift the temporary ban imposed on cadre reviews/cadre restructuring. Accordingly, cadre controlling authorities can now submit proposals for cadre reviews, if due, for consideration of the Department of Personnel & Training and/or the Department of Expenditure in accordance with the existing instructions.

2. While forwarding the proposals, care may be taken to ensure that the proposals are complete in all respects and invariably contain the following information:-

- (i) Full functional justification for each upgradation suggested;

- (ii) Confirmation to the effect that the proposal will not result in any increase in the over strength of the cadres or in introduction of new scales/grades;
- (iii) Details of matching savings provided through abolition of live posts; and
- (iv) Details of the manner in which the instructions relating to imposition of a 10% cut on posts have been implemented by the Department.

Proposals which do not contain all the relevant information/supporting data will not be entertained.

3. All Ministries/Departments are, therefore, advised to kindly bring the above instructions to the notice of all concerned, including autonomous bodies/organisations under their administrative control, for information and appropriate action, if considered justified.

4. Hindi version is enclosed.

(Madhulika P. Sukul)
Director

To

All Ministries/Departments

All F.A.s by name

Copy with spare copies to C&AG, UPSC etc.

Appendix VII : Grant of Non-Functional Selection Grade to the organised Group 'A' Central Services – increase in percentage ceiling

APPENDIX VII

No. 22/1/2000-CRD

Government of India

Ministry of Personnel, Public Grievances and Pensions
(Department of Personnel and Training)

New Delhi 110001

June 6, 2000.

OFFICE MEMORANDUM

Subject: Grant of Non-Functional Selection Grade to the organised Group 'A' Central Services – increase in percentage ceiling.

Pursuant to the recommendations of the Forth Central Pay Commission, the Non-Functional Selection Grade (NFSG) has been granted in all organised Group 'A' Central Services subject to the conditions as prescribed/modified from time to time as per the Department of Personnel and Training (DoP&T) instructions quoted in the margin. These conditions are as follows:-

- (i) The number of posts in NFSG shall be equal to 15% of the senior duty posts (i.e. all duty posts at the level of Senior Time Scale and above in the cadre);
- (ii) There shall be no increase in the overall strength of the cadre;
- (iii) The officer shall first hold the post in the basic grade of Junior Administrative Grade (JAG) before he could be considered for appointment to NFSG;
- (iv) Since NFSG is a segment of JAG, the strength in NFSG shall not exceed the number of posts available in JAG;
- (v) No member (officer) of the Service shall be eligible for appointment to NFSG until he has entered the fourteenth year of service on the 1st January of the year calculated from the year following the year of examination on the basis of which the member was recruited;
- (vi) Appointment to NFSG shall be made subject to suitability in terms of DoP&T O.M. No. 28038/1/88-Estt. (D) dated 09.10.1989 (**Appendix-VIII**); and
- (vii) Recommendation regarding appointment to NFSG shall be made by a Committee to be constituted internally.

2. As NFSG is a segment of JAG and is also 'non-functional' in character, appointment to NFSG is not promotion but merely placement in the higher pay-scale.

3. The matter relating to the percentage ceiling on NFSG has been reconsidered by the Government and, in modification of the aforesaid condition (i) in paragraph 1 above, it has been decided that in the case of the organised Group 'A' Central Services, the existing ceiling of 15% in the case of NFSG shall, with prospective effect (from the date of issue of this Office Memorandum), be increased to 30%. The other conditions noted in paragraph 1 above shall remain unchanged. Particular attention is invited in this connection to the conditions in paragraphs 1 (iii) and 1 (v).

4. However, these instructions, together with the instructions quoted in paragraph 1 above, shall not apply in the case of organised Group 'A' Engineering Services which would be governed by a separate set of instructions (of even number dated 6.6.2000) which are also being issued simultaneously.

5. In so far as persons serving in the Indian Audit and Accounts Department are concerned, these orders issue after consultation with the Comptroller and Auditor General of India.

6. These instructions take effect from the date of issue.

(K.K. JHA)
Director (Establishment)

All Ministries/Departments of the Government of India.

Copy to:

1. The Union Public Service Commission, New Delhi-110001.
2. The Comptroller and Auditor General of India, New Delhi-110002.
3. The Department of Expenditure (Implementation Cell), New Delhi.
4. Establishment (RR), DoP&T.
5. Establishment (D), DoP&T
6. Cadre Review Division, DoP&T

O.M. No. 19/1/86-PP dated 14.8.1987

O.M.No. 19/1/86-PP dated 9.12.1987

O.M.No. 19/1/86-PP dated 6.1.1989

O.M.No. 1/11/98-CRD dated 9.11.1998

O.M.No. 28038/1/88-Estt.(D) dated 9.10.1989

Appendix VIII : Selection Grade in Group 'A' Service – Guidelines to be followed by the Selection Committee – Instructions on

APPENDIX VIII

No. 28038/1/88-Estt. (D) Government of India
Ministry of Personnel, Public Grievances and Pensions,
Department of Personnel & Training New Delhi Dated the
9th October, 1989.

OFFICE MEMORANDUM

Subject: Selection Grade in Group 'A' Service – Guidelines to be followed by the Selection Committee – Instructions on.

A reference is invited to this Department's O.M. No. 22038/1/88-Estt.(D) dated 6.7.88 on the above subject. The instructions contained therein have been carefully reviewed. It has now been decided, in supersession of the existing instructions, that for appointment to the Selection Grade in Group 'A' services which is non-functional, the following procedure and criteria shall be followed:-

- (i) An internal committee will be constituted to review the cases of officers for "NFSG" and to make suitable recommendation.
- (ii) The Committee shall consider the last five ACRs of the officers.
- (iii) Ordinarily the Committee shall accept the final grading given by the Reporting/Reviewing/Accepting authority in each ACR unless there are good reasons to depart from that grading.
- (iv) The Committee should satisfy itself that the overall performance of the officer was good and that he has at least two "very good" gradings in the last five ACRs. Such an officer would be considered suitable for NFSG.
- (v) There should be no adverse entries in any ACR. If there are any adverse entries, it should be clearly brought out in the minutes as to why the officer has been proposed for NFSG in spite of the adverse entry.

- (vi) The minutes should also include a certificate that there is no other factor or aspect affecting an officer which will disqualify him for grant of NFSG.
- (vii) The Screening Committee may, in exceptional cases, recommend candidates for appointment to NFSG who do not strictly satisfy the above criteria provided they are considered deserving of grant of NFSG. In such cases the Screening Committee should clearly record the reasons for such recommendation.

2. These revised instructions will have only prospective effect. In all the cases where selection process is over, the panel already recommended by the Internal Screening Committee may be processed for approval on the basis of the existing criteria.

3. Ministries/Departments are requested to bring these instructions to the notice of all concerned for guidance and also to ensure their compliance.

(Hindi version will follow).

(M.V. KESAVAN)
DIRECTOR

To,

All Ministries/Departments of the Govt. of India.

Appendix IX : Recommendations of the Fifth Central Pay Commission on scales of pay of posts of Superintending

Engineers and Executive Engineers and equivalent in the Organized Group 'A' Engineering Services.

APPENDIX IX

No. 22/1/2000-CRD
Government of India
Ministry of Personnel, Public Grievances and Pensions
(Department of Personnel and Training)

New Delhi 110001
June 6, 2000

OFFICE MEMORANDUM

Subject: Recommendations of the Fifth Central Pay Commission on scales of pay of posts of Superintending Engineers and Executive Engineers and equivalent in the Organized Group 'A' Engineering Services.

