

# Proposal of Comprehensive Promotion Policy Based on CPSU Promotion System

TEAM proposes comprehensive promotion policy of MTNL based upon best practices of CPSU promotion policies. The underlying aim of policy proposal is to align MTNL promotion system with growing business needs and also meet the challenges ahead.

## Background:

1. Mahanagar Telephone Nigam Limited was formed by carving out Mumbai and Delhi Operations of the then Department of Telecommunications.
2. Group C&D Employees working in Bombay Telephones and Delhi Telephones were absorbed in MTNL w.e.f 01.11.1998 and Group 'B' Officers were absorbed in MTNL w.e.f. 01.10.2000 as per the terms and conditions set out in the offer document.
3. With the absorption of Group C&D employees and Group B Officers in MTNL, the classification of the posts has been changed to Non-Executives and Executives.
4. However, the present promotional avenues in the executive cadre of various streams including personal staff (Hindi officers & stenographers) have not been framed properly. Hence the existing multilevel promotional policy is bringing demotivation/frustration amongst the executives.
5. It was felt that a new mechanism of promotional avenues for executives needs to be evolved so that all the executives belonging to the various streams will not only being benefitted equally but the policy should keep the level of motivation.

We, therefore, propose the following promotion policy:

## Proposed new promotion policy for executives

1. It is proposed that the multitier promotional system should immediately be abolished and single time-bound post based promotional system for all the streams should be adopted immediately.
2. The entry at the executive cadre should be at E-2 level only and there shouldn't be any kind of lateral entry up to E-9.  
The entry of executives at E-2 level shall be made in ratio of 1:2 i.e. one from department and two from open market. It is proposed that the promotion from E-2 to E-7 must be post based time-bound and it shouldn't be merely a financial upgradation. The present practice should immediately be stopped. This was already offered to the executives by DOT and based on which the officers of DOT took absorption in MTNL. Moreover, this is already in existence in MTNL for the Gr. A officers those who have been recruited by MTNL and absorbed in MTNL from DOT. This will not only motivate the executive but also control the attrition rate in executive cadre in MTNL (which is presently more than 50%).
3. The promotion to the post of E-8 and E-9 can be given on the basis of availability of vacancies in the grade of E-8 and E-9 i.e. GM and PGM/CGM.
4. The post based time bound promotion as well as the vacancy based promotion shall be based on Comprehensive assessment of the performance based criteria only. Hence, it is suggested that the present promotion through LICE at E-3 as well as at E-5 should immediately be withdrawn/ scrapped.

It is proposed that the present period of time-bound post based promotion should be reduced from 5 years to 4 years so that an executive who enters at



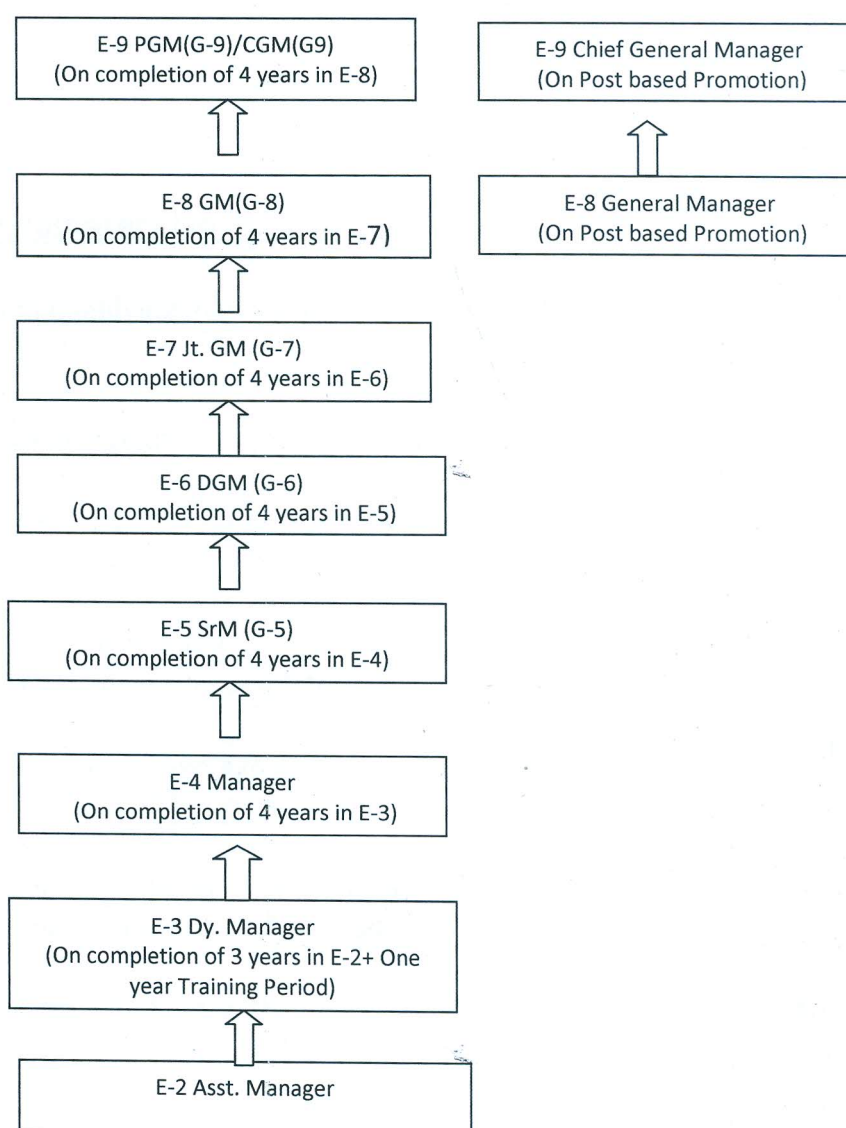
the level of E-2 can reach up to the level of E-9 within the span of 28 years of service in executive cadre.

