

No.2/1/87-PP
Government of India
Department of Personnel & Training
(Policy Planning Division,
.....

New Delhi, dated 23rd Nov, 1987.

OFFICE MEMORANDUM

Subject:- Guidelines for cadre review of Groups 'B', 'C' & 'D' cadres - in the light of the recommendation made by the 4th Central Pay Commission -
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Periodical Cadre Review is an important part of personnel management in the organisation. It plays a vital role in the smooth functioning of the cadre and in keeping up the morale of its members. The main thrust of the cadre review should be on man power projections and recruitment planning on scientific lines aiming at the same time

No.5/45/77-PP dt. 26.8.77	at rationalisation of the
No.5/22/81-PP.II dt. 12.1.82	existing cadre structure with
No.5/20/85-PP dt. 19.11.85	a view to improving the

efficiency, morale and effectiveness of the cadre. This Ministry has issued instructions from time to time which have been quoted in the margin for carrying out cadre reviews of Groups 'C' and 'D' employees.

The 4th Central Pay Commission had also considered the question of cadre reviews and related matters in respect of promotion policy of Groups 'B', 'C' and 'D' employees. The recommendations made by the Commission in this regard, in paragraphs 23.9 and 23.10 of the Report are reproduced in the Annexure-I to this O.M.

It has been decided in supersession of the instructions referred to in paragraph 1 above that the following guidelines are to be followed while carrying out the cadre reviews of Groups 'B', 'C' and 'D' employees.

Agency for conducting cadre reviews

- 3.1 The cadre reviews will be carried out by the Cadre Controlling Authority.
- 3.2 The Departmental Cadre Review Committees may be set up by the respective Ministries/Departments controlling the cadres to be reviewed and should comprise the representatives of the following:-

- (a) Attached/Subordinate Office concerned.
- (b) Integrated Finance..
- (c) The Personnel Unit
(Administration/Establishment Division) in the
Ministry/Department dealing with the personnel
aspects of the cadre.
- (d) Concerned Field Organisations.
- (e) Any other member considered necessary by the
Cadre Controlling Authority.

few example for constituting the Departmental Cadre Review
committees are indicated in Annexure-II to this O.M. for the
aidance of Ministries, Departments etc.

Principles covering cadre reviews

- 3.3. The Cadre Review may be visualised as an exercise
for complete manpower planning taking into account
the annual intake at the entry level, maintenance
needs, growth etc. rather than being viewed only
as need for upgradation of posts to provide
promotional opportunities to the members of the
staff.
- 3.4 The Cadre Review may be conducted on functional
cum-structural considerations with due regard to
the duties and responsibilities and the need to
promote efficiency in the
Organisation/Department.
- 3.5 Wherever SIU norms/yardsticks have already been
laid down for provision of staff, these should be
taken into account, while conducting cadre review
for various categories/grades.
- 3.6 The Cadre review exercise may be conducted
periodically for all group 'B', 'C' & 'D' posts
without linking it to the level of stagnation in
the cadre.
- 3.7 While conducting cadre reviews, time bound
promotions may be considered only in exceptional
cases, where it is provided for in the Service
Rules of respective categories/grades of the
concerned staff. The cadre review should be
consistent with the needs and requirements of the
organisation.

3.8 While conducting cadre review, the Administrative Ministry may consider rationalisation of categories/grades through merger, as over the passage of time, there might have been proliferation of categories, levels and grades in each Service. A multi-disciplinary approach may be considered rather than having strait-jacket or water tight compartmentalisation.

3.9 In isolated categories where promotion to next grade is not possible, efforts may be made to identify posts after taking into account the qualifications and experience, duties and responsibilities attached to these posts, formerging them with the existing cadres. In case it is not possible to merge them in an existing or proposed hierarchical structure, these posts should not be filled by direct recruitment but by transfer on deputation so that the incumbents of such posts do not stagnate.

Periodicity

3.10 The cadre review exercise may be conducted after every five years.

Role of Department of Personnel & Training

3.11 The primary responsibility for conducting cadre review for Group B, C&D cadres will be of the concerned cadre controlling authorities in the respective Ministries/Departments. It would be the duty of the Ministries and Departments to ensure that the cadre reviews are carried out by the cadre controlling authorities periodically in the light of these guidelines. The Department of Personnel & Training will lay down the policy, issue guidelines and if necessary, review the progress of cadre reviews, conducted by the concerned cadre controlling authorities/Ministries/Departments. Hindi version is attached.

Sd/-
(V.P. UPPAL)
DIRECTOR (PP)

To
1.

All the Ministries/Departments of the Government of India (as per standard list) (with usual number of spare copies).

All attached to the
Home Affairs
and Pensions

All Union

Secretary,
General of India

Registrar, Court of

Lok Sabha/Rajya Sabha Secretariat

All Officers/Section of the Ministry of Home
Affairs/Ministry of Personnel & Pensions

EXTRACTS FROM PARAS 23.9 AND 23.10 CHAPTER IS ENTITLED
PROMOTION POLICY OF THE REPORT OF THE FOURTH CENTRAL PAY
COMMISSION.

23.9 It appears that introduction of selection grades and grant of one stagnation increment have proved to be temporary palliatives. A solution of the problems of stagnation and inadequate promotion opportunities should some to lie in a rational cadre structure and long pay scales. It is recognised that promotional opportunities should be available to employees as motivation for them to contribute their best in the discharge of their duties. At the same time, the system of career progression should be consistent with the functional needs and requirements of organisation. It may not, therefore, be feasible to lay down a rigid formulation as to the number of promotions which an employee should have in his career and the length of service which should qualify for such time-bound promotions.....

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23.10We are therefore of the view that the selection grades should not be continued for posts in Group 'C' & 'D' where they are available at present. The existing incumbents in the selection grades may be allowed to continue in the appropriate scales recommended by us. In order to provide relief to those who reach the maximum of their scale of pay, we recommend grant of one stagnation increment on complete of every two years at the maximum of the respective scales. A maximum of three such increments may be allowed. The scheme of stagnation increment should be applicable to all cadres in groups in 'B', 'C' and 'D' and also for posts in Group 'A' upto the senior time level. At the same time, there should be cadre reviews after a prescribed period with a view to identifying the grades/posts which could be upgraded taking into account their duties and responsibilities and consistent with the need to promote efficiency in administration.

Suggested Composition of Cadre Review Committee for Junior Engineers in CPWD.

1. J.S. in the Ministry of Urban Development.
2. Chief Engineer - C.P.W.D.
3. F.A.
4. Director (Administration), C.P.W.D.

Suggested composition of Cadre Review Committee for Pharmacists in the Ministry of Health.

1. J.S. in the Ministry of Health.
2. Financial Adviser.
3. A representative from the C.G.H.S.
4. Chief Administrative Officer, D.G.H.S.

Suggested composition for the post of Draftsman in Surgery of India.

1. J.S. in the Ministry of Sciences & Technology.
2. F.A./DFA (S&T)
3. Deputy Director General, Survey of India.
4. Director/D.S. (Admn.).