In paragraph 50.45 of their Report, the Fifth Central Pay Commission (FCPC) had recommended the following:-

- (i) the 'non-functional' pre-revised pay scale of Rs. 4500-5700 (revised: Rs. 14300-18300) applicable to the Superintending Engineers in the Central Public Works Department (CPWD) should be converted into a 'functional' grade and promotions in this scale should be permitted only on completion of thirteen years of regular service in Group 'A';
- (ii) the 'functional' pre-revised pay-scale of Rs. 3700-5000 (revised: Rs. 12000-16500) applicable to the

Superintending Engineers as the first grade on their promotion from the posts of Executive Engineers should instead be a 'non-functional' grade for Executive Engineers in the pre-revised pay-scale of Rs. 3000-4500 (revised: Rs. 10000-15200).

The FCPC had also clarified that, though their recommendations in regard to the pay scales of these two posts were being made in the context of the CPWD engineers, the dispensation will be available to all engineering cadres in the Government. The revised pay scales of Superintending Engineers and Executive Engineers were also notified by the Department of Expenditure at S.Nos. VIII (a) and (b) of Part 'B' of the First Schedule to the Central Civil Services (Revised Pay) Rules, 1997, promulgated in that Department's Notification No. GSR. 569 (E) dated September 30, 1997.

2. Implementation of the FCPC recommendations will necessitate the restructuring of Group 'A' cadres in the Central Engineering Service, the Central Electrical and Mechanical Engineering Service and other organised Group 'A' Engineering Services, recruitment in which is made through the Combined Engineering Services Examination. The related recruitment/service rules will also need to be appropriately amended. In terms of the provisions contained in the preamble to Part 'B' of the First Schedule to the Central Civil Services (Revised Pay) Rules 1997, in cases where cadre restructuring, redistribution of posts, etc. are pre-requisites for the grant of pay-scales recommended by the FCPC for certain posts, it will be necessary for the Ministry/Department concerned to not only accept these pre-conditions but also to implement them before the recommended pay-scales are

applied to these posts. It is, therefore, implicit that such scales will necessarily have only prospective effect and only the normal replacement scales will be applicable to the posts concerned until the pre-requisites are fulfilled.

3. Issues of relevance to the implementation of the FCPC recommendations and their operationalisation, the criteria to be adopted for the distribution of posts in the scales of pay recommended by the FCPC, etc. have been under Government's consideration for quite some time now. After careful consideration of all relevant aspects, the President is now pleased to decide as follows:-

- (a) The 'functional' grade of Rs. 14300-18300 shall be applicable to the posts of Superintending Engineers and equivalent that are variously designated and included in the organised Group 'A' Engineering Services, recruitment to which is made through the Combined Engineering Services Examination. Placement of Personnel in this 'functional' grade will, however, be subject to actual availability of vacancies in the grade. This shall be permitted only on completion of at least thirteen years of regular service in Group 'A' and the prescribed regular service of four years in the scale of pay of Rs. 12000-16500, which will henceforth be the 'non-functional' second grade for Executive Engineers and equivalent.
- (b) It is likely that functional promotions to posts of Superintending Engineers and equivalent may be possible in some of the organised Group 'A' Engineering Services before completion of thirteen

years of regular service in Group 'A' as stipulated by the FCPC because of the cadre structure of individual services. Members of Services so promoted will continue to remain only in the scale of pay of Rs. 12000-16500 till they become eligible for the scale of Rs. 14300-18300 in terms of (a) above. They will, however, be entitled to the benefit of pay fixation under FR 22(1)(a)(i) on promotion. This benefit will not be available again on their placement in the scale of Rs. 14300-18300.

- (c) The 'non-functional' grade of Rs. 12000-16500 now to be introduced for the Executive Engineers and equivalent will be admissible on completion of:-
- (i) minimum regular service of nine years in Group 'A' (four years in the pay-scale of Rs. 8000-13500 and five years in the pay-scale of Rs. 10000-15200) in respect of those officers who are directly recruited or promoted to the pay-scale of Rs. 8000-13500; and
 - (ii) minimum regular service of five years in the pay-scale of Rs. 10000-15200 in respect of those officers who are directly promoted from Group 'B' to posts in this pay-scale.
- (d) The number of posts of Executive Engineers and equivalent to be operated in the 'non-functional' pay-scale of Rs. 12000-16500 shall be restricted to 30% of the Senior Duty posts (i.e. posts in the pay-scale of Rs. 10000-15200 and above) in the

respective cadres, ensuring at the same time that (i) there is no increase in the overall strength of the cadre; and (ii) the number of posts to be operated in the "non-functional" grade (Rs. 12000-16500) does not exceed the number of posts available in the pay-scale of Rs. 10000-15200.

- (e) Placement of officers in the 'functional' grade of Rs. 14300-18300 shall be done through the process of 'Selection by Merit' subject to actual availability of vacancies in the grade. On the other hand, placement of officers in the 'non-functional' pay scale of Rs. 12000-16500 shall be done subject to suitability in terms of guidelines contained in the Department of Personnel and Training O.M. NO. 28038/1/88-Estt. (D) dated October 9, 1989 (Appendix-VIII). These should be scrupulously adhered to.

- (f) The composition of the Department Promotion Committees (including association of the Union Public Service Commission) for appointment of officers to the posts of Superintending Engineers and equivalent in the 'functional' grade of Rs. 14300-18300 shall be the same as already prescribed in the relevant Service/Recruitment Rules for appointments to the erstwhile 'functional' grade in the pay-scale of Rs. 12000-16500 (pre-revised: Rs. 3700-5000). Similarly, the composition of the Departmental promotion Committees for appointment of officers to the posts of Executive Engineers and equivalent in the 'non-functional' pay-scale of Rs. 12000-16500 shall be the same as already prescribed in the relevant

Service/recruitment Rules for appointments to the erstwhile 'non-functional' grade in the pay-scale of Rs. 14300-18300 (pre-revised: Rs. 4500-5700).

4. Only a higher eligibility criterion of thirteen years of regular Group 'A' service has now been prescribed for appointment to the posts of Superintending Engineer and equivalent in the 'functional' scale of pay of Rs. 14300-18300. Placement in the higher scale of pay does not, however, involve assumption of higher responsibilities in the case of regular incumbents of the post in the pay-scale of Rs. 12000-16500 (pre-revised: Rs. 3700-5000). Appointments to this scale of pay will consequently be governed by the instructions contained in paragraph 2.2 of this Department's O.M. No. 22011/10/84-Estt. (D) dated February 4, 1992. In other words, in the case of regular incumbents of these posts (Superintending Engineer), who had completed the prescribed qualifying service of thirteen years on or before January 1, 1996, they may be placed in the scale of Rs. 14300-18300 from that date. In the case of other regular incumbents of these posts, who fulfill the qualifying service on a later date, they should be appointed to the scale of Rs. 14300-18300 only from the date on which they complete thirteen years of regular service in Group 'A'. Their placement in the scale will be further subject to the condition that they had been promoted functionally to the posts of Superintending Engineer and equivalent against vacancies and after observing the prescribed selection procedures.