5. To meet the need of various fields viz. Mktg./HR/Legal all the posts shall be filled through the available executives in the organization only and to meet these requirements the executives should be motivated to attain the professional qualification so as to meet the specific requirement of the organization. This is more required because MTNL is service provider not a production unit.

We also propose that under any circumstance no lateral entry at any level in the executive cadre should be made in the name of specified field/requirement i.e. up to E9 level.

6. The cadre of personal staff (stenographers as well as Hindi officers) should also be treated as executives and they should also be governed/ covered by the same executive promotion policy which is being proposed by us.
7. The existing executives already promoted from E-2 to E-3 and onwards should immediately be provided with designatory post.

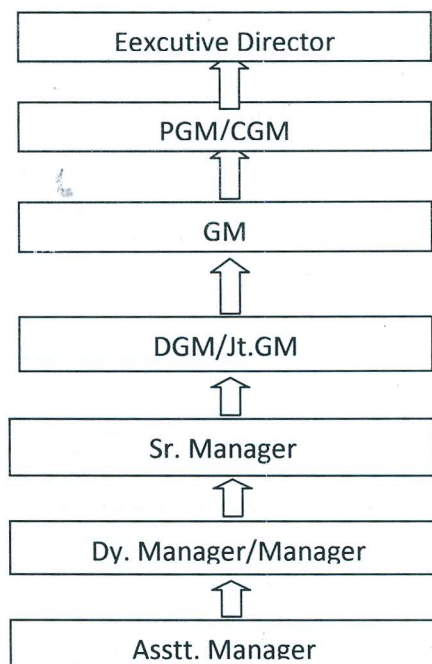
### Proposed hierarchy for executives in MTNL



*Signature*



### Reporting Mechanism:



### Performance Appraisal Parameters Up TO E7 Level

It is proposed that the minimum qualifying marks should be 60% instead of 75%.

### VI. Performance Appraisal Parameters Beyond E7 Level

The following Factors be taken into account for performance appraisal

	Criteria	Marks
1	Academics/ Professional Qualification	25 Marks
2	Length of Service (5 Marks for each completed year of service in the immediate grade below)	25 Marks
3	Performance Appraisal Ratings (Average marks during the service in the immediate grade below shall be considered)	50 Marks
	Total	100 marks
	Minimum qualifying Marks to be 60 along with minimum years of service mentioned in immediate proceeding Grade.	

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### Performance Appraisal Ratings

Sr. No.	Rating	Marks To Be Awarded
1	Outstanding	10 Marks
2	Very Good	8 Marks
3	Good	6 Marks
4	Average	4 Marks
5	Not Satisfactory	0 Marks

Maximum marks should be 50.

### Advantages of the Proposed Promotion Policy:

- The newly proposed Promotion Policy for the Executives is as per the terms and conditions of absorption in MTNL.
- Designated regular post should be filled with the senior most in the Grade in the circle to Head the unit. This will end the dual promotion policy presently prevailing in MTNL due to the legacy of DOT carried by MTNL.
- Financial implications on promotions will reduce considerably. Now double fixation is getting on promotions viz. one on financial upgradation and second on post based functional promotion. Though it will be a loss to the Executives, but it will ensure timely promotion to the Executives.
- MTNL will be able to man all the positions without any additional financial burden.

### Higher Managerial Positions:

- Recruitment shall be made only at the entry level i.e. at the level of Assistant Managers. There shall be no lateral entry. To cater to the requirement of the Organization at the higher Managerial Positions, skill/competency improvement program can be introduced as per the requirement of the Management such as company sponsored part time/executive course from premier institutes like IIT& IIMs. Company may also introduce incentive for skill up gradation by offering one/two extra increments to higher educational/professional qualification. This will simultaneously meet the requirement of the Management as well as the aspirations of the young talents.