5. In view, however, of the fact that the implementation of the FCPC recommendation in respect of the posts of Executive Engineers and equivalent would involve the restructuring of the cadre by re-distributing the existing posts

in the 'functional' and 'non-functional' scales of Rs. 10000-15200 and Rs. 12000-16500 respectively in the ratio of 70 : 30, the 'non-functional' pay-scale of Rs. 12000-16500 will be applicable only prospectively based on the recommendations of the Departmental Promotional Committees to be constituted for the purpose. Till such time as the existing regular incumbents of the posts of Executive Engineer and equivalent are appointed to the 'non-functional' pay-scale of Rs. 12000-16500 after due observance of the prescribed procedure, they shall be entitled only to the functional scale of Rs. 10000-15200. It should also be ensured that they had been promoted functionally to the posts of Executive Engineer and equivalent against vacancies and after observing the prescribed selection procedures and that they have completed the prescribed qualifying service of nine years before they are placed in the 'non-functional' scale.

6. Cadre controlling authorities in various Ministries and Departments should, in pursuance of the above decisions, take immediate steps to restructure the cadres, redistribute posts in the applicable revised scales of pay and to amend appropriately the relevant Service/Recruitment Rules. This exercise should be completed within a period of two months. In order to facilitate expeditious action in this regard, powers are hereby delegated to the Ministries/Departments concerned to make the necessary amendments in the relevant Service/Recruitment Rules in conformity with the above decisions, without reference to the Recruitment Rules Division in the Department of Personnel and Training. The amendments may, however, be notified in consultation with the Union Public Service Commission and the Legislative Department.

(K.K. JHA)

Director (Establishment)

All Ministries/Departments of the Government of India

Copy to:-

1. The Union Public Service Commission, New Delhi.
2. The Comptroller and Auditor General of India, New Delhi.
3. The Department of Expenditure (Implementation Cell), New Delhi.
4. The Legislative Department, Shastri Bhavan, New Delhi with reference to paragraph 6 above.
5. Establishment (RR), DoP&T.
6. Establishment (D), DoP&T
7. Cadre Review Division, DoP&T

Appendix X : Revised scales of pay for Executive Engineer/Superintending Engineer and equivalent in the organised Group 'A' Engineering Services – clarifications/modifications regarding

APPENDIX- X

No. 22/1/2000-CRD

Government of India

Ministry of Personnel, Public Grievances and Pensions

(Department of Personnel and Training)

New Delhi 110001

December 20, 2000

OFFICE MEMORANDUM

Subject: Revised scales of pay for Executive Engineer/Superintending Engineer and equivalent in the organised Group 'A' Engineering Services – clarifications/modifications regarding.

The undersigned is directed to invite reference to the Department of Personnel and Training Office Memorandum (O.M.) No. 22/1/2000-CRD dated June 6, 2000 on the aforesaid subject which prescribes detailed norms for grant of the revised pay-scales of Rs. 12,000-16,500 (non-functional) and Rs. 14,300-18,300 (functional) to the Executive Engineer and Superintending Engineer (and equivalent in both the grades) respectively in the organised Group 'A' Engineering Services. Subsequent to the issue of the aforesaid instructions, various references/representations have been received in this Department pleading for reconsideration of certain conditions as stipulated in the instructions under reference. The issues/points raised in the aforementioned references/representations have been carefully examined in consultation with the Department of Expenditure and it has been decided to issue the following clarifications/modifications in regard to various provisions (paragraphs quoted below) of the aforementioned DoP&T O.M. dated June 6, 2000:

- (i) The first sentence of Paragraph 2, in its modified form, will now read as follows:-

Implementation of the FCPC recommendations will necessitate the restructuring of Group 'A' cadres in the Central Engineering Service, the Central Electrical and Mechanical Engineering Service and other organised Group 'A' Engineering Services.

- (ii) The conditions stipulated in Paragraph 3 will be prospective in nature, and will, as such, be effective from the date of notification of the revised Service/Recruitment Rules. Sub-paragraph 3 (a), 3 (b) and 3 (c) of the said O.M., in the modified form, will now read as follows:-

Sub-para 3 (a)

The 'functional' grade of Rs. 14300-18300 will be applicable to the posts of Superintending Engineer and equivalent. Executive Engineer and equivalent may be eligible to be considered for promotion to the grade of Superintending Engineer and equivalent only on completion of nine years of regular service in the grade of Executive Engineer and equivalent, including regular service, if any, rendered in the non-functional second grade for the Executive Engineer and equivalent in the pay-scale of Rs. 12000-16500. Placement of personnel in the functional grade of Rs. 14300-18300 will, however, be subject to actual availability of vacancies in the grade.

Sub-para 3 (b):

It is likely that functional promotions to posts of Superintending Engineer and equivalent may be possible in some of the organised Group 'A' Engineering Services before completion of the eligibility service prescribed at sub-para 3(a) above because of the cadre structure of individual services. Members of Services so promoted will continue to remain only in the scale of pay of Rs. 12000-16500 till they become eligible for the scale of Rs. 14300-18300 in terms of sub-para 3 (a) above. They will, however, be entitled to the benefit of pay fixation under FR 22 (I)(a)(i) on promotion. This benefit will not be available again on their placement in the scale of Rs. 14300-18300.

Sub-para 3 (c):

Executive Engineer and equivalent (in the pay-scale of Rs. 10000-15200) may be eligible to be considered for placement in the 'non-functional' grade of Rs. 12000-16500 only on completion of five years of regular service in the pay-scale of Rs. 10000-15200.

Assistant Executive Engineer and equivalent (in the pay-scale of Rs. 8000-13500) may be eligible to be considered for promotion to the functional grade of Executive Engineer and equivalent in the pay-scale of Rs. 10000-15200 only on completion of four years of regular service in the pay-scale of Rs. 8000-13500/-.

- (iii) The conditions stipulated in Para 4 will apply in relation to the regular incumbents of the posts of the Superintending Engineer and equivalent. In its modified form it (paragraph 4) would now read as follows:-

Only a higher eligibility criterion as at sub-para 3 (a) above has now been prescribed for appointment to the posts of Superintending Engineer and equivalent in the 'functional' scale of pay of Rs. 14300-18300. Placement in the said higher scale of pay does not, however, involve assumption of higher responsibilities in the case of regular incumbents of the post in the erstwhile 'functional' grade in the pay-scale of Rs. 12000-16500 (pre revised: Rs. 3700-5000). Appointments to this scale of pay (Rs. 14300-18300) will consequently be governed by the instructions contained in paragraph 2.2 of DoP&T O.M. No. 22011/10/84-Estt. (D) dated February 4, 1992. In other words, in the case of regular incumbents of these posts (Superintending Engineer and equivalent), who had completed the prescribed qualifying service as at sub-para 3 (a) above on or before January 1, 1996, they may be placed in the scale of Rs. 14300-18300 from that date (January 1, 1996). In the case of other regular incumbents of these posts, who fulfill the said qualifying service on a later date, they should be appointed to the scale of Rs. 14300-18300 only from the date on which they complete the prescribed qualifying service as at sub-para 3 (a) above. Their placement in the scale will be further subject to the condition

that they had been promoted functionally to the posts of Superintending Engineer and equivalent against vacancies and after observing the prescribed selection procedures.

- (iv) Paragraph 5 in its modified form will now read as follows:-

In view, however, of the fact that the implementation of the FCPC recommendation in respect of the posts of Executive Engineer and equivalent would involve restructuring of the cadre by re-distributing the existing posts in the 'functional' and 'non-functional' scales of Rs. 10000-15200 and Rs. 12000-16500 respectively, the 'non-functional' pay-scale of Rs. 12000-16500 will be applicable only prospectively based on the recommendations of the Departmental Promotion Committees to be constituted for the purpose. Till such time as the existing regular incumbents of the posts of Executive Engineer and equivalent are appointed to the 'non-functional' pay-scale of Rs. 12000-16500 after due observance of the prescribed procedure, they shall be entitled only to the functional scale of Rs. 10000-15200. It should also be ensured that they had been promoted functionally to the posts of Executive Engineer and equivalent (in the pay-scale of Rs. 10000-15200) against vacancies and after observing the prescribed selection procedures and that they have completed the prescribed qualifying service (in the pay-scale of Rs. 10000-15200) as at sub-para 3 (c) above before they are placed in the 'non-functional' scale of Rs. 12000-16500.

2. There shall be no change in other conditions prescribed in the Office Memorandum of even number dated June 6, 2000.

3. The revised eligibility conditions prescribed above is meant to provide 'guidance' for amending Service/Recruitment Rules (as already instructed/authorised vide paragraph 6 of the Office Memorandum dated June 6, 2000) for grant of promotion to the grades of the Executive Engineer/Superintending Engineer and equivalent in the organised Group 'A' Engineering Services.

4. The Cadre Controlling Authorities are counselled to attend to the problem of stagnation in the cadres under their control by better cadre management through the prescribed mechanism of cadre review which is required to be undertaken with regular periodicity.

(K.K. JHA)

Director (Establishment)

All Ministries/Departments of the Government of India

Copy to:-

1. The Union Public Service Commission, New Delhi with reference to its letter No. F.5/23(1)/2000-RR dated October 25, 2000.
2. The Comptroller and Auditor General of India, New Delhi.

3. The Department of Expenditure (Implementation Cell), New Delhi.
4. The Legislative Department, Shastri Bhavan, New Delhi.
5. Establishment (RR) Section, DoP&T.
6. Establishment (D) Section, DoP&T.
7. Cadre Review Division, DoP&T.

Appendix XI : Guidelines to be followed while processing Cadre Review proposals

APPENDIX -XI

No. 1/8/96-CRD

Department of Personnel & training
(Cadre Review Division)

3rd Floor, Lok Nayak Bhavan,
Khan Market, New Delhi.

Dated the March 2, 2000.

OFFICE MEMORANDUM

Subject: Guidelines to be followed while processing Cadre Review proposals.

The undersigned is directed to say that this Department has issued guidelines for processing the cadre review proposals for the benefit of Cadre Controlling Authorities.

These Guidelines are contained in the “Monograph on Cadre Management of Group ‘A’ Services”.

2. The Department of Administrative Reforms and Public Grievances had undertaken a case study on the procedures being followed in processing of cadre review proposals and made certain recommendations. This Department has accepted the recommendations made in the Study Report. All the Cadre Controlling Authorities are requested to keep the following points in view while sending cadre review proposals of Group ‘A’ Services to this Department:-

- (i) The proposal should be formulated strictly in terms of the instructions contained in para 2 of Ministry of Finance’s O.M. No. 5(3)/E.III/97 dated 7.1.1999 (Appendix VI).
- (ii) The concerned Ministry/Department should give a certificate that there is no on-going SIU study having a bearing on posts covered in the cadre review proposals and that no recommendations of SIU study pertaining to the cadre are pending implementation.
- (iii) While forwarding the cadre review proposals of Group ‘A’ Services, the proposed cadre review of feeder posts in the near future, if any, should be kept in view. While furnishing information in the prescribed proforma VI B, the requisite data concerning feeder grades may also be included.

- (iv) While sending cadre review proposals to this Department, the Cadre Controlling Authorities may indicate precisely the functional requirements of various categories of posts and group them in terms of duties and responsibilities. This can be done by conducting a general job evaluation exercise, which would help in ensuring that different grades in a cadre reflect distinctly different levels of functions and that higher posts do have higher levels of duties and responsibilities.

- (v) All Instructions of the Government concerning downsizing the Government are duly taken into account.

(Indu Gupta)
Director (CRS)

To

All Cadre Controlling Authorities

Copy to:

D/o Expenditure, M/o Finance w.r.t. their D.O. No. 2(14)/E-III/95 dated 3.2.2000.

Guidelines to be followed by Cadre Controlling Authorities while formulating proposals for Cadre Review of Group 'A' Services

POINTS TO BE FOLLOWED BY THE CADRE CONTROLLING AUTHORITIES WHILE FORMULATING PROPOSALS FOR CADRE REVIEW OF GROUP 'A' SERVICES

1. The proposal for cadre review may be formulated in accordance with the guidelines and instructions issued by the Department of Personnel and Training and Department of Expenditure. If there are any deviations, full justification therefore may be given.
2. The proposal should begin with a brief background of the Service and the development which have taken place since last cadre review.
3. It should contain the requisite data in prescribed proforma.
4. All contents may be chapterised suitably.
5. The abbreviations used in the proposal may be clubbed alphabetically in a list at the end of the proposal.
6. Full justification may be given individually for each upgradation/creation of posts, especially those at S.A.G. and higher levels.

7. While sending cadre review proposals to Department of Personnel & Training, the Cadre Controlling Authorities may indicate precisely the functional requirements of various categories of posts and group them in terms of duties and responsibilities. This can be done by conducting a general job evaluation exercise, which would help in ensuring that different grades in a cadre reflect distinctly different level of functions and that higher posts do have higher level of duties and responsibilities.
8. The existing level of stagnation vis-à-vis that after the proposed cadre reviews may be brought out clearly.
9. Various kinds of reserves may be shown separately (Training, Deputation, Probation, and Leave).
10. The existing training facilities and proposed augmentation, if any, may be indicated.
11. The existing strength and proposed strength (grade/pay-scale wise) may be given in a tabular statement.
12. Different mode of recruitment/promotion to various grades may be indicated.

13. All Instructions of the Government concerning downsizing the Government are duly taken into account.
14. Confirmation to the effect that the proposal will not result in any increase in the overall strength of the cadre or in introduction of new scales / grades.
15. Matching savings may be provided from within the cadre and financial implications of the proposal (which should be budget neutral) should be amplified.
16. If the posts in the lowest grade are proposed to be abolished, its effect, if any, on the promotion prospects of the incumbents of the feeder posts may be indicated.
17. While forwarding the cadre review proposals of Group 'A' Services, it may be ensured that cadre review of feeder posts from Group 'B', 'C' and 'D' be completed beforehand, so as to reflect the impact of the same on the induction into Group 'A' Services, whenever the same is envisaged in the Statutory Rules.
18. The position of a pending SIU Report, if any, may be stated. The concerned Ministry/Department should

give a certificate that there is no ongoing SIU study having a bearing on posts covered in the Cadre Review Proposals and that no recommendations of SIU study pertaining to the cadre are pending implementation.

19. The position regarding applicability or otherwise of NFSG instructions to the Service may be brought out.
20. The status of the recommendations of the Sixth Central Pay Commission, if any, about the Service, may be given.
21. A copy each of the latest Civil List of the Service and the latest Service Rules (Recruitment Rules) together with all amendments may be enclosed.

Threshold Analysis and Statistical Profile of Central Group 'A' Services

THRESHOLD ANALYSIS AND STATISTICAL PROFILE OF
CENTRAL GROUP 'A' SERVICES

As on 01.07.2007

- [Statistical Profile](#)
- [Threshold Analysis](#)

As on 01.01.2008

- [Statistical Profile](#)
- [Threshold Analysis \(Graphical Presentation\)](#)
- [Note on Threshold Analysis](#)
- [Structural Pyramids \(Actual and Ideal\)](#)

Statistical Profile of Central Group 'A' Services (numbering 58) as on 01.01.2008

- [Non-Technical Services](#)
- [Technical Services](#)
- [Health Services](#)
- [Other Services](#)

Non-Technical Services

TABLE - I
STATISTICAL PROFILE OF GROUP 'A' CENTRAL SERVICES (NON-TECHNICAL) AS ON 1.1.2008

CADRE STRUCTURE - AUTHORISED SANCTIONED STRENGTH
(IN PERCENTAGE)

Sl. No.	NAME OF SERVICE	HIGHER GRADE (Above A.S.)	HIGHER GRADE (A.S. Level)	SENIOR ADMN. GRADE	JUNIOR ADMN. GRADE	SENIOR TIME SCALE	JUNIOR TIME SCALE

1	INDIAN FOREIGN SERVICE	34 4.93	35 5.08	188 27.29	169 24.53	204 29.61	59 8.56
2.	INDIAN CUSTOM & CENTRAL EXCISE SERVICE	7 0.28	47 1.90	295 11.95	593 24.03	601 24.35	925 37.48
3.	INDIAN REVENUE SERVICE (IT)	0 0.00	116 2.77	723 17.28	1253 29.95	1240 29.64	852 20.36
4.	INDIAN AUDIT & ACCOUNTS SERVICE	8 1.15	25 3.60	110 15.85	160 23.05	256 36.89	135 19.45
5.	INDIAN RAILWAY TRAFFIC SERVICE	13 1.22	29 2.72	164 15.37	375 35.15	322 30.18	164 15.37
6.	INDIAN RAILWAY ACCOUNTS SERVICE	6 0.71	23 2.73	102 12.09	258 30.57	391 46.33	64 7.58
7.	INDIAN RAILWAY PERSONNEL SERVICE	0 0.00	3 0.74	52 12.81	146 35.96	161 39.66	44 10.84

1

TABLE - I

CADRE STRUCTURE - AUTHORISED SANCTIONED						
(IN PERCENTAGE)						
Sl. No.	HIGHER	HIGHER	SENIOR	JUNIOR	SENIOR	JUNIO

	NAME OF SERVICE	GRADE (Above A.S.)	GRADE (A.S. Level)	ADMN. GRADE	ADMN. GRADE	TIME SCALE	TIME SCALE
8.	INDIAN CIVIL ACCOUNTS SERVICE	3	3	25	46	62	14
		1.96	1.96	16.34	30.07	40.52	9.15
9.	INDIAN DEFENCE ACCOUNTS SERVICE	3	13	63	130	176	176
		0.53	2.32	11.23	23.17	31.37	31.37
10.	INDIAN P&T ACCOUNTS FINANCE SER. &	1	6	37	111	198	67
		0.24	1.43	8.81	26.43	47.14	15.95
11.	INDIAN POSTAL SERVICE #	7	20	58	91	226	67
		1.49	4.26	12.37	19.40	48.19	14.29
12.	INDIAN DEFENCE ESTATES SERVICE	1	6	12	36	36	27
		0.85	5.08	10.17	30.51	30.51	22.88
13.	INDIAN INFORMATION SERVICE	1	6	36	121	159	151
		0.21	1.27	7.59	25.53	33.54	31.86
14.	INDIAN TRADE SERVICE	0	0	4	60	63	54
		0.00	0.00	2.21	33.15	34.81	29.83
15.	RAILWAY PROTECTION FORCE	1	1	7	65	65	265
		0.25	0.25	1.73	16.09	16.09	65.59
TOTAL		82	330	1851	3568	4098	3050
		0.63	2.54	14.26	27.49	31.57	23.50

2

Other Services

TABLE IV

STATISTICAL PROFILE OF GROUP "A" CENTRAL SERVICES (OTHERS)
AS ON 1.1.2008

CADRE STRUCTURE - AUTHORISED SANCTIONED STRENGTH

(IN PERCENTAGE)

Sl. No.	NAME OF SERVICE	HIGHER GRADE (Above A.S.)	HIGHER GRADE (A.S. Level)	SENIOR ADMN. GRADE	JUNIOR ADMN. GRADE	SENIOR TIME SCALE	JUNIOR TIME SCALE
1.	INDIAN LEGAL SERVICE	6 4.41	2 1.47	5 3.68	65 47.79	58 42.65	0 0.00
2.	GEOLOGICAL SURVEY OF INDIA (Geology Stream)	4 0.17	0 0.00	32 1.39	314 13.63	751 32.61	120 52.
a)	Mineralogical Stream	0	0	0	5	12	23
b)	Mechanical Stream	0	0	1	6	16	6
c)	Chemical Stream	0	0	3	30	61	234

d)	Drilling Stream	0	0	2	11	16	32
e)	Geophysical Stream	0	0	3	37	88	178
f)	Geophy. (Insttn.) stream	0	0	1	9	18	36
3.	INDIAN METEROLOGICAL SERVICE	1 0.22	0 0.00	5 1.10	62 13.69	166 36.64	219 48.3

1

TABLE - IV

CADRE STRUCTURE - AUTHORISED SANCTIONED STRENGTH (IN PERCENTAGE)							
Sl. No.	NAME OF SERVICE	HIGHER GRADE (Above A.S.)	HIGHER GRADE (A.S. Level)	SENIOR ADMN. GRADE	JUNIOR ADMN. GRADE	SENIOR TIME SCALE	JUN TIM SCA
4.	INDIAN ECONOMIC SERVICE	2 0.43	10 2.17	52 11.28	159 34.49	136 29.50	102 22.
5	INDIAN STATISTICAL SERVICE	2 0.27	10 1.33	81 10.80	219 29.20	207 27.60	231 30.8
6.	INDIAN COST ACCOUNTS SERVICE	2 1.32	0 0.00	11 7.28	37 24.50	79 52.32	22 14.5
7.	INDIAN COMPANY LAW SERVICE	0 0.00	0 0.00	6 2.60	38 16.45	66 28.57	121 52.3
8.	DEFENCE RESEARCH	1	29	65	1068	1516	457

	SERVICE							
9.	INDO TIBETAN BORDER POLICE	1 0.12	1 0.12	6 0.71	156 18.53	199 23.63	479 56.8	
10.	CENTRAL INDUSTRIAL SECURITY FORCE	2 0.17	0 0.00	9 0.78	223 19.21	280 24.12	647 55.7	
11.	BORDER SECURITY FORCE	1 0.03	3 0.10	17 0.58	588 20.03	909 30.96	141 48.3	

2

TABLE - IV

CADRE STRUCTURE - AUTHORISED SANCTIONED STRENGTH (IN PERCENTAGE)							
Sl. No.	NAME OF SERVICE	HIGHER GRADE (Above A.S.)	HIGHER GRADE (A.S. Level)	SENIOR ADMN. GRADE	JUNIOR ADMN. GRADE	SENIOR TIME SCALE	JUN TIM SCA
12.	CENTRAL RESERVE POLICE FORCE	1 0.03	3 0.09	23 0.69	660 19.72	818 24.44	184 55.0
13.	DEFENCE AERONAUTICAL QUALITY ASSURANCE SERVICE	0 0.00	1 0.38	3 1.15	65 25.00	86 33.08	105 40.3
14.	SURVEY OF INDIA GROUP "A" SERVICE	0 0.00	1 0.26	7 1.79	192 49.10	134 34.27	57 14.5
15.	DEFENCE QUALITY ASSURANCE SERVICE	0 0.00	1 0.19	6 1.14	172 32.58	173 32.77	176 33.3

16.	INDIAN BROADCASTING (PROGRAMME) SERVICE	0	0	33	229	398	449
**		0.00	0.00	2.98	20.65	35.89	40.4
17	CENTRAL LABOUR SERVICE #	0	0	1	36	112	194
		0.00	0.00	0.29	10.50	32.65	56.5
	TOTAL	20	48	289	3482	5162	995
		0.11	0.25	1.52	18.37	27.23	52.5

3

Non-Technical Services

Threshold Analysis for Promotion to HAG (above AS) in order of Rank
(Non Technical Services as on 01.01.2008)

Sl. No.	Name of Service (Batch)	Time taken for promotion in years
1.	IFS (1974)	34
2	IA&AS (1972)	36
3	IDAS (1972)	36
4	IRTS (1972)	36
5	IRAS (1971)	37

6	ICAS (1971)	37
7	IPoS (1970)	38
8	IIS (1970)	38
9	IC&CES (1969)	39
10	IRS (IT) (Nil)	0
11	IDES (N.A.)	0
12.	IRPS (Nil)	0
13.	IP&TA&FS (N.A.)	0
14.	ITS (Nil)	0
15.	RPF (N.A.)	0

Threshold Analysis for Promotion to HAG (AS level) in order
(Non Technical Services as on 01.01.2008)

Sl. No.	Name of Service (Batch)	Time taken for promotion in years
1.	IA&AS (1979)	29
2.	ICAS (1979)	29
3	IRPS (1979)	29
4	IPoS (1978)	30
5	IP&TA&FS (1976)	32
6	IFS (1976)	32
7	IDAS (1975)	33
8	IC&CES (1975)	33
9	IRTS (1975)	33
10	IRAS (1975)	33
11	IRS (IT) (1974)	34
12	IDES (1973)	35
13.	IIS (1973)	35
14.	ITS (Nil)	0
15.	RPF (N.A.)	0

Threshold Analysis for Promotion to SAG level in order of Rank
(Non Technical Services as on 01.01.2008)

Sl. No.	Name of Service (Batch)	Time taken for promotion in years
1.	IA&AS (1991)	17
2.	IP&TA&FS (1990)	18
3.	IDAS (1988)	20
4	ICAS (1988)	20
5	IFS (1988)	20
6	IC&CES (1987)	21
7	IRS (IT) (1987)	21
8	IRTS (1987)	21
9	IRAS (1986)	22
10.	IRPS (1986)	22
11.	IIS (1985)	23
12.	IPoS (1984)	24
13	ITS (1984)	24
14	IDES (1981)	27
15.	RPF (N.A.)	0

Threshold Analysis for Promotion to JAG (NFSG) in order of Rank
(Non Technical Services as on 01.07.2007)

Sl. No	Name of Service (Batch)	Time taken for promotion in years
1.	IP&TA&FS (1997)	11

2.	IA&AS (1995)	13
3.	IDAS (1995)	13
4.	IFS (1995)	13
5	IC&CES (1994)	14
6	RPF (1994)	14
7	IRS (IT) (1993)	15
8	IPoS (1993)	15
9	ITS (1992)	16
10	IIS (1991)	17
11	IDES (1985)	23
12	IRTS (N.A.)	0
13	IRAS (N.A.)	0
14	IRPS (N.A.)	0
15	ICAS (N.A.)	0

Threshold Analysis for Promotion to JAG (Ordinary) in order
(Non Technical Services as on 01.01.2008)

Sl. No.	Name of Service (Batch)	Time taken for promotion in years
1.	IA&AS (1999)	9
2	IP&TA&FS (1999)	9
3	IDAS (1998)	10
4	ICAS (1998)	10
5	IC&CES (1997)	11
6	IRS (IT) (IT) (1997)	11
7	IRTS (19975)	11
8	IRPS (1997)	11
9	IRAS (1995)	13
10	IPoS (1995)	13
11	IIS (1993)	15

12.	IDES (1991)	17
13.	IFS (Nil)	0
14.	ITS (Nil)	0
15.	RPF (N.A.)	0

Other Services

Note on Threshold Analysis

Department of Personnel & Training
(Cadre Review Division)

SUB: REPORT ON STATISTICAL PROFILE OF GROUP 'A'
CENTRAL SERVICES AS ON 1st JANUARY 2008

INTRODUCTION

One of the important assignments of the Cadre Review Division is the maintenance of statistical profile of all the Group 'A' organized services of the Government of India and its periodical analysis. The data collection and its analysis is done on half yearly basis (1st January and 1st June every year). The statistical profile includes the number of posts at different levels, percentage of posts in various grades,

structural ratios at various levels and threshold profile of the services.

2. SCOPE AND COVERAGE

The statistical information as on 1st January 2008 has been collected in respect of 55 Services from the respective Cadre Controlling Authorities. For the remaining services, previous data has been used. This data has then been analyzed vis-à-vis the existing norms to assess the conditions prevailing in the individual services as well as in the distinct categories of services.

2.1 These Services have been broadly divided into four separate categories , as explained below:

Table-I It contains information in respect of 15 Group 'A' Non-Technical Services. The recruitment to these Services is made through the 'Combined Civil Services Examination.'

Table-II It contains information in respect of 20 Technical Services, recruitment to which is made through the 'Combined Engineering Services Examination.'

Table-III It contains information in respect of 6 Health Services, recruitment to which is made either through U.P.S.C. or in some cases, by the respective Selection Boards.

Table-IV It contains information in respect of 17 Services, termed as 'Other Services' recruitment to which is made other than the Civil Services, Engineering and Health Services Examinations.

These tables also contain information in respect of cadre structure and structural ratios of the corresponding Services in terms of percentages, threshold analysis of the Junior most batch promoted to various levels viz. Above Additional Secretary, Additional Secretary, Senior Administrative Grade (SAG), JAG – Non-Functional Selection Grade and Junior Administrative Grade (JAG). These Tables also contain the Year of last Cadre Review done for each of these Services.

3. UTILIZATION

The statistical profile and its analysis give an insight about the individual services, promotional avenues,

managerial hierarchy and cadre management. It serves as a useful tool in analyzing the cadre review proposals with particular reference to the availability of posts at various levels in different services and also for comparing the promotional prospects of the officers manning various posts in similar Services.

4. STATISTICAL PROFILE AS ON 01.01.2008

4.1 The tables (No. I to IV) not only reflect the status of various Group 'A' Services inter-se, but also indicate the proximity and deviations from an ideal cadre structure. Though the same cadre structure cannot be recommended for all services because of varied nature of their roles and functions, the extent of deviations does have a bearing on cadre management. An ideal cadre structure in terms of the 5th Central Pay Commission recommendation comprises 30% of the Senior Duty Posts (SDP) at STS level, 30% at JAG (Ord) level, 20% at JAG (NFSG) level, 17% at SAG level and 3% at HAG level. The ideal structure has been depicted graphically at Appendix-I.

4.2 The category wise distribution of posts in various grades in percentage of the total duty posts is given below:

S. No	Group of Service	Grades				
		H.A.G. (above A.S.)	H.A.G.(A.S. Level)	S.A.G.	J.A.G. (J.A.G. ± NFSG)	Time Scale (STS+JTS)
1.	Non-Technical Services.	0.63%	2.54%	14.26%	27.49%	55.07%
2.	Technical Services.	0.23%	1.00%	7.68%	24.78%	66.31%
3.	Health Services.	0.01%	0.28%	4.60%	37.48%	57.63%
4.	Other Services	0.11%	0.25%	1.52%	18.37%	79.75%

4.3 It is evident from the above data that the services belonging to non technical category only have the prescribed strength at HAG and SAG levels. The services of other categories are far behind in this regard. The structural pyramids of the 4 Groups of Services as brought out in the 4 Tables referred to above as on 01.01.2008 are shown graphically in the Appendices II-V. It may be added that in

the Tables the posts of 'Reserves' in the Junior Time Scale have been shown separately and the structural ratios have been worked out on the basis of 'Total Duty Posts (TDP)' only, so as to give a more realistic picture of the Cadre Structure.

4.4 Coming to the individual services, the Indian Revenue Service with 2.77 % of TDP at HAG level, 17.28% at SAG and 29.64% at STS level is the nearest to the ideal structure. The Indian Audit and Accounts Service would come next. The Indian Foreign Service on the other hand with 10.01% at HAG level represents a "Heavy Top Structure". The other service with more than 3% at HAG level is Indian Audit and Accounts Service. The Indian Revenue Service with a sanctioned strength of 4184 posts forms the biggest cadre.

4.5 The Technical Category (Table-II) comprises 20 services, out of which the Indian Telecommunication Service is the biggest with a sanctioned strength of 8335 posts. This category of services has surprisingly low percentage of posts at HAG and SAG levels. Only Indian Railways Service of Mechanical Engineers and Indian Railways Service of Electrical Engineers have adequate posts at these levels. The

cadre structure of various Engineering Services of Railways uniformly swells at STS and JAG levels hovering around 30-40% of the TDP compared to around 10% at JTS level. The Indian Telecommunication Service also reflects the most lopsided structure with 77.80 posts at JTS+ STS level.

4.6 The third category, i.e., Central Services (Health) comprises six services in all, of which the Central Health Service is the biggest with 7496 posts. These services represent the most irregular structures. While 57.34% of the TDP in the Indian Railway Medical Service are at JTS level, 75.08 of the ITBP Service posts are at STS level. In case of the CRP Health Service 87.89 of the posts are JAG level. It would, however, be interesting to see how these irregular structures affect the promotional avenues. This has been examined in the threshold analysis.

4.7 The remaining 17 services have been put together in "Other Services" category. Table IV contains the statistical profile of these services. These services uniformly shrink at SAG and HAG levels. Only the Indian Legal Service has 5.88% of TDP at HAG level.

5. THRESHOLD ANALYSIS

5.1 An ideal service is one which maintains a balance between legitimate aspirations of officers and functional requirement. The availability of promotional avenues does constitute an important parameter for cadre management. The threshold analysis of the statistical profile helps assess this aspect of cadre management and situation prevailing in the individual service. The Tables I– IV also provide the requisite data for threshold analysis of Non-Technical Services, Technical Services, Health Services and Other Services respectively.

NON-TECHNICAL SERVICES – 15 SERVICES (TABLE-I)

5.2 The data (third Column of Table-I) reflects a very wide variation in the number of years taken for promotion from JTS to SAG level. The junior most batch covered for promotion to SAG level in the Indian Defence Estates Service (IDES) belongs to the year 1981. It thus took almost 27 years for an officer of IDES to reach SAG level. The figure for Indian Trade Service and Indian Postal Service is 24 years. On the other hand, in Indian Audit and Accounts Service, even 1991 batch has been covered. Similarly for promotion to HAG (AS

level) also, the India Audit and Accounts Service, Indian Railways Personnel Service and Indian Civil Accounts Service have covered their 1979 batch, while other services have lagged behind. Surprisingly, the Indian Foreign Service even with its 'Heavy Top Structure' could not match up these services. The variations have been depicted clearly in the illustration given below. The series 1 & 2 reflect the number of years taken to reach SAG and HAG (AS level) respectively.

TECHNICAL SERVICES – 20 SERVICES (TABLE-II)

5.3 The statistics (column No. 3 of Table-II) again show a wide variation in the availability of promotional avenues. The junior most batches covered for promotion to SAG level ranges from 1972 to 1986. While on one hand, 1986 batch officers of the Indian Railway Service of Engineers have been promoted to SAG level; those belonging to 1973 batch of Indian Supply Service and in Indian Inspection Service are still waiting for their turn. This perhaps is attributable to less number of posts at SAG level. IIS and ISS have only 5.26% and 8.08 % of TDP respectively. The proposals for cadre review of both these services are, however, under process. These proposals are expected to remedy the problem of stagnation. The illustration below clearly depicts the scenario prevailing in different services of technical category. The series 1 & 2 reflect the number of years taken to reach SAG and HAG (AS level) respectively.

HEALTH SERVICES - 6 SERVICES (TABLE-III)

5.4 Even though this category consists of only six services, the variation in the number of years taken for promotion to SAG and HAG (AS level) is most glaring. While 1992 batch of the Central Health Services has already been covered for promotion to SAG level, other services of this category are far behind. This sort of variation is also there within the Central Health Services. In case of the sub cadre of General Duty Officers of Central Health Services, 1976 batch is yet to be promoted to SAG level. In fact the data reveals an acute level of stagnation at SAG and above. Another surprising aspect is that the Indian Railway Medical Service has undergone cadre review on four occasions, but it also suffers from the same

ailment. As explained above, the health services have the most irregular cadre structure which perhaps is the main reason for stagnation at higher levels. The bar chart below illustrates the variation in the promotional avenues. The series 1 & 2 reflect the number of years taken to reach SAG and HAG (AS level) respectively.

OTHER SERVICES – 17 SERVICES (TABLE - IV)

5.5 It is observed that in the case of 'Other Services', the position of appointment to the level of SAG is not good as compared to all other Services. The batch of officers of Other Services covered for appointment to SAG ranges from the year 1971 to 1996 (Lateral entry in the Company Law Service). Barring Indian Economic Service, Indian Statistical Service, ITBP and BSF, the representation at HAG level is very low. The stagnation at SAG and HAG levels is because of

availability of less number of posts at these levels compared to those at JTS and STS level. The data also proves that irregular cadre structure does affect the promotional avenues.

CONCLUSION

The threshold analysis of all the categories of services has been depicted in detail at Annexure I to IV . The services belonging to Non-technical category (Table-I) constitute better cadres particularly with reference to availability of posts at SAG and HAG levels and the number of years generally taken in promotion to these levels. The Indian Audit & Accounts Service roughly scores over the rest in terms of promotional avenue even though its last cadre review was done in 1989. The number of posts available at various grades and the frequency of cadre review are actually manifestation of an ad-hoc approach toward cadre management. In recent past, a number of proposals have been received seeking to create proportionately large number of posts at a particular level or to grant in-situ promotions/ upgradations on personal basis with stagnation

as the only justification. This underlines the need for a more scientific and holistic cadre management.

List of Services where cadre review not done for the last five years

Latest directions of Cabinet Secretary dated April 29,2008

D.O. No. I-11019/6/2008-CRD

CABINET SECRETARY
NEW DELHI

April 29, 2008
K.M. CHANDRASEKHAR

Dear Secretary,

As you are aware, the Cadre Review Division of the Department of Personnel & Training processes all proposals received for Cadre Review from the Cadre Controlling Authorities (CCAs). Normally, the cadre structure of each Service should be reviewed once in every five years.

However, if the cadre is managed in a manner that the functional needs at various levels as well as legitimate aspirations of members of the Service for promotions are taken care of, then the review of the Cadre/Service could wait for a longer period. The delay in submission of the cadre review proposals to the DoPT should, thus, be based on a properly analyzed decision of the Cadre Controlling Authority, and should not be the result of inaction or administrative delays.

2. I have seen the status of Cadre Review of the Group 'A' Services as prepared by the DoPT. It appears that in the case of a large number of Group 'A' Services, including the Services of which your Ministry is the Cadre Controlling Authority, such cadre review has not been held in time. You would appreciate that the tool of cadre review is made use of to ensure timely career growth and progression of the officers of all Services. Therefore, it is essential that this review is made in time so that frustration and demotivation leading to litigation etc. could be reduced.

3. In view of the above, I would request you to so arrange your schedule that the cadre reviews are held within the next two months positively. If, for some reason, you are not able to do the cadre review within two months, you must write to me, indicating the reason and also the possible date by which it will be done.

With regards,
Yours sincerely,

Sd./-
(K.M. CHANDRASEKHAR)

[Click here to view the Signed copy of the letter](#)

To,

The Secretaries
(as per list attached)

[Click here to view the list](#)

NAME OF THE SECRETARIES OF CADRE CONTROLLING
AUTHORITIES AND THE NAME OF GROUP 'A' SERVICES
UNDER THEIR CONTROL IN WHICH CADRE REVIEW HAS
NOT BEEN UNDERTAKEN

S.No	Name of Secretary	Ministry / Department	Name of Service
1.	Shri J.P. Singh Secretary	Ministry of Mines, Shastri Bhawan, New Delhi	Geological Survey of India Survey of India Group 'A' Service
2.	Shri G. K. Pillai Secretary	Department of Commerce, Ministry of Commerce & Industry, Udyog Bhawan, New Delhi	Indian Trade Service
3.	Shri Siddhartha Behura Secretary,	Department of Telecommunications, Ministry of Communications & IT, Sanchar Bhawan, Ashoka Road, New Delhi	Indian Telecommunicatio n Service P&T Building Works Service
4.	Shri I.M.G.	Department of	Indian P&T

	Khan Secretary	Posts, Ministry of Communications & IT, Dak Bhawan, Sansad Marg, New Delhi	Accounts & Finance Service
5.	Shri Anurag Goel Secretary	Ministry of Corporate Affairs, Shastri Bhawan, New Delhi	Indian Company Law Service
6.	Shri Vijay Singh Secretary	Department of Defence, Ministry of Defence, South Block, New Delhi	Indian Defence Estates Service Indian Naval Armament Service Defence Aeronautical Quality Assurance Service
7.	Shri Pradeep Kumar Secretary Kumar	Department of Defence Production, Ministry of Defence, South Block, New Delhi	Indian Ordnance Factory Service Indian Ordnance Factory Health Service
8.	Dr. P.S. Goel Scientist	Ministry of Earth Science, Mahasagar Bhawan, Block No. 12, CGO Complex Lodhi Road, New Delhi	Indian Meteorological Service
9.	Dr. D. Subba Rao	Department of Economic Affairs,	Indian Revenue Service

	Finance Secretary	Ministry of finance, North Block, New Delhi	Indian Audit & Accounts Service
10.	Shri Madhukar Gupta Home Secretary	Ministry of Home Affairs, North Block, New Delhi	CRPF, BSF, ITBP, CISF Health Services of CRPF, BSF and ITBP
11.	Ms. Asha Swarup Secretary	Ministry of Information & Broadcasting, Shastri Bhawan, New Delhi	Indian Broadcasting (Engg.) Service, Indian Broadcasting (Prg.) Service
12.	Shri T.K. Viswanathan, Secretary,	Department of Legal Affairs Ministry of Law & Justice, Shastri Bhawan, New Delhi	Indian Legal Service
13.	Shri Anil Razdan, Secretary	Ministry of Power, Shram Shakti Bhawan, Rafi Marg, New Delhi	Central Power Engineering Service
14.	Shri Brahm Dutt Secretary	Department of Road Transport & Highways Ministry of Shipping, Road Transport and Highways, Transport Bhawan, Sansad Marg, New	Border Roads Engineering Service Central Engineering Service (Roads)

		Delhi	
15.	Shri U.N. Panjiar Secretary	Ministry of Water Resources Shram Bhawan, Delhi	Central Water Engineering Service Shakti New

Recent Circulars

File No.I-11019/12/2008-CRD, Dated 19th November, 2009

[Attributes of Organised Group 'A' Central Services-Clarification regarding](#)

File No.I-11019/6/2008-CRD, Dated 5th September, 2008

[Cadre Review in pursuance of the Government of India, Department of Expenditure Resolutions No. 1/1/2008-IC dated August 29, 2008- Acceptance of the recommendations of 6th CPC.](#)

Frequently asked questions under the Right to Information Act, 2005 and answers thereto

[Frequently asked questions under the Right to Information Act, 2005 and answers thereto](#)

- [Whether the Geology Stream of Geological Survey of India is classified as an Organised Group 'A' Service?](#)

- Whether benefit of Non-Functional Selection Grade can be extended to the Group 'A' officers (General Central Service) under Non-Organised Service Caegory?
- What are the benefits and privileges of the Organised Group 'A' Services?
- Which are the organised Group 'A' Service or (what is) the meaning of Organised Service?
- Please provide a list of all the Organised Group 'A' Services.

1. Question : Whether the Geology Stream of Geological Survey of India is classified as an Organised Group 'A' Service.

Answer : The Ministry of Mines has clarified that none of the Streams of the Geological Survey of India forms an Organised Service. (The queries seeking information about specific services are transferred to the respective cadre authorities).

2. Question : Whether benefit of Non-Functional Selection Grade can be extended to the Group 'A' officers (General Central Service) under Non-Organised Service Caegory?

Answer : In terms of this Department's O.M. No.22/1/2000-CRD dated June 6, 2000, the benefit of Non-Functional Selection Grade can be extended to the Organised Group 'A' Service only.

3. Question : What are the benefits and privileges of the Organised Group 'A' Services?

Answer : The following are the probable benefits of an Organised Group 'A' Service:

- (i) Promotions within reasonable time-period, subject to the availability of vacancies. The career progression, however, varies from service to service.
- (ii) Grant of Non-Functional Selection Grade/Non-Functional Junior Administrative Grade, as applicable.

4. Question : Which are the organised Group 'A' Service or (what is) the meaning of Organised Service?

Answer : The attributes of an Organised Group 'A' Service are available at this Department's Website (www.persmin.nic.in) under the link Central Services Wing-Cadre Review Division.

5. Question : Please provide a list of all the Organised Group 'A' Services.

Answer : This Department does not maintain any separate list of the Organised Group 'A' Services. The details of Central Group 'A' Services are, however, available on this Department's Website (www.persmin.nic.in